

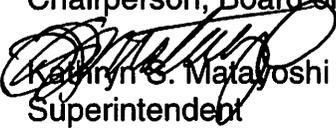


STATE OF HAWAII
DEPARTMENT OF EDUCATION
P.O. BOX 2360
HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

January 19, 2016

TO: The Honorable Lance Mizumoto
Chairperson, Board of Education

FROM: 
Kathryn S. Matayoshi
Superintendent

SUBJECT: **Board Action on plan and timeline for update of the 2011-2018 Joint
Department of Education and Board of Education Strategic Plan**

On July 3, 2012, the Board of Education ("Board") approved the Board and Department of Education's update of its Strategic Plan for 2012-18. Over the last three and a half years, Hawaii's students and schools made important progress, and many lessons have been learned. Fiscal austerity continues, and federal Race to the Top grant funds, which provided funding for innovation, have been invested and expended. Additionally the appointed Board initiated a policy audit and introduced new policies for schools including a significant commitment to Hawaiian education. Furthermore, last month, President Obama signed the "Every Student Succeeds Act," replacing federal No Child Left Behind requirements. Given these developments, the Department recommends that the Board and Department update the Hawaii Department of Education's Strategic Plan.

BACKGROUND

The current Strategic Plan is shared by the Board and Department and sets forth a common mission, vision, goals, objectives, strategies and performance indicators. The Plan has provided focus for the Board's oversight and for Department's initiatives during the past few years. School leaders statewide are familiar with many aspects of the Strategic Plan.

Since 2012, across the state, Hawaii schools and students have made important progress. Notably, ninth graders are transitioning to high school successfully, and more high school graduates are enrolling in colleges immediately after high school.

However, there is more work to be done. We have not seen gains in achievement as large or quickly as necessary for all of our students to achieve our vision that all of Hawaii's students are educated, healthy, and joyful lifelong learners who contribute positively to our community and global society. One area of particular concern is that the "achievement gap" for our high needs students persists. To achieve our goals for all of our students, we need to refine our plans and renew our focus.

RECOMMENDATION

The Department is recommending a “refresh” of the Strategic Plan in 2016.

Approach

The Department is recommending that the update maintain the basic framework of the plan (i.e., mission, vision, goals) but review and refresh the strategies and indicators. The process should reflect the Department’s commitment to continuous improvement, reflective practice, data-informed decision-making, and community engagement. The process should result in priorities that focus the Department’s statewide initiatives while empowering schools to meet community needs and leverage community assets to benefit students. Finally, the process should reflect that education’s purpose and success are embedded within the larger context of the community—developing children to reach their potential for college, careers, and citizenship and requiring the partnerships with families, governmental entities, and community organizations—which is reflected in the Department’s mission.

The recommended approach to refreshing the Strategic Plan is three-fold:

- **Listen:** Have many conversations with education stakeholders, starting with students. Engage partners. Reflect on progress made and ideas about what it will take to reach our goals.
- **Refine:** Retain the basic framework of the strategic plan (i.e., mission, vision, goals) but prioritize the objectives and reconsider the targets, strategies, and indicators.
- **Focus:** Use Strategic Plan to set statewide priorities and strategies while being clear that schools are empowered to supplement the statewide priorities and to identify tactics to accomplish the goals. Prioritize statewide performance indicators to a set that can be acted upon, measured, and monitored.

The approach is a “refresh,” not a radical departure, of the Strategic Plan. We are recommending three years, 2017-2020, for the duration of the plan.

Timeline

The Department recommends a ten-month process which will conclude by December 31, 2016 with a completed plan. A tentative timeline is provided:

- January Agreement on parameters for Strategic Plan refresh
- January – February Planning (e.g., timeline, process, partners)
- February – April Intensive listening and community conversations (including Board community meetings) focused on reflections of progress and aspirations for the future
- May – August Discussions, synthesis, and decisions regarding key components of Strategic Plan
- September – December Feedback on draft of Strategic Plan refresh
- December Completed Strategic Plan document

This timeline is designed to integrate planning for HDOE Strategic Plan with the state’s plan for Every Student Succeeds Act (ESSA). The refreshed plan will also inform the Department’s biennium budget request for 2017 Legislative Session and schools’ Academic and Financial Plans for 2017-18 school year.

Board of Education Role

The Board and Department share the Strategic Plan. Board members' participation and leadership in the plan's development and implementation are critical. Therefore, the Department is proposing the following role for the Board:

- Individual interviews with members during the listening phase;
- Board community meetings on Strategic Plan;
- Regular Department updates to Board to report on progress and recommendations for interim decision making, as needed;
- Board committee discussions and action regarding relevant goal areas;
- General Business Meeting focused exclusively on the Strategic Plan; and
- Meeting of the full board with the Governor.

Resources

Thoughtful engagement of stakeholders, preparation and review of data, analysis and synthesis of data and feedback, communication of the process and outcome, and project management for the Strategic Plan requires commitment of resources.

Tammi Chun, Assistant Superintendent of the Office of Strategy, Innovation and Performance (OSIP), will be the executive sponsor for the Strategic Plan update. The Policy, Innovation, Planning and Evaluation (PIPE) branch in OSIP will staff the Strategic Plan, while recognizing that the process will require involvement of offices, complex areas, and schools throughout HIDOE.

Also, the Department will be meeting with community partners who have offered to provide support for the process of updating the Strategic Plan and proposes to report to the Board on these partners and resources in February as part of a more detailed description of a work plan for refreshing the Strategic Plan.

ACTION REQUESTED

The Department requests the Board's approval to refresh the Strategic Plan based on the following parameters:

- Update the Strategic Plan, maintaining the mission, vision, and goals while reviewing, revising, and prioritizing the strategies and indicators;
- Follow the approach described above: Listen, Refine, and Focus; and
- Have a complete draft by 12/31/2016.

