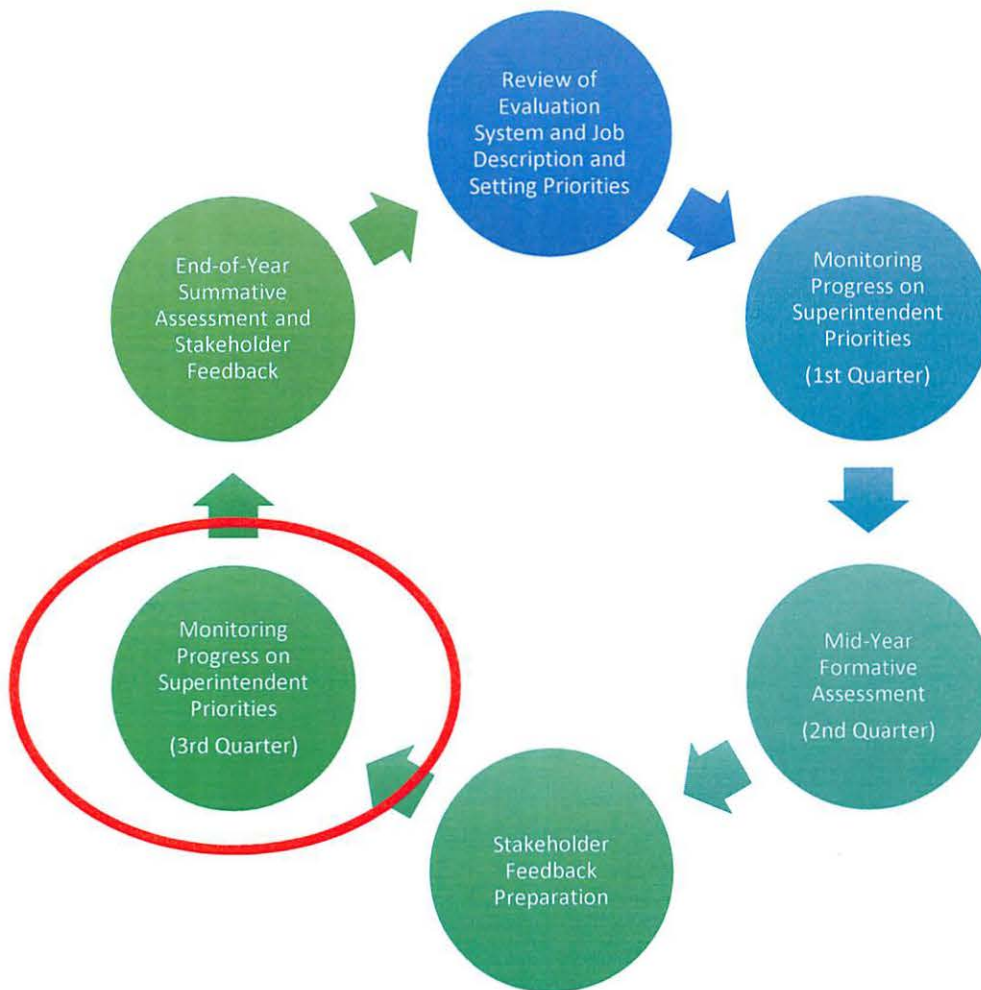


Agenda Item V.B., Update on Superintendent’s evaluation for 2017-2018 School Year: status of achieving Superintendent’s priorities

General Business Meeting

March 1, 2018

Pursuant to the Board of Education’s (“Board”) superintendent evaluation process,¹ the Board monitors the progress of the Superintendent Priorities on a quarterly basis. The Superintendent Priorities are the annual goals that the Superintendent focuses on in any given year. In accordance with the evaluation process, the Superintendent presents her third quarter progress at the Board’s first March general business meeting.



Superintendent Christina M. Kishimoto’s third quarter report on the status of achieving her Superintendent Priorities is attached as **Exhibit A**.

¹ More information about the superintendent evaluation can be found here: [http://boe.hawaii.gov/About/Pages/Superintendent-Evaluation-\(2017-2018\).aspx](http://boe.hawaii.gov/About/Pages/Superintendent-Evaluation-(2017-2018).aspx).

