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STATE OF HAWAII  
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OFFICE OF THE SUPERINTENDENT

May 17, 2016

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

FROM:   
Kathryn S. Matayoshi  
Superintendent

SUBJECT: **Update on the Review and Extension of the 2011-2018 Joint  
Department of Education and Board of Education Strategic Plan**

1. DESCRIPTION

On January 19, 2016, the Board of Education approved a review and extension of the strategic plan to guide the next few years. In the spirit and practice of an approach of continuous improvement, the review and extension 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 update on the Strategic Plan review and extension.

KSM:TOC:csg

Attachment: GBM\_05172016\_Update on 2011-2018 Joint DOE-BOE Strategic Plan

c: Office of Strategy, Innovation and Performance

# UPDATE ON THE REVIEW AND EXTENSION OF THE **2011-2018 Joint Department of Education and Board of Education Strategic Plan**

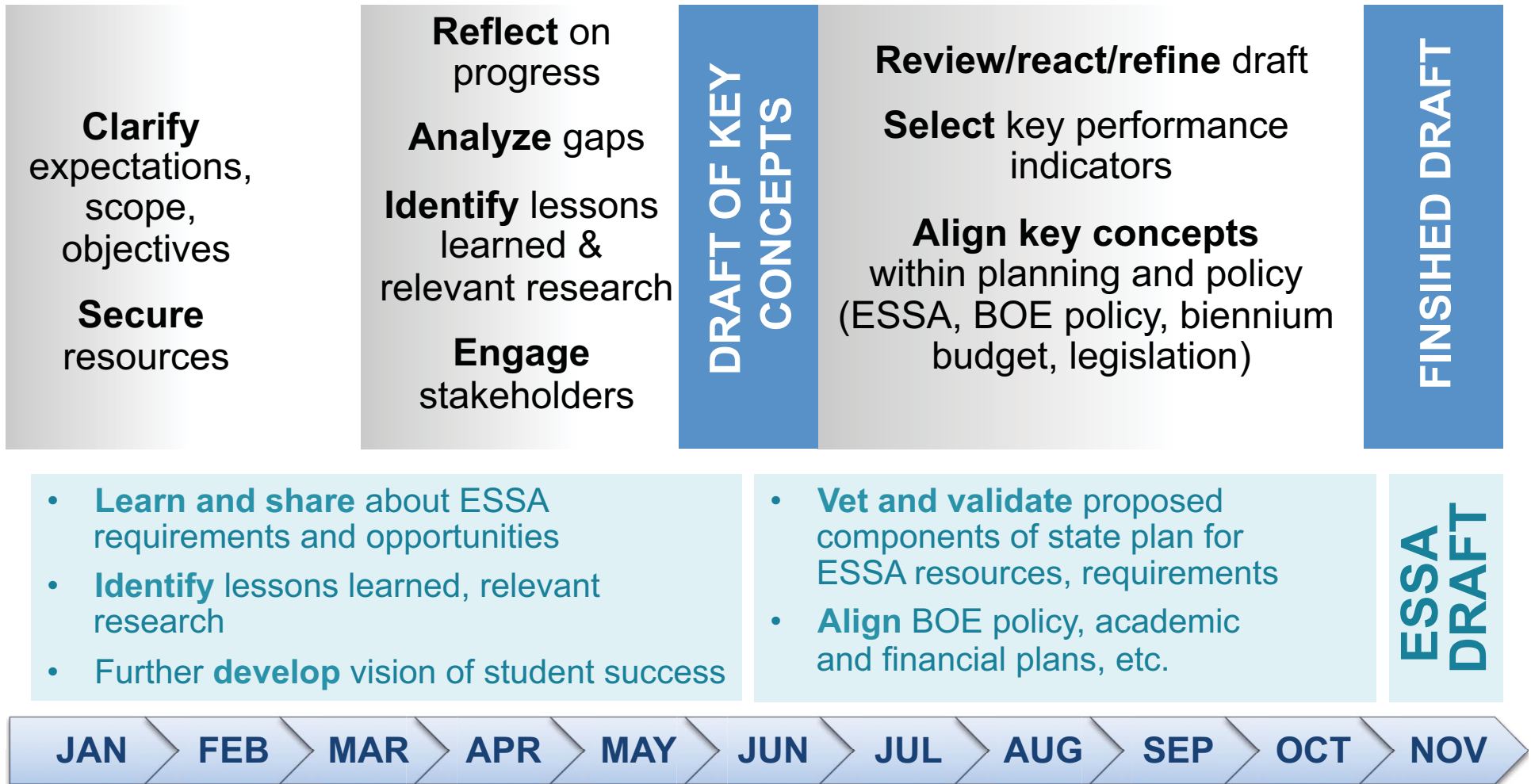
*Board of Education General Business Meeting  
May 17, 2016*



