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SUPERINTENDENT

STATE OF HAWAII  
DEPARTMENT OF EDUCATION  
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OFFICE OF THE SUPERINTENDENT

June 21, 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 to include a summary of community engagement activities and preliminary emerging themes from outreach.

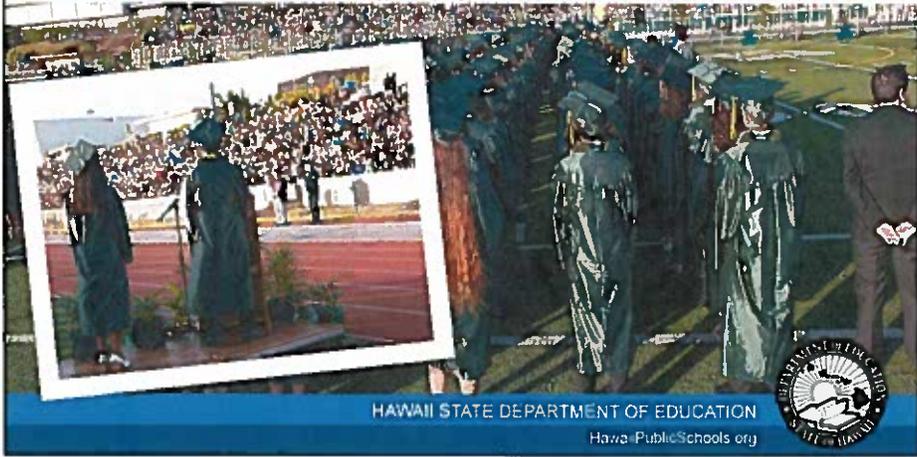
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Attachment: GBM\_06212016\_Update on 2011-2018 Joint DOE-BOE Strategic Plan

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 | June 21, 2016



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## Stakeholder Engagement Plan

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

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## Diverse Range of Organizations Represented in Focus Groups including

- Hawaii State Student Council
- Center for Tomorrow's Leaders
- Olomana School
- McKinley Community School for Adults
- Kamehameha Schools Ka Pua
- Chamber of Commerce
- Hawaii State Teachers Association
- Pacific American Foundation
- Aloha Dream Team
- INPEACE
- MA'O Farms
- Keiki to Career Leadership Council
- Charter School Network
- University of Hawaii students
- Pacific Resources for Education and Learning
- Special Education Advisory Council of Hawaii
- Micronesians United Big Island
- FilCom (Filipino Community Association)
- Joint Ventures Education Forum



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## Stakeholder Engagement Update

April – May 2016



### Community Engagement

- 108 focus groups
- 1,224 online survey responses
- Ongoing #HIQualityEd story gathering

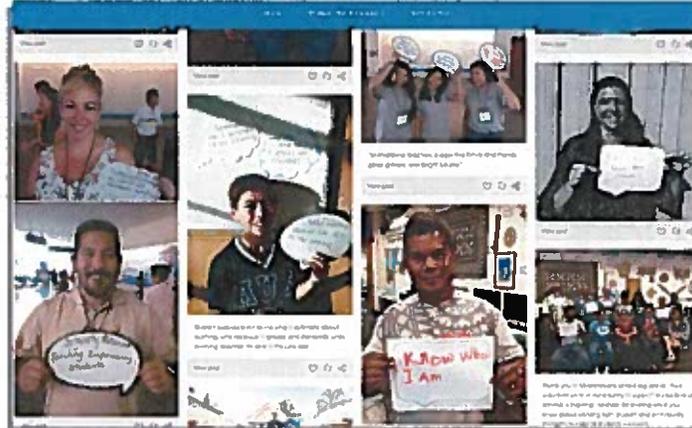


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## Tumblr blog / #HIQualityEd

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



[HIQualityEd.tumblr.com](http://HIQualityEd.tumblr.com)

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## Preliminary Emerging Themes



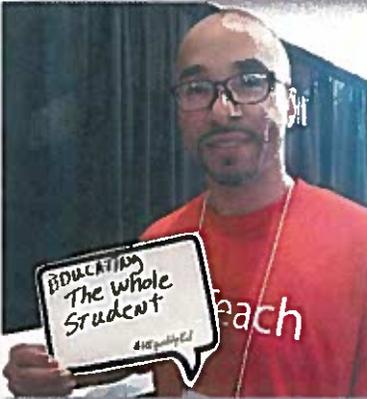
- Emerging themes identified by focus group facilitators
- Will be validated based on complete analysis by Magnolia Consulting/Hope Street Group which includes focus groups and surveys
- Emerging themes show promising common ground in "preferred future" of DOE, students, and community

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**Focus on educating a well-rounded “whole child” with personalized education that builds on each student’s existing strengths**