KSM:TOC:kp

c: Office of Strategy, Innovation and Performance



Plan and timeline for update of the 2011-2018 Joint Department of Education and Board of Education Strategic Plan

Presentation to the Hawaii State Board of Education
General Business Meeting
January 19, 2016

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HawaiiPublicSchools.org



Strategic Plan: Vision & Direction

The Department of Education and Board of Education established a joint strategic plan in 2012 that:

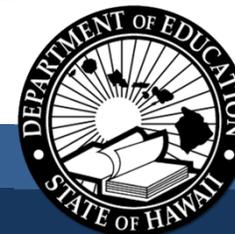
- Sets a clear vision for success grounded in college & career readiness
- Establishes a culture of reflection & improvement at every level of the system



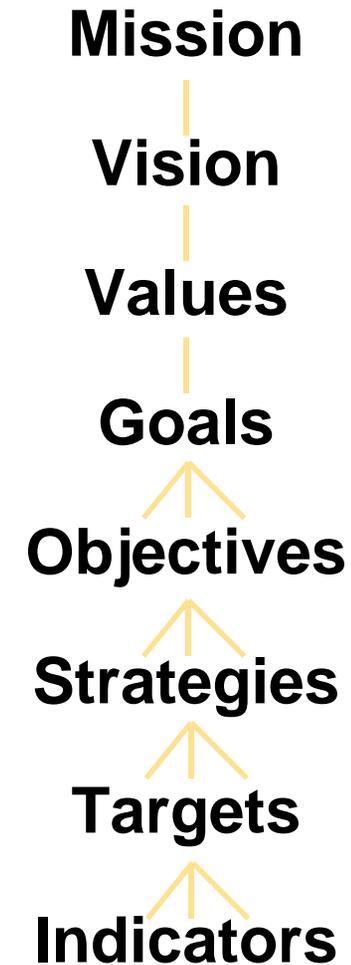
<http://www.hawaiipublicschools.org/VisionForSuccess/AdvancingEducation/StrategicPlan/>

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Strategic Plan: Organization



Strategic Plan: Implementation and Monitoring

1. **Statewide:** Strategic Plan
2. **Board of Education:** Scorecards by Goal
3. **State Offices:** Delivery Plans organized around Six Priority Strategies
4. **Complex Areas:** Complex Area Academic and Financial Plans
5. **Schools:** School Academic and Financial Plans



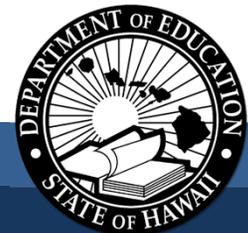


Our Mission: All Students

We serve our community by developing the academic achievement, character, and social-emotional well-being of our students to the fullest potential. We work with partners, families, and communities to ensure that ***all students*** reach their aspirations from early learning through college, career, and citizenship.

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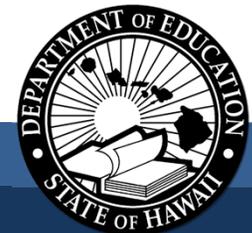
Our Vision



Hawaii's students are educated, healthy, and joyful lifelong learners who contribute positively to our community and global society.

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Strategic Plan: Goals



All students demonstrate they are on a path toward success in college, career and citizenship.

The Department has a high-performing culture where employees have the training, support and professional development to contribute effectively to student success.

The system and culture of the Department work to effectively organize financial, human, and community resources in support of student success.



Strategic Plan: Approach to Refresh

- **Listen:**
 - Have many conversations with education stakeholders, starting with students.
 - Engage partners.
 - Reflect on progress made and ideas about what it will take to reach our goals.
- **Refine:**
 - Retain the basic framework of the strategic plan (i.e., mission, vision, goals) but prioritize the objectives and reconsider the targets, strategies and indicators.
- **Focus:**
 - Use Strategic Plan to set out statewide priorities and strategies while being clear that schools are empowered to supplement the statewide priorities and to identify tactics to accomplish the goals.
 - Prioritize statewide performance indicators to a set that can be acted upon, measured, and monitored.



Proposed Timeline

Jan 19	Agreement on parameters for Strategic Plan refresh
Jan – Feb	Planning (e.g., timeline, process, partners)
Feb– April	Intensive listening and community conversations (including Board community meetings) focused on reflections of progress and aspirations for the future
May – Aug	Discussions, synthesis, and decisions regarding key components of Strategic Plan
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Dec	Completed Strategic Plan document



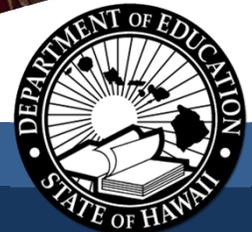
Board of Education

1. Individual interviews with members during the listening phase;
2. Board community meetings on Strategic Plan;
3. Regular Department updates to Board to report on progress and recommendations for interim decision making, as needed;
4. Board committee discussions and action regarding relevant goal areas;
5. General Business Meeting focused exclusively on the Strategic Plan; and
6. Meeting of the full board with the Governor.



Recommend Board Action

- Refresh the Strategic Plan based on the following parameters:
 - Update the Strategic Plan, maintaining the mission, vision, and goals while reviewing, revising, and prioritizing the strategies and indicators;
 - Follow the approach described above: Listen, Refine, and Focus; and
 - Have a complete draft by 12/31/2016.



A woman in a red polo shirt is leaning over a wooden table, talking to two young women. One woman is wearing a light pink jacket and the other is wearing a white t-shirt. In the foreground, the back of a man's head with a yellow wristband is visible. The background shows a classroom with posters on the wall, including one that says "Scholarship".

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