



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

OFFICE OF THE SUPERINTENDENT

March 1, 2016

TO: The Honorable Lance A. Mizumoto
Chairperson, Board of Education

FROM: 
Kathryn S. Matayoshi
Superintendent

SUBJECT: **Update on plan and timeline for review and extension of the
2011-2018 Joint Department of Education and Board of
Education Strategic Plan**

1. DESCRIPTION

On January 19, 2016, the BOE approved a "refresh" of the strategic plan to guide the next few years. In the spirit and practice of an approach of continuous improvement, the refresh retains the 2012 update's goals and framework for improvement as a strong continuing foundation for educational improvement but will make mid-course adjustments to better support improved student outcomes.

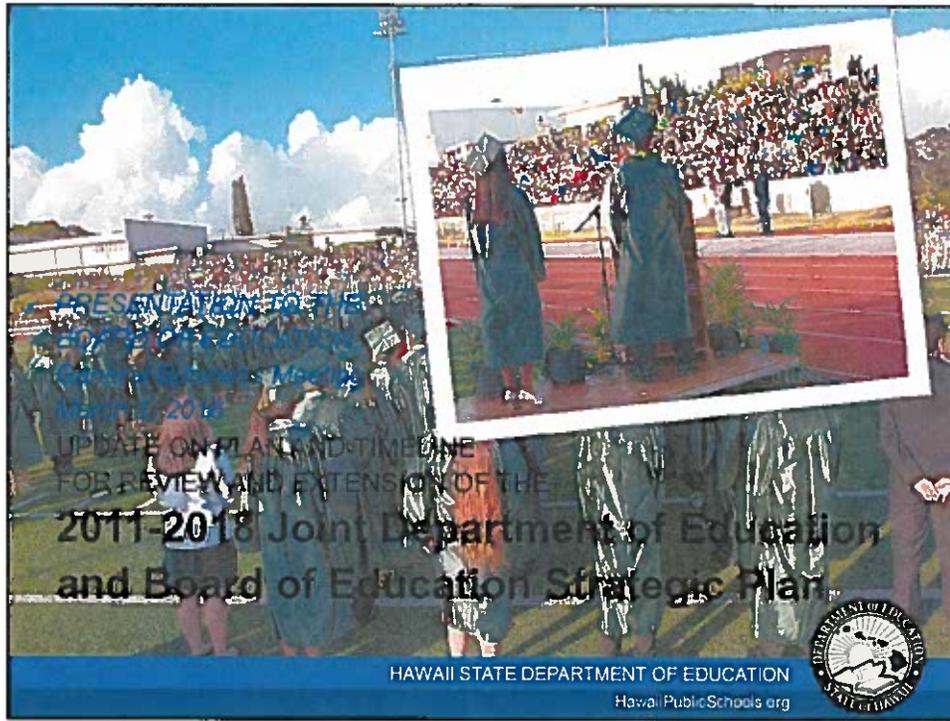
2. PRESENTATION

Asst. Superintendent Tammi Chun of the Office of Strategy, Innovation and Performance will present an overview of the Strategic Plan Refresh including scope, timeline, and stakeholder engagement strategy.

KSM:CSG:la

Attachment: GBM_03012016_2011-18 Joint DOE BOE Strategic Plan

c: Office of Strategy, Innovation and Performance



A 'Refresh' of the Strategic Plan

Since the 2012 update:

- Progress on some key data indicators
- Significant initiatives implemented, capacities increased, lessons learned
- New flexibilities for state-defined plan under new federal law, Every Student Succeeds Act (ESSA)
- New commitments including Hawaiian education for all



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Refresh facilitates greater coordination across efforts

- *Clearly define the focus of BOE/DOE leadership and oversight — supporting every child in every school*
- Multi-year academic plans for schools, complex areas
- State office delivery plans and initiative action plans
- Consolidated state plan for federal ESSA
- Readiness efforts: college, career, community



education models/concepts/tools

- Priorities for collective bargaining
- Priorities for biennium budget request



Scope of Strategic Plan 'Refresh'

WHAT IT IS

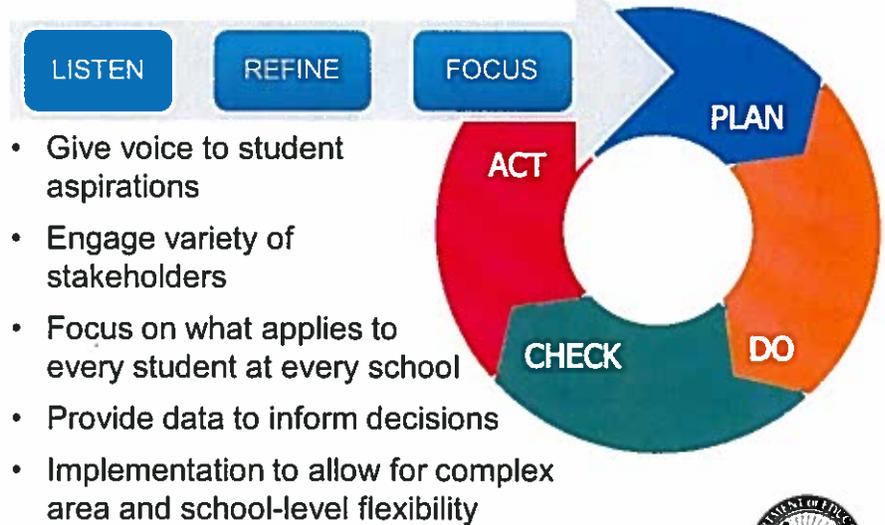
- **Staying the course** on the vision, mission, and goals through 2020
- **A review of the Strategic Plan**, taking into account progress, lessons learned and new opportunities to adjust our focus
- BOE and DOE's commitment for **all students** to focus BOE and DOE priorities, support, reporting and oversight
- Opportunity to **take advantage of federal ESSA** flexibility
- Early opportunity to identify issues for **future strategic planning**