- Balancing curriculum, broadening to value and promote all subjects
- Balance academics, arts, and social-emotional abilities
- Career and community readiness needs more resources and focus
- Professional development and support for teachers to bring student cultural identity and interests into the classroom as a strength to build on



**Increase high-quality, rigorous hands-on learning opportunities that have real-world applications**

- E.g.: Career academies, outdoor and 'āina-based opportunities, place-based and project-based learning, internships and non-traditional classrooms
- These approaches support both academic and “life skills” or General Learner Outcomes (GLOs) that prepare students for college, career and community
- Teacher training and support needed





## Represent Hawai'i's unique strengths and culture as an asset in the Strategic Plan

- Hawai'i is a special place with its own island innovations, and this can be clearer in State's plan

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## Provide support for consistent, quality relationships between students/families and their teachers and counselors

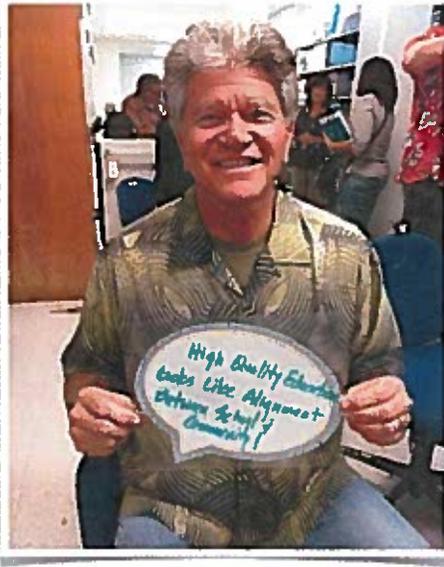
- A positive connection with caring teachers is viewed as key factor in student success
- Good counselors are essential: consistent, high-quality career counseling and college counseling need to be available to all students
- Quality relationships and positive connection are key to "effective teacher" definition and support

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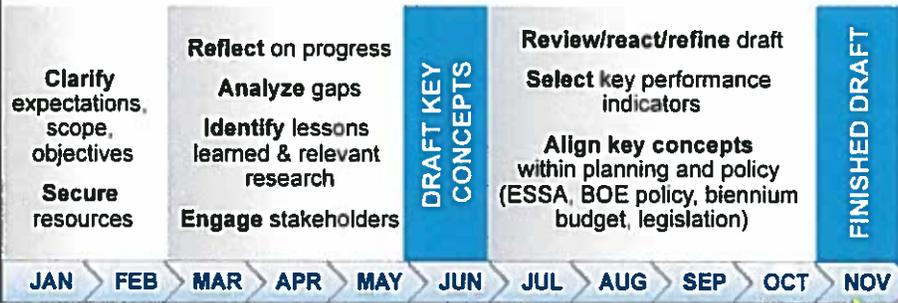
### Coordinate community partners and resources to support clear student success goals

- Potential resources from libraries, health providers, nonprofits, and employers are underutilized
- Schools need consistent support partners to address poverty, homelessness, physical/mental health, and wrap-around services
- Charter schools indicate a desire to collaborate in strength-based ways ("next practices," innovation database, pilots, etc.)



## Strategic Plan Timeline

for Positive Impact for Students in 2017-18 School Year



**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



## Strategic Plan Timeline

JUL

**Preliminary, high-level draft:**  
Education Leadership Institute (DOE leaders)  
July 19 BOE Meeting

AUG SEP

**Summary of spring community engagement (mid-Aug)**

**Vet and validate:**  
BOE community meetings  
Complex area principal and Leadership meetings  
Targeted stakeholder meetings

OCT NOV

**Refine:**  
Board committee discussions  
Prioritize indicators  
Align other implementation documents including:  
ESSA, biennium budget request, academic  
plans, priority strategies

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A photograph of a graduation ceremony. A graduate in a white cap and gown is smiling and hugging a man in a dark suit. The background is filled with other graduates in white gowns and red stoles.

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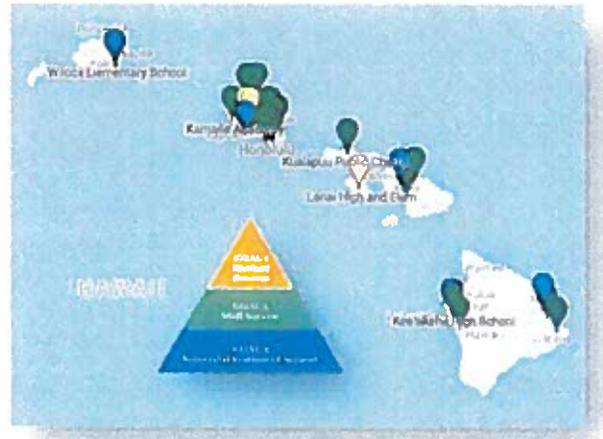
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## LISTENING & ENGAGEMENT

THE DOE, HOPE STREET GROUP, STORYLINE CONSULTING, AND OTHER PARTNERS CONDUCTED 108 FOCUS GROUPS FOCUSED ON STUDENT SUCCESS ACROSS THE STATE DURING THE FIRST PHASE OF ENGAGEMENT FOR THE STRATEGIC PLAN REVIEW AND EXTENSION.