Exhibit A

**Superintendent Christina M. Kishimoto's third quarter report on the status of achieving the
Superintendent Priorities for School Year 2017-2018**



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

OFFICE OF THE SUPERINTENDENT

March 1, 2018

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

FROM: Dr. Christina M. Kishimoto
Superintendent

SUBJECT: **Update on Superintendent's Evaluation for 2017-2018 School Year: Status of Achieving Superintendent's Priorities**

Superintendent Priority 1

The Superintendent will ensure the full implementation of the Board of Education ("Board") and Department of Education ("Department") 2017-2020 Joint Strategic Plan ("Strategic Plan") and the finalized and submitted federally required Every Student Succeeds Act state consolidated plan ("ESSA Plan"). The Superintendent:

- 1.1. Develops and maintains oversight of the Department's three-year implementation plan of the Strategic Plan based on three driving strategies—School Design, Student Voice and Teacher Collaboration—to be presented to the Board no later than the end of October 2017 and shared broadly with the community throughout the year through meetings, public forums, and media;
- 1.2. Ensures Hawaii's ESSA Plan is approved by the federal Department of Education, including our plan for Comprehensive Support and Intervention ("CSI") and Targeted Support and Intervention ("TSI") system of supports; and
- 1.3. In partnership with the Teacher Education Coordinating Committee ("TECC") (higher education partners/preparation programs) and the Hawaii Teachers Standards Board, develops a five-year teacher preparation, recruitment, and retention plan utilizing multiple approaches as informed by longitudinal data by April 2018. The Superintendent will Chair the TECC for the 2017-2018 school year to meet this objective.

	Status	Update
1.1	On Track	Presented HIDEOE Implementation Plan Diagram and HIDEOE Implementation Plan Action Items to the BOE General Business Meeting on October 3, 2017. Documents shared with community stakeholders at meetings, public forums, and through media. The audience has included legislators, foundations, community partners, schools, principals, and Complex Area Superintendents, etc.
1.2	On Track	ESSA Consolidated State Plan approved on January 19, 2018. Press release issued on January 19, 2018. Deputy Superintendent completed planning meetings with each CSI school. Superintendent, Deputy Superintendent and Complex Area Superintendent are rolling out a coaching process for CSI schools in April 2018. Funding support obtained from Castle Foundation to include one parent per CSI school in the training on school design.
1.3	On Track	Appointed as TECC Chair on August 1, 2017. In collaboration with TECC members, developing a five-year teacher preparation, recruitment, and retention plan.

Superintendent Priority 2

The Superintendent will give critical importance to closing the achievement gap and recognizes that two significant contributing factors to the gap are the performance outcomes of students receiving special education and English Learner (“EL”) services. The Superintendent:

- 2.1. Conducts a Special Education Review and provides the Board with specific recommendations for program improvements (instructional design, staffing model, and financial model) no later than May 2018;
- 2.2. Conducts an EL Program Review and provides the Board with specific recommendations for program improvements (instructional design, staffing model, and financial model) no later than May 2018; and
- 2.3. Develops a three-year implementation plan by April 2018 to ensure that all schools meet the federal Individuals with Disabilities Education Act Least Restrictive Environment (“LRE”) requirements and share and discusses the plan with Department leaders across the state.

	Status	Update
2.1	On Track	<p>Convened Special Education Program Review Task Force.</p> <p>Membership includes:</p> <ul style="list-style-type: none"> ● one (1) Complex Area Superintendent; ● one (1) Office of Strategy, Innovation and Performance staff; ● two (2) Hawaii Government Employees Association members; ● two (2) Hawaii State Teachers Association members; ● three (3) Office of Curriculum Instruction and Student Support staff; ● two (2) Office of the Superintendent employees; ● five (5) Principals; ● one (1) Special Education Advisory Council member; ● four (4) teachers; ● one (1) University of Hawaii faculty member. <p>Meeting Dates:</p> <ul style="list-style-type: none"> ● November 7, 2017 ● November 21, 2017 ● December 14, 2017 ● January 16, 2018 ● February 8, 2018 ● February 23, 2018 ● March 8, 2018 ● March 29, 2018 ● April 9, 2018 ● April 23, 2018 ● May 1, 2018 <p>Subcommittees:</p> <ul style="list-style-type: none"> ● Continuum of Services ● Building Staff Capacity ● Resource Allocation