WHAT IT IS NOT

- **Overhaul of Strategic Plan** with new vision, mission and goals
- **Comprehensive** in describing every opportunity, need and school-level action



Guiding Principles of 'Refresh'



- Give voice to student aspirations
- Engage variety of stakeholders
- Focus on what applies to every student at every school
- Provide data to inform decisions
- Implementation to allow for complex area and school-level flexibility



Stakeholder engagement & input

BROAD	TARGETED	INDIVIDUAL
<ul style="list-style-type: none"> • BOE Community Meetings • Online feedback opportunities • Incorporation of feedback through other planning processes 	<ul style="list-style-type: none"> • Teachers: Hawaii State Teacher Fellows • Students: Hawaii State Student Council, Center for Tomorrow's Leaders • Principals: Deputy's Roundtable, Secondary Principals Forum, Complex Area Principal Meetings • Educational Officers: Educational Leadership Institute • Community: HE'E • Complex Area Superintendents: DOE Academic Leadership • Charter Schools: Hawaii Public Charter School Network • Parents: Parents for Public Schools 	<ul style="list-style-type: none"> • Governor • BOE members • Legislative Education Chairs • Union leaders HSTA, HGEA, UPW

ADVISORY

Hawaii P-20 Council: comprised of business, philanthropy, unions, Governor's rep, University of Hawaii, private schools, early childhood, and legislative leaders.



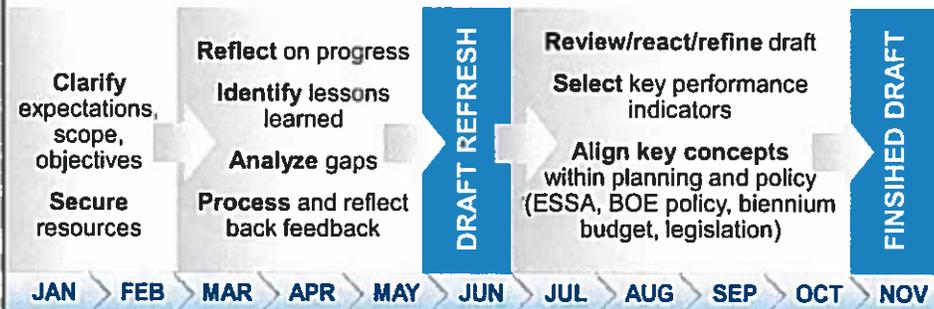
Engagement & input

Framing questions for outreach and feedback:

1. What have we learned over last five years?
 - Strategies to keep
 - Strategies to end
 - Strategies to improve
2. What does it mean for students to be college, career and community ready? How will we know?
3. What have you seen work best for preparing students to be college, career and community ready?
4. What has worked best for reducing remediation and barriers for high school graduates going on to the next step in job training and/or postsecondary education?



Timeline



COMMUNICATION: Stakeholders (staff, students, families, legislators) & Partners

Present final draft for consideration to BOE at 12/6/16 meeting.

Pending approval, next steps would be:

- ✓ Communication
- ✓ Implementation
- ✓ Delivery and Action Plans
- ✓ Support and Oversight



Issues and Challenges

Managing Expectations and Scope Given Constraints



Funding

- Competing demands for HIDOE resources with budget restrictions and operational priorities
- External funding opportunities limited since viewed as "DOE kuleana"



Time

- Nine month project timeline in order to impact 2017-18 school year cycle of planning and ESSA state plan



Personnel

- Limited HIDOE staff availability (given budget restrictions and other priorities)
- Project support (internal and external) limited by budget

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Project Organization

Exec Sponsor: Tammi Chun, Assistant Superintendent, OSIP

HIDOE staff:

- Courtney Gill, PIPE/OSIP Analyst
- PIPE/OSIP Analyst (pending hire)
- Shannah Smith, PIPE/OSIP Analyst
- Communications

Project support, contingent on funding:

- Chris Pating: design, facilitation, key interviews
- Marisa Hayase: stakeholder engagement, writing
- Communications: messaging, surveys
- Other: as needs arise

Advisory: Hawaii P-20 Council

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Benefits of Strategic Plan 'Refresh'

- **Pivot** from establishing framework and statewide foundation to actions that move our schools from "good to great"
- **Align** guidance and support for school and complex area academic and financial plans
- **Adjust** state office priority strategies and support to align with strategic plan refresh
- **Identify** strategic investment opportunities (e.g., biennium budget request, strategic philanthropic support)
- **Focus** oversight and policymaking for BOE and DOE

A photograph of a graduation ceremony. A graduate in a white cap and gown is hugging a man in a dark suit. Other graduates in white and red gowns are visible in the background.

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