



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

OFFICE OF THE SUPERINTENDENT

September 20, 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.

This September 20, 2016 presentation is a continuation of the Department's monthly progress reports on the strategic plan review and extension process.

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 video presentation on the Adult Friends for Youth Design Thinking Event and highlights from community feedback on the Goal 1 draft.

KSM:TOC:csg


Attachment: GBM_09202016_Update on 2011-2018 Joint DOE-BOE Strategic Plan

c: Office of Strategy, Innovation, and Performance


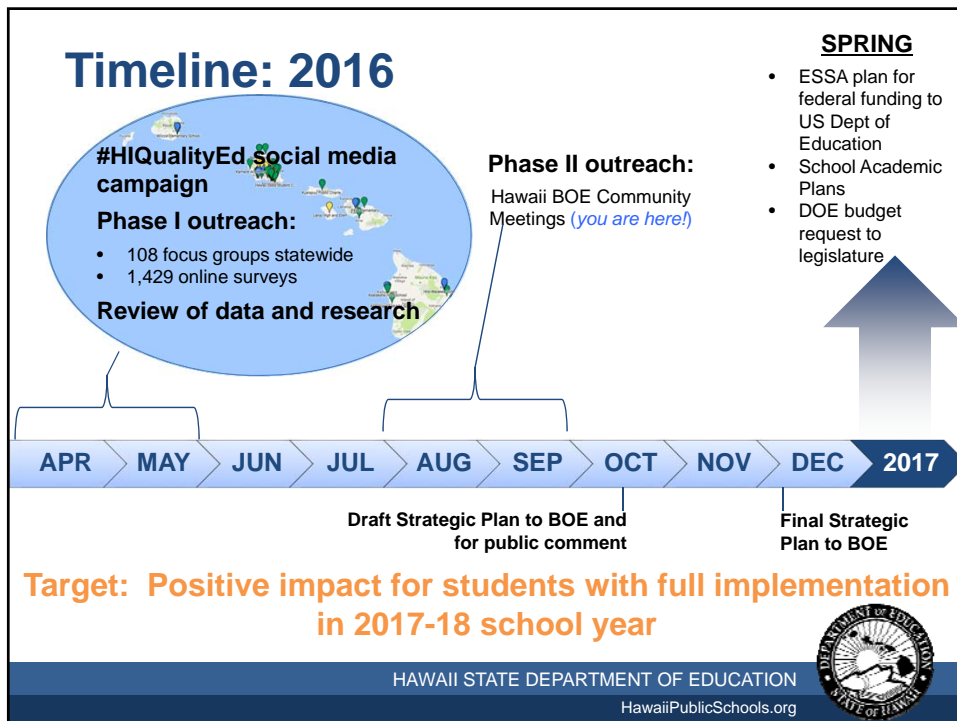
UPDATE ON THE REVIEW AND EXTENSION OF THE

2011-2018 Joint Department of Education and Board of Education Strategic Plan

Board of Education General Business Meeting | September 20, 2016



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Update – September 2016



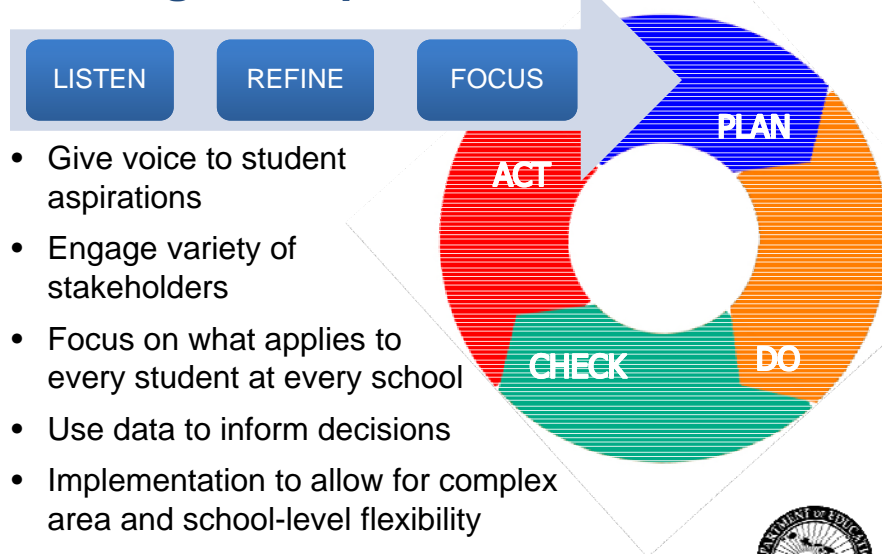
- Phase 2 community engagement
 - “Redesign Your School Experience”
 - Stakeholder feedback
 - BOE Community Meetings
- Influence of feedback on drafts
- Drafts of Goals 2 and 3
- Timeline
- 2016 education planning efforts

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Guiding Principles of Review



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“Redesign Your School Experience”

Design Thinking Workshop with Students, August 6, 2016

In partnership with

- Adult Friends for Youth
- Oceanit

With support of

- Hawaii Design Thinking
- Diamond Bakery
- Hawaii Business Magazine 20 for the Next 20 Class of 2015
- Hawaii Carpenters and Drywall Training Fund Center



Link to video:

<http://bit.ly/redesignschools>

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Phase 2 stakeholder feedback

As of Sept. 13:

- Governor's Education Summit
- Complex Area Principals' Meetings
- Teacher Leader Workgroup
- Deputy's Principal Roundtable
- Secondary Principals' Forum
- Complex Area Support Teams
- Special Education Advisory Committee
- Teacher Education Coordinating Council
- Hawaii Public Charter Schools Network
- Governor's ESSA Task Force (8/20 and review of minutes) and Town Halls (via meeting summaries)
- Individual interviews with key informants (e.g., legislators)
- HIDEOE Educational Leadership Institute
- HIDEOE Leadership Team (Complex Area Superintendents)
- HIDEOE State Office Directors and