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# Timeline: Strategic Plan leads **ESSA**



**Target: Positive impact for students via full implementation in 2017-18 school year**

# Stakeholder Engagement Update

BROAD	TARGETED	INDIVIDUALS
<ul style="list-style-type: none"> <li>• BOE Community Meetings</li> <li>• Online feedback opportunities</li> <li>• Incorporation of feedback through key partners' planning processes</li> </ul>	<p>Focus groups in conjunction with key partners such as Hawaii State Teacher Fellows, HE'E, Hawaii Charter School Network, Parents for Public Schools, Center for Tomorrow's Leaders, and Hawaii State Student Council.</p> <ul style="list-style-type: none"> <li>• <b>Teachers, Principals, Educational Officers, and Complex Area Superintendents</b></li> <li>• <b>Students, Parents, and Caregivers</b></li> <li>• <b>Charter Schools</b></li> <li>• <b>Business community</b></li> <li>• <b>Cultural and ethnic community associations</b></li> <li>• <b>Community partners</b></li> </ul>	<ul style="list-style-type: none"> <li>• Governor</li> <li>• BOE members</li> <li>• Legislative Education Chairs</li> <li>• Union leaders: HSTA, HGEA, UPW</li> </ul>

## ADVISORY

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

**Approximately 60 focus groups completed to date**

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# Online Feedback Through May 31

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# Join THE conversation



**WHAT DOES STUDENT SUCCESS LOOK LIKE,  
AND HOW CAN WE SUPPORT THAT?**

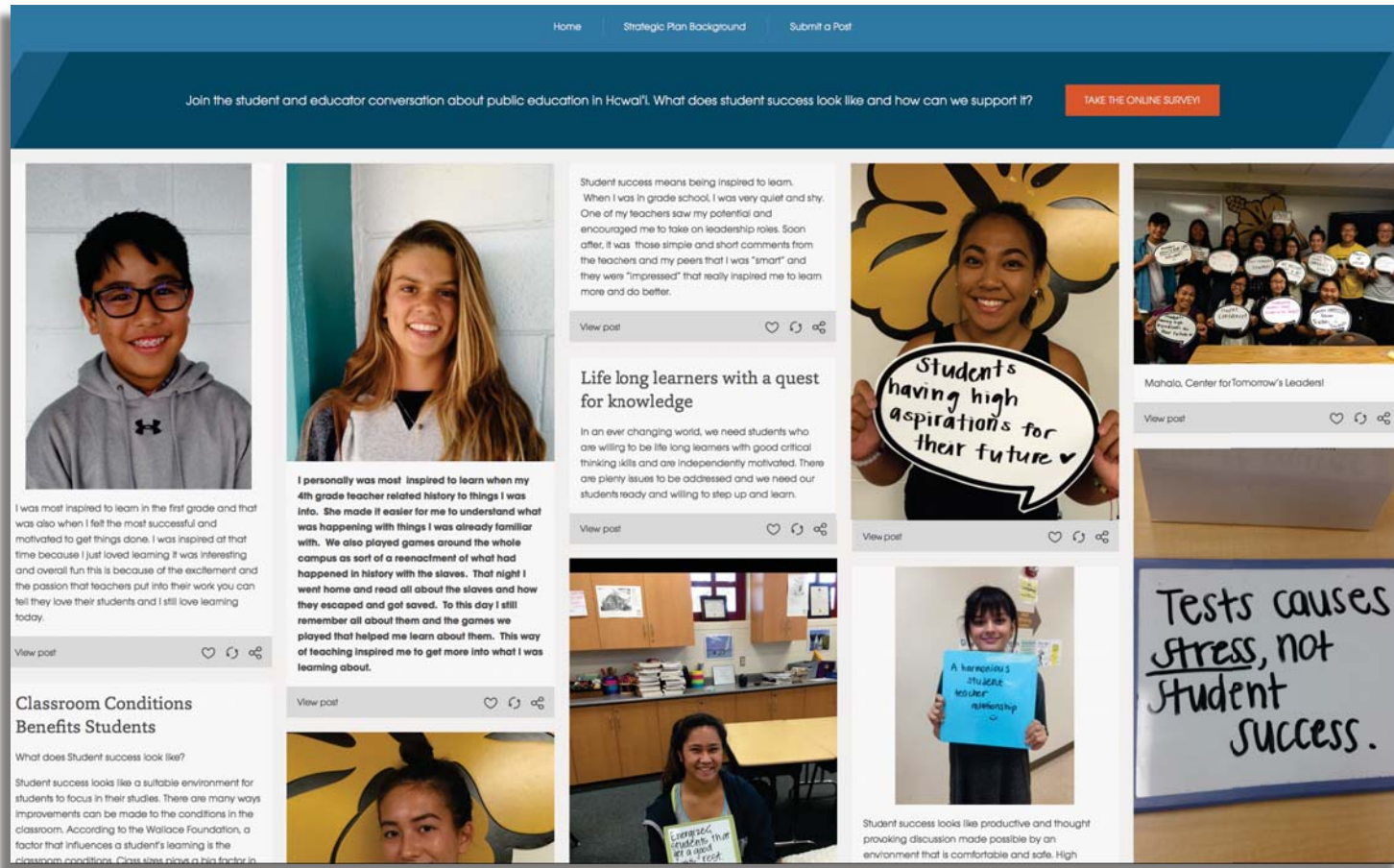
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# Tumblr blog / #HIQualityEd