IN AUGUST, WE WILL SHARE THE REPORT ON STUDENT ASPIRATIONS AND DEFINITIONS OF STUDENT SUCCESS, AS IDENTIFIED FROM THE FEEDBACK RECEIVED FROM STUDENTS, PARENTS, EDUCATORS, PARTNER ORGANIZATIONS, AND COMMUNITY MEMBERS.



### Completed Strategic Plan Focus Groups:

Focus Group Description	Date	Participants	Island	Complex Area
North Shore Educators	04/02/2016	Educators	Oahu	Any
<a href="#">Hawaii State Student Council</a>	04/02/2016	Students	Multi	Any
Kealahou High School Educators	04/05/2016	Educators	Hawaii	Any
Lanai High and Elementary Educators	04/05/2016	Educators	Lanai	Lanai
Kealahou Intermediate School Educators	04/07/2016	Educators	Hawaii	Kealahou
Virtual Teacher Focus Group	04/07/2016	Educators	Oahu	Any
Virtual Teacher Focus Group	04/12/2016	Educators	Oahu	Any
Kihei Elementary School Educators	04/12/2016	Educators	Maui	Any
Kealahou High School Students	04/12/2016	Students	Hawaii	Kealahou
<a href="#">HE'E Coalition</a>	04/12/2016	Community	Oahu	Any
Kealahou Intermediate School Educators	04/13/2016	Educators	Hawaii	Kealahou
Ilima Intermediate Educators	04/13/2016	Educators	Oahu	Campbell
Red Hill Elementary Educators	04/13/2016	Educators	Oahu	Moanalua
Noelani Elementary Educators	04/14/2016	Educators	Oahu	Any