<p>2.2</p>	<p>On Track</p>	<p>Convened English Learner Program Review Task Force. Technical Assistance provided by Dr. Kenji Hakuta and Fen Chou, funded by Council Chief State Schools Officers (CCSSO) Gates contract.</p> <p>Membership includes:</p> <ul style="list-style-type: none"> ● one (1) Complex Area Superintendent; ● one (1) Office of Strategy, Innovation and Performance staff; ● two (2) Hawaii Government Employees Association members; ● two (2) Hawaii State Teachers Association members; ● four(4) Office of Curriculum Instruction and Student Support staff; ● three (3) Office of the Superintendent employees; ● one (1) Principal; ● one (1) Monitoring and Compliance Office staff; ● one (1) complex area staff; ● two (2) teachers; ● one (1) University of Hawaii faculty member; ● two (2) Civil Rights Compliance Office staff <p>Meeting Dates:</p> <ul style="list-style-type: none"> ● December 15, 2017 ● January 25, 2018 ● February 22, 2018 ● March 29, 2018 ● April 26, 2018 ● May 29, 2018 <p>Subcommittees:</p> <ul style="list-style-type: none"> ● Governance/Organization ● Language Acquisition Approach ● Resources
<p>2.3</p>	<p>On Track</p>	<p>Superintendent attended the January 5, 2018, Secondary Schools Principals Forum. Presented, data on the percentage of students with disabilities who spend 40-79% in the General Education setting by complex area and by school.</p>

		<p>Presented expectations of school progress and program for students with disabilities.</p> <p>Annual progress expectations by school are being calculated to bridge the gap between where each school is and the Board Strive HI goal of 51% Inclusion rate by 2020. For those schools who have met or surpassed the state’s three year goal, they will set annual goals toward the national norm of 62.71% Inclusion rate.</p>
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Superintendent Priority 3

The Superintendent will improve the data-driven decision-making and priority-setting processes at the Board, Superintendent, State, Complex Area, and Principal levels. The Superintendent:

- 3.1. Establishes a model for a Leadership Dashboard that provides easy access to the 14 Strive HI Strategic Plan measures, with specificity on stewards, and lead indicators per measure; and
- 3.2. Creates a system to support schools in understanding the development of their school improvement plans in alignment with their school data reports and prioritizes support through conferencing with CSI schools in the Fall of 2017.

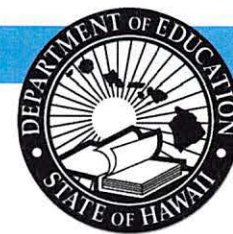
	Status	Update
3.1	On Track	Draft status reports with milestones have been created for the progress on the Strategic Implementation Plan with a Leadership Dashboard prototype for leading indicators for the 14 Strategic Plan measures. First draft to be reviewed by Cabinet in March 2018.
3.2	Completed	All CSI schools have updated and approved comprehensive needs assessments, academic plan, and request for CSI funding.

Superintendent Priority 4

The Superintendent will ensure that the work at the school-based level helps to inform the Superintendent’s planning and development of vision, policy, budget, supports, and overall direction setting. The Superintendent:

- 4.1. Commits to a minimum of two school visits per complex area within the first six months of the school year and to a minimum four community forums during the school year; and
- 4.2. Develops an internal communications plan by November 2017, that will be implemented through June 2018, assesses the year one impact of the internal communications plan, and creates a more comprehensive two-year internal and external communications plan in alignment with the Strategic Plan.