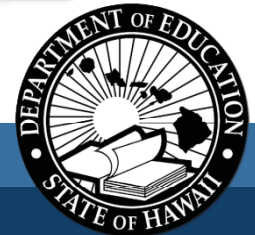
*What does high quality education and student success look like to you?*



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# Strategic Plan: Goal 1 Progress

- **Implementation of rigorous standards** in English Language Arts/Literacy and mathematics that prepare students for success in college and careers
- **Adoption of Common Core instructional materials** statewide (with a waiver process for schools to select alternatives)
- **Commitment to Hawaiian education** statewide
- **Multiple initiatives to promote college credit for students** while in high school



# Strategic Plan: Goal 1 Progress

(Points Change)

## Progress Made

- Students who attend school regularly (+1)
- Students with no behavior offenses (+3)
- Students' co and extra-curricular participation (-2) <sup>1, 2</sup>
- Achievement (measured by Smarter Balanced Assessment)
- College and career readiness benchmark met (+13)
- 9<sup>th</sup> grade on-time promotion (+3)
- On-time graduation (+2)
- College enrollment immediately after HS graduation (+6)/16 months fr graduation (-1)
- Career and Technical Education Program completion (+17)
- Lifelong learning <sup>1,2</sup>

## Progress Not Made

- Achievement gap (Math: +11; English Language Arts/Literacy: +13)
- Students' reported safety and well-being (-4)
- Parents' reported satisfaction (-8)
- Parents' reported involvement (-5)

## Measure Not Identified

- Student connection to community

1 Longitudinal data not available to report change from 2011-12 to 2014-15

2 Proxy is inadequate to reflect indicator





# Student Success: Readiness

MEASURE	2010-11	2014-15	CHANGE
Chronic Absenteeism Elementary students absent 15 or more days	17.8%*	10.9%	- 6.9 points
Dual Credit (Early College), # of 12 <sup>th</sup> graders	607	1,058	+ 4.3 points
Advanced Placement Exams Taken	5,813	8,270	+ 42.3%
College Remediation (Math) Recent high school graduates enrolled in UH community colleges	36%	31%	- 5 points
College Remediation (English) Recent high school graduates enrolled in UH community colleges	33%	30%	- 3 points

\* 2012-13



# Strategic Plan: Goal 2 Progress

- **21 additional paid hours** per year for teacher training and professional development since 2013
- Beginning teachers statewide receive **induction and mentoring support for first two years**
- **Annual evaluations and feedback for improvement** for teachers and leaders
- **Collaboration with HSTA** on improvements to teacher evaluation through Joint Committee and professional development opportunities



# Strategic Plan: Goal 2 Progress

(Points Change)

## Progress Made

- Highly Qualified Teachers (+5)
- “Highly effective” teachers (+20)<sup>1</sup>
- Teacher positions filled on first day of school<sup>1</sup>
- New teachers who meet with a mentor regularly (+47)
- Schools with Academic Review Teams (+10)<sup>1</sup>

## Progress Not Made

- Employee retention (-2)
- Teacher ratings and improvement plans (0)<sup>1</sup>
- Administrator ratings and improvement plans (0)<sup>1</sup>
- Alignment of professional development (-3)<sup>1</sup>
- Students’ reported satisfaction (-8)<sup>2</sup>
- Leadership development (0)<sup>2</sup>
- Leadership placement (-2)<sup>2</sup>
- Leadership skills training (0)<sup>2</sup>