Aiea Public Library Educators	04/14/2016	Educators	Oahu	Aiea
Ala Moana Hotel Educators	04/15/2016	Educators	Oahu	Any
Hawaii Convention Center Educators	04/16/2016	Educators	Multi	Any
Kawananakoa Middle Educators	04/18/2016	Educators	Oahu	Any
Aiea High School Educators	04/19/2016	Educators	Oahu	Any
Wilcox Elementary School Educators	04/19/2016	Educators	Kauai	Kapa'a
Kamaile Academy Educators	04/20/2016	Educators	Oahu	Waianae
Ka'iulani Elementary Educators	04/20/2016	Educators	Oahu	Any
Red Hill Elementary Educators	04/20/2016	Educators	Oahu	Moanalua
Pahoa Elementary Student Government	04/20/2016	Students	Hawaii	Pahoa
DOE Leadership/Complex Area Superintendents	04/20/2016	Educators	Multi	Any
Virtual Educator Focus Group	04/21/2016	Educators	Maui	Any
Pahoa Elementary Educators	04/21/2016	Educators	Hawaii	Pahoa
Kauai High School Educators	04/22/2016	Educators	Kauai	Kauai
Sunset Beach Elementary Educators	04/22/2016	Educators	Oahu	Windward
Imua Family Services	04/23/2016	Educators	Maui	Maui
McKinley High School Students	04/23/2016	Students	Oahu	McKinley
<u>Center for Tomorrow's Leaders</u>	04/23/2016	Students	Oahu	Any
Windward Youth Advisory Group	04/24/2016	Students	Oahu	Any
Kualapuu Public Charter School Educators	04/25/2016	Educators	Molokai	Any
Pā'ia Elementary Educators	04/25/2016	Educators	Maui	Any
Castle High Educators	04/26/2016	Educators	Oahu	Castle, Kalaheo, Kailua
Waipahu Elementary Educators	04/26/2016	Educators	Oahu	Any
Kualapuu Public Charter School Parents	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 Educators	04/28/2016	Educators	Maui	Kekaulike
Red Hill Elementary Educators	04/29/2016	Educators	Oahu	Moanalua
Dole Middle School Educators	04/29/2016	Educators	Oahu	Farrington
<a href="#">Olomana School</a> Students	04/29/2016	Students	Oahu	Kailua
<a href="#">Olomana School</a> Educators	04/29/2016	Educators	Oahu	Kailua
Konawaena Middle School Educators	04/29/2016	Educators	Hawaii	Konawaena
<a href="#">Parents for Public Schools Hawaii</a>	04/30/2016	Parents	Oahu	Any
Baldwin Complex Principals	05/02/2016	Educators	Maui	Baldwin
Red Hill Elementary Educators	05/03/2016	Educators	Oahu	Central District
<a href="#">Pacific Resources for Education and Learning</a>	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
<a href="#">McKinley Community School for Adults</a> Educators	05/09/2016	Educators	Oahu, Maui	McKinley
Farrington Complex Principals	05/10/2016	Educators	Oahu	Farrington
Pearl City-Waipahu Complex Principals	05/10/2016	Educators	Oahu	Pearl City, Waipahu
Kailua-Kalaheo Complex Area Principals	05/10/2016	Educators	Oahu	Kailua, Kalaheo
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
<a href="#">Special Education Advisory Council of Hawaii</a>	05/13/2016	Community	Oahu	Any
Teach For America Teachers	05/14/2016	Educators	Oahu	Any
Hoolako Like Hawaiian Focused Charter Schools	05/16/2016	Educators	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-Waiialua Complex Principals	05/17/2016	Educators	Oahu	Leilehua, Mililani, Waiialua
Kau-Keaau-Pahoa Complex Principals	05/17/2016	Educators	Hawaii	Kau, Keaau, Pahoa
Charter Schools - students, educators, parents, governing boards, and community members	05/18/2016	Educators	Oahu	Any
Pearl City High School Juniors	05/18/2016	Students	Oahu	Pearl City
Teach For America Non-Profit	05/19/2016	Community	Oahu	Any
Kapolei High School Hoola Leadership Academy Students	05/19/2016	Students	Oahu	Kapolei
Open Student Focus Group #1	05/20/2016	Students	Oahu	Mililani
New Skills for Youth Team	05/23/2016	Community	Oahu	Any
Kaimuki-McKinley-Roosevelt Complex Principals	05/23/2016	Educators	Oahu	Kaimuki, McKinley, Roosevelt
Wheeler Middle School Students	05/23/2016	Students	Oahu	Leilehua
Open Student Focus Group #2	05/23/2016	Students	Oahu	Any
Open Student Focus Group #3	05/23/2016	Students	Oahu	Any
Open Student Focus Group #4	05/23/2016	Students	Oahu	Any
Open Student Focus Group #5	05/24/2016	Students	Oahu	Any
Open Student Focus Group #6	05/24/2016	Students	Oahu	Any
Open Student Focus Group #7	05/24/2016	Students	Oahu	Any
Open Student Focus Group #8	05/24/2016	Students	Oahu	Any
Open Student Focus Group #9	05/24/2016	Students	Oahu	Any
Open Student Focus Group #10	05/24/2016	Students	Oahu	Any
Open Student Focus Group #11	05/24/2016	Students	Oahu	Any
McKinley Community School for Adults Students	05/24/2016	Students	Oahu	McKinley
Micronesians United	05/24/2016	Community	Hawaii	Hilo

Maui PTSA Community Group	05/25/2016	Community	Maui	Any
Community Leader Focus Group - Downtown*	05/25/2016	Community	Oahu	Any
Ma'ema'e Elementary School PTSA	05/25/2016	Parent	Oahu	Roosevelt
Teacher Leadership Network (New Teacher Center, HSTA, TLA, TLI)	05/26/2016	Educators	Oahu	Any
Community Leader Focus Group - West Oahu*	05/26/2016	Community	Oahu	Any
Chamber of Commerce - Workplace Environment & Competitiveness Committee	05/26/2016	Community	Oahu	Any
Nanakuli-Waianae Complex Area Principals	05/27/2016	Educators	Oahu	Nanakuli, Waianae
Central District Resource Teachers	05/27/2016	Educators	Oahu	Lillehua, Milliani, Waialua, Alea, Moanalua, Radford
Filipino Community Group	05/28/2016	Community	Oahu	Any
Hawaiian Homes Community Members	05/31/2016	Community	Oahu	Any
Kapaa-Kauai-Waimea Complex Area principals	05/31/2016	Educators	Kauai	Kapaa, Kauai, Waimea
Keiki to Career Leadership Council	05/31/2016	Community	Kauai	Kapaa, Kauai, Waimea
HIDOE Staff	05/31/2016	Educators	Oahu	Any
Hawaii State Public Libraries	05/31/2016	Community	Oahu	Any
Education Institute of Hawaii	05/31/2016	Community	Oahu	Any
Hilo Community Group	05/31/2016	Community	Hawaii	Hilo, Waiakea
Associated Students of the University of Hawaii	06/01/2016	Students	Oahu	Any

\*Open community-wide focus groups included organizations such as: Aloha Dream Team, Hawai'inuiākea School of Hawaiian Knowledge, Hawaii State Teachers Association, INPEACE, Joint Venture Education Forum, Kamehameha Schools Ka Pua Initiative, Ma'o Farms, and Pacific American Foundation