	Status	Update
4.1	Completed	Exceeded the 30 school visits expected within first six months; completed 52. Completed four (4) community forums (i.e. Kauai, Oahu, Big Island and Maui). In addition, four (4) parent forums have been scheduled for spring semester.
4.2	On Track	Internal communications plan in place. Established “Kick Off Your Week” eblasts - direct weekly messages to all employees which provides updates on initiatives, progress of vision and direction, expectations of the HDOE as a Learning Organization, and a sharing of school success from the field; Education Update - monthly messages distributed statewide; held a one-day Staff Retreat where state office staff were given an opportunity to hear from leadership; established a process of review of memos to the field. Schedule of communications priorities that transitions us from this school year through December 2018 is in progress. Process for broader comprehensive external and internal communication plan will be developed over the summer and into the early fall. (<i>See Attachment</i>)



Goal 3 — Successful Systems of Support. *Objective: To provide clear direction for HIDOE's offices and advance the goals set forth in the Strategic Plan and accomplish targeted work around School Design, Student Voice, and Teacher Collaboration.*

Internal Communications Practices

The Office is charged with getting timely information about initiatives, opportunities and operations to its more than 22,000 full-time staff, while ensuring clarity and consistency of message. The Office assists state offices and programs in disseminating supports, guidance and other resources to schools and staff. Among its tools and services:

INTRANET: Staff website to centralize and secure internal communications and resources. <https://intranet.hawaiipublicschools.org>

NEWSLETTER: Superintendent's Education Update. Archive: bit.ly/SuptEdUpdate

NEWS CLIPS: The Office e-mails staff a roundup of local and national stories in which Hawaii public schools or the Department is featured, archived on Comm's Media Roll calendar on the Intranet:

intranet.hawaiipublicschools.org/offices/communications/Lists/Media%20Roll/calendar.aspx

VIDEOS: The Office's Video Production Branch produces videos for internal purposes that range from training videos to success story highlights.

TARGETED EMAIL: Mass dynamic messaging system that can target all HIDOE staff or regional and positional subgroups. Regular communications include:

- Monthly eblast of opportunities (professional development, workshops, grants) targeted to educational officers and teachers, archived in Comm's Announcements list on the Intranet. intranet.hawaiipublicschools.org/offices/communications
- Weekly message from Superintendent Kishimoto sent to all staff, archived on the Supt's Announcements list on the Intranet. intranet.hawaiipublicschools.org/offices/superintendent

Action Items

1. Identify current internal communication practices within departments.
2. Define "chain of command" communications protocols for Superintendent's Office (IA, OHE, CRCO), OHR, OITS, OSFSS, OCISS, OSIP.
3. Establish a process for review of memos and high-level information.
4. Establish communication channels for leadership to staff.
5. Establish process for school level access to a one-stop shop for forms, resources, and calendar items.
6. Establish a targeted weekly email for principals called "Principal Connection" – to include an index of to-do items with links. Color-coded to indicate high priority items with noted deadline and department POC.
7. Establish guidance on what information is shared and by whom.
8. Establish process for opening channels of communications from the field. (Bright Spots)
9. Promote Intranet collaboration spaces to improve cross-sector work.
10. Increase use of Intranet as the primary internal communication/information resource.

Key Performance Indicators: 1st Quarter 2017

Analytics for communications channels from Aug. 1, 2017 to Oct. 6, 2017. View detailed analytics: <https://goo.gl/MXrFKf>

PLATFORM	UNIQUE VIEWS	ENGAGEMENTS
Social Media (Facebook & Twitter)	946,000	33,000 clicks and interactions
Website Pages	805,579	2:01 average time on site
Intranet Pages	146,590	1:19 average time on site
Eblasts	61,298	17,676 clicks

Timetable & tasks

To be determined at October 16, 2017 meeting with Superintendent.

TARGET AUDIENCES

- HIDOE Offices
- Complex Areas & District Offices
- School leadership, faculty and staff
- Board of Education

PROTOCOLS

Enable, implement, and continuously improve internal communications to share information that is clear and accessible to HIDOE employees at the state, complex, and school levels.

CORE TEAM

Donalyn Dela Cruz,
Director

Lindsay Chambers,
Media Specialist

Sherie Char,
Communications Specialist

Derek Inoshita,
Communications Specialist

Christine Strobel,
Digital Media Specialist

Brent Suyama,
Video Production Branch Manager