## Measure Not Identified

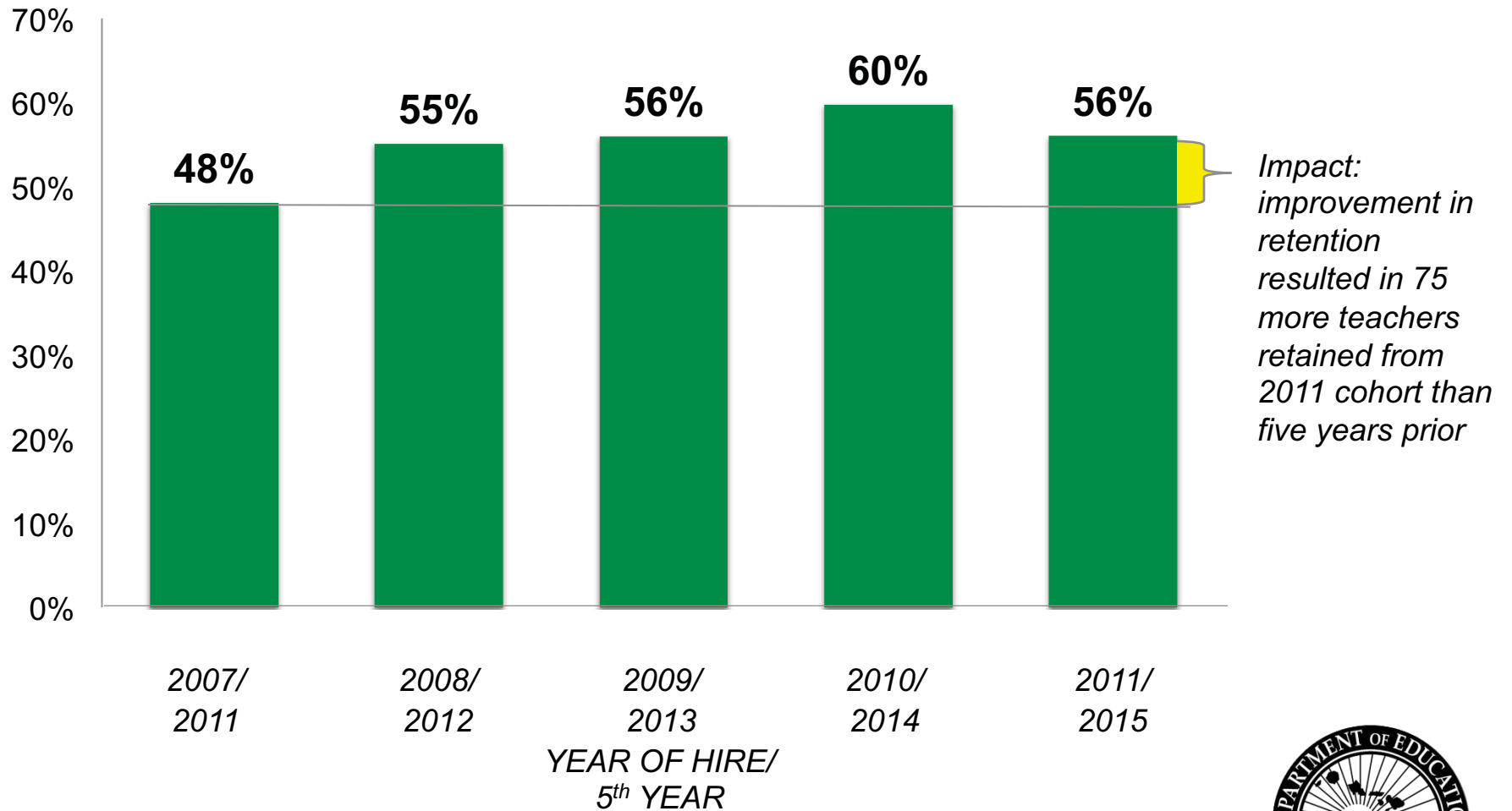
- Effective new non-certified employee orientation

<sup>1</sup> Longitudinal data not available to report change from 2011-12 to 2014-15

<sup>2</sup> Proxy is inadequate to reflect indicator

# Staff Success

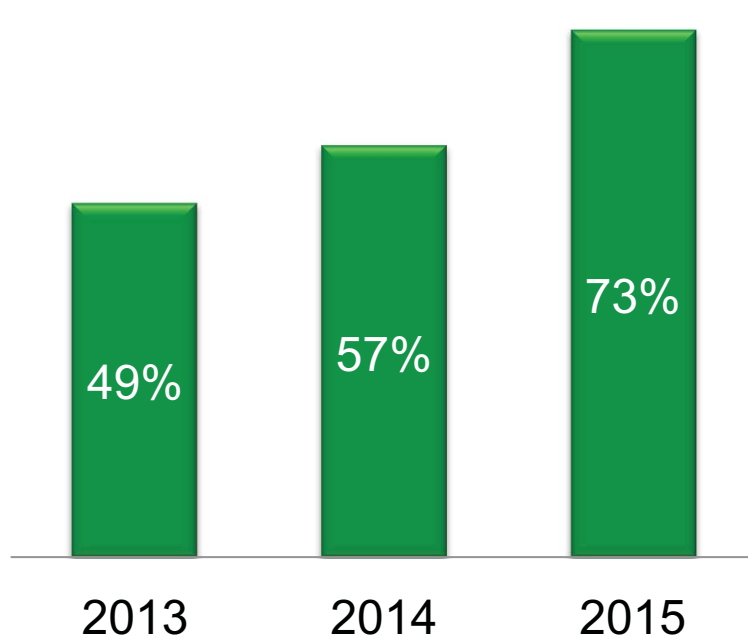
Percent of new teacher hires continuing to teach in DOE after five years



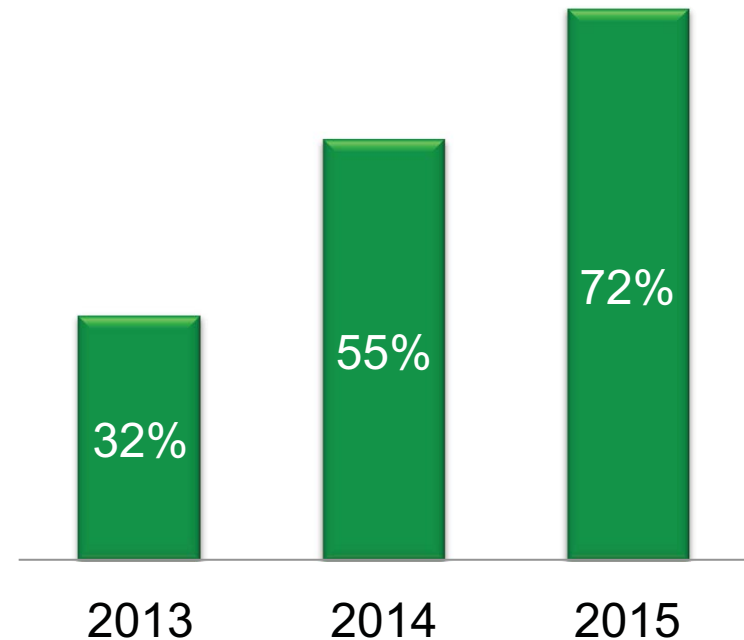


# Staff Success

Percent of principals who agreed with statement: “I have the resources needed to implement strategies associated with the Common Core.”



Percent of principals who agreed with statement: “I have the resources needed to implement strategies associated with the Educator Evaluation System.”

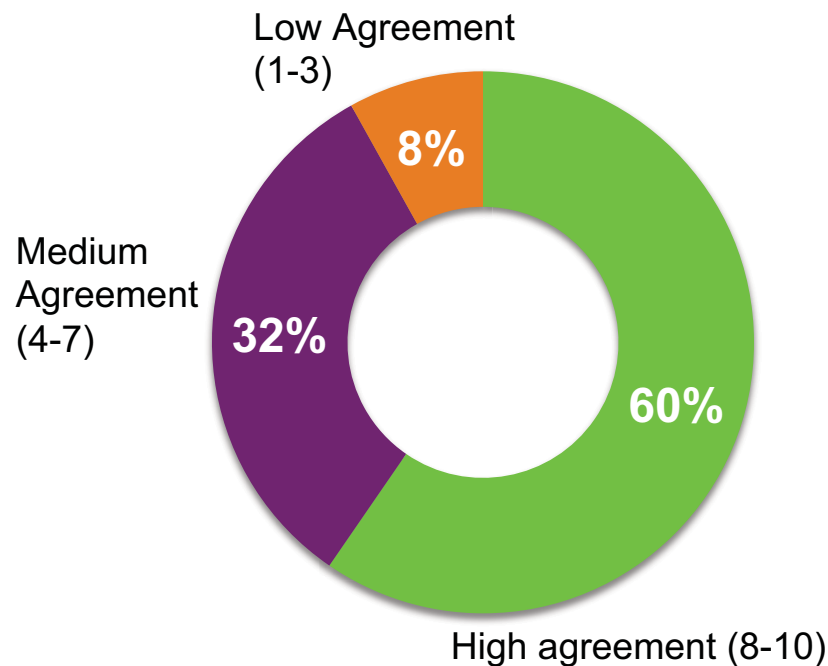


Source: Educational Leadership Survey, annually conducted during the summer.

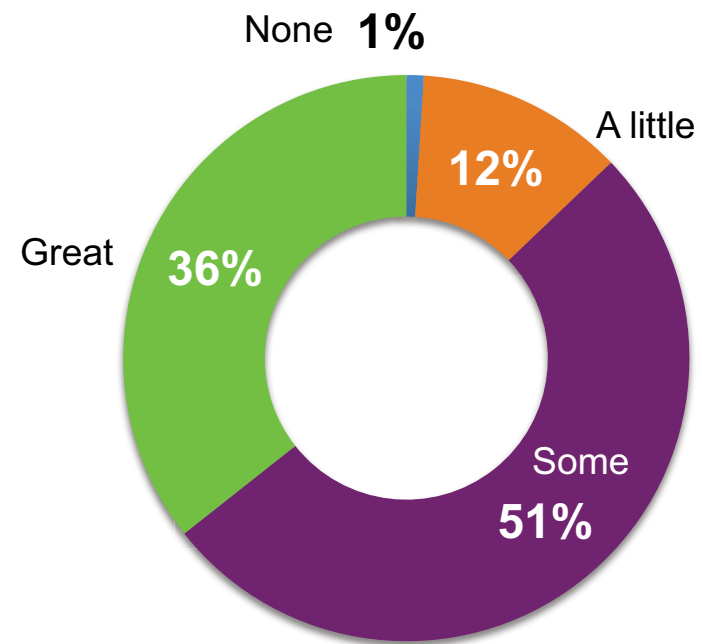


# Staff Success

I have successfully adjusted my teaching to reflect the relevant Common Core State Standards. **(Spring 2015)**



To what extent do you think your colleagues are implementing the Common Core fully in their classrooms? **(Fall 2015)**



Source: Joint HSTA/DOE Committee Survey of Teachers on Educator Effectiveness System (Ward Research); Hope Street Group Teacher Fellows Fall 2015 data collection.



# Strategic Plan: Goal 3 Progress

- **Measuring schools' progress** using multiple measures including student growth: Strive HI
- **Broadband access** for every school
- **Reduced backlog** of Repair and Maintenance
- **Innovative pilots:** Community Eligibility Program (free lunch schoolwide), Hawaii Keiki, Future Ready, Zones of School of Innovation



# Strategic Plan: Goal 3 Progress

(Points Change)

## Progress Made

- Access to reliable technology resources (+2)<sup>1</sup>
- Increase speed and reliability of internet access (+36)<sup>1</sup>
- Accredited schools (+19)
- Communication effectiveness (+1)<sup>1</sup>
- Parent and community satisfaction with DOE communication & partnerships (+11)<sup>1, 2</sup>
- Administrative burden at school level<sup>1</sup>

## Progress Not Made

- Employee satisfaction with technology support (-2)<sup>1</sup>
- Timely, accurate, and transparent financial reporting and payment processing (-1)<sup>1</sup>

## Measure Not Identified

- 21<sup>st</sup> century school learning facility standards

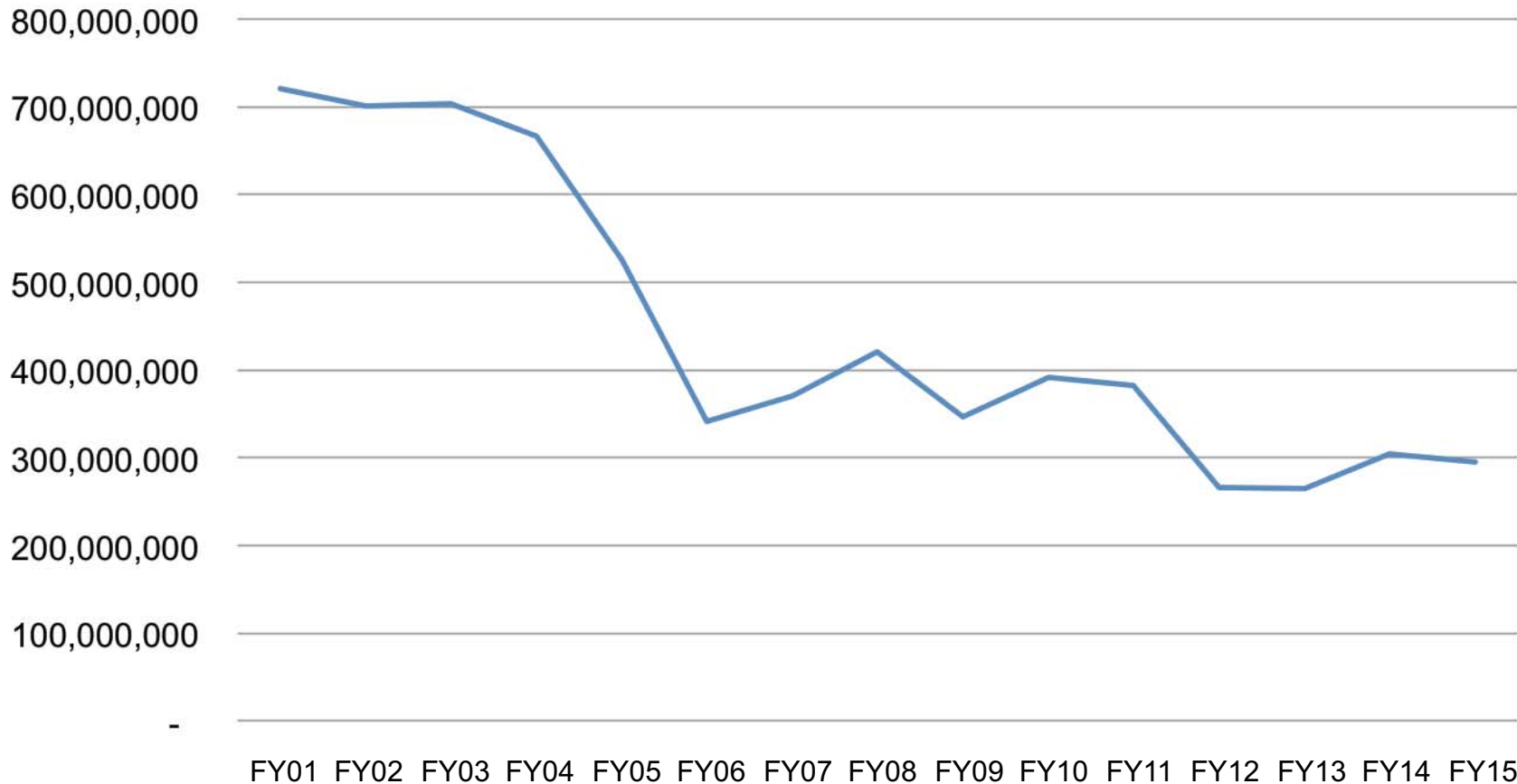
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# Successful Systems of Support

*Repair & Maintenance backlog is going down*



# Objectives, Strategies, Targets, Indicators

## Objectives

- Each goal has 3 objectives
- Total: 9 objectives

## Strategies

- Each objective has 3 to 5 strategies
- Total: 34 strategies

## Targets & Indicators

- Each strategy has 3 to 7 targets/indicators
- Total: **39 targets/indicators**

Goal for Review and Extension: **10 INDICATORS**

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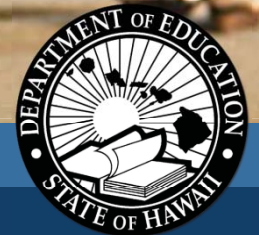
**[bit.ly/DOEBOEstratplan](http://bit.ly/DOEBOEstratplan)**

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Hawaii Board of Education and Department of Education Strategic Plan - Phase 1 Listening and Engagement  
 Status as of 5/17/2016

Completed Strategic Plan Focus Groups:

Organization	DATE	Type	Island	Complex
Kamaile Academy	04/20/2015	Educators	Oahu	Waianae
Kualapuu Public Charter School	04/25/2015	Educators	Molokai	Any
North Shore	04/02/2016	Educators	Oahu	Any
<u>Hawaii State Student Council</u>	04/02/2016	Students	Multi	Any
Kealakehe High School	04/05/2016	Educators	Hawaii	Any
Lanai High and Elem	04/05/2016	Educators	Lanai	Lanai
Kealakehe Intermediate School	04/07/2016	Educators	Hawaii	Kealakehe
Virtual Teacher	04/07/2016	Educators	Oahu	Any
Virtual Teacher	04/12/2016	Educators	Oahu	Any
Kihei Elementary School	04/12/2016	Educators	Maui	Any
Kealakehe High School	04/12/2016	HS Students	Hawaii	Kealakehe
<u>HE'E Coalition</u>	04/12/2016	Community	Oahu	Any
Kealakehe Intermediate School	04/13/2016	Educators	Hawaii	Kealakehe
Ilima Intermediate	04/13/2016	Educators	Oahu	Campbell
Red Hill Elementary	04/13/2016	Educators	Oahu	Moanalua
Noelani Elementary	04/14/2016	Educators	Oahu	Any
Aiea Public Library	04/14/2016	Educators	Oahu	Aiea
Ala Moana Hotel	04/15/2016	Educators	Oahu	Any
Hawaii Convention Center	04/16/2016	Educators	All islands	Any
Kawananakoa Middle	04/18/2016	Educators	Oahu	Any
Aiea High School	04/19/2016	Educators	Oahu	Any
Wilcox Elementary School	04/19/2016	Educators	Kauai	Kapa'a
Ka'iulani Elementary	04/20/2016	Educators	Oahu	Any
Red Hill Elementary	04/20/2016	Educators	Oahu	Moanalua
Pahoa Elem	04/20/2016	PES Student Government	Hawaii	Pahoa

DOE Leadership/Complex Area Superintendents	04/20/2016	Educators	Multi	Any
Virtual	04/21/2016	Educators	Maui	Any
Pahoa Elementary	04/21/2016	Educators	Hawaii	Pahoa
Kauai High School	04/22/2016	Educators	Kauai	Kauai
Sunset Beach Elementary	04/22/2016	Educators	Oahu	Windward
Imua Family Services	04/23/2016	Educators	Maui	Maui
McKinley High School	04/23/2016	HS Students	Oahu	McKinley
<u>Center for Tomorrow's Leaders</u>	04/23/2016	Students	Oahu	Any
Pā'ia Elementary	04/25/2016	Educators	Maui	Any
Castle High	04/26/2016	Educators	Oahu	Castle, Kalaheo, Kailua
Waipahu Elementary	04/26/2016	Educators	Oahu	Any
Kualapuu Public Charter School	04/26/2016	Parents	Molokai	Molokai
Maui Complex principals	04/26/2016	Educators	Maui	Maui
Sunset Beach Elementary	04/28/2016	Educators	Oahu	Any
Lanai High and Elem	04/28/2016	Students	Lanai	Lanai
Kekaulike Complex principals	04/28/2016	Educators	Maui	Kekaulike
Red Hill Elementary	04/29/2016	Educators	Oahu	Moanalua
Dole Middle School	04/29/2016	Educators	Oahu	Farrington
Olomana School	04/29/2016	HS Students	Oahu	Kailua
<u>Olomana School</u>	04/29/2016	Educators	Oahu	Kailua
<u>Parents for Public Schools Hawaii</u>	04/30/2016	Parents	Oahu	Any
Baldwin Complex principals	05/02/2016	Educators	Maui	Baldwin
Red Hill Elementary	05/03/2016	Educators	Oahu	Central District
<u>Pacific Resources for Education and Learning</u>	05/03/2016	Community	Oahu	Any
Castle Complex principals	05/05/2016	Educators	Oahu	Castle
Kahuku Complex principals	05/05/2016	Educators	Oahu	Kahuku
West Hawaii Community Group	05/05/2016	Community	Hawaii	Any
Hilo-Waiakea Complex principals	05/06/2016	Educators	Hawaii	Hilo, Waiakea
<u>McKinley Community School for Adults</u>	05/09/2016	Educators	Oahu, Maui	
Farrington Complex principals	05/10/2016	Educators	Oahu	Farrington
Campbell-Kapolei Complex principals	05/12/2016	Educators	Oahu	Campbell, Kapolei



Honokaa-Kealakehe-Kohala-Konawaena Complex principals	05/12/2016	Educators	Hawaii	Honokaa, Kealakehe, Kohala, Konawaena
Molokai Complex principals	05/12/2016	Educators	Molokai	Molokai
Teacher Education Coordinating Committee	05/12/2016	Educators	Oahu	Any
<u>Special Education Advisory Council of Hawaii</u>	05/13/2016	Community	Oahu	Any
Teach For America - Teachers	05/14/2016	Educators	Oahu	Any
Hoolako Like	05/16/2016	Community	Oahu	Any
Kaiser-Kalani Complex principals	05/17/2016	Educators	Oahu	Kaiser, Kalani
Aiea-Moanalua-Radford Complex principals	05/17/2016	Educators	Oahu	Aiea, Moanalua, Radford
Leilehua-Mililani-Waialua Complex principals	05/17/2016	Educators	Oahu	Leilehua, Mililani, Waialua
Kau-Keaau-Pahoa Complex principals	05/17/2016	Educators	Hawaii	Kau, Keaau, Pahoa

**Upcoming Strategic Plan Focus Groups:**

Organization	DATE	Stakeholder Group	ISLAND	COMPLEX AREA
Teach For America Teachers - Non-profit	05/18/2016	Community	Oahu	Any
Charter Schools - students, educators, parents, governing boards, and community members	05/18/2016	Educators	Oahu	
Pearl City High School Juniors	05/18/2016	Students	Oahu	Pearl City
Pearl City-Waipahu Complex principals	05/20/2016	Educators	Oahu	Pearl City, Waipahu
Kaimuki-McKinley-Roosevelt Complex principals	05/23/2016	Educators	Oahu	Kaimuki, McKinley, Roosevelt
Waimea Middle School	05/23/2016	Educators	Hawaii	
McKinley Community School for Adults	05/09/2016	Students	Oahu	
Micronesians United	05/24/2016	Community	Hawaii	
Maui Community Group	05/25/2016	Community	Maui	
Community Leader Focus Group - Downtown	05/25/2016	Community	Oahu	Any
Community Leader Focus Group - West Oahu	05/26/2016	Community	Oahu	Any
Nanakuli-Waianae Complex Area principals	05/27/2016	Educators	Oahu	Nanakuli, Waianae
Retired Principals	05/27/2016	Educators	Oahu	Any

Filipino Community Group	05/28/2016	Community	Oahu	Any
Kapaa-Kauai-Waimea Complex Area principals	05/31/2016	Educators	Kauai	Kapaa, Kauai, Waimea
Konawaena Middle School	04/29/2016	Educators	Hawaii	Konawaena
Charter School Network	06/14/2016	Educators	Oahu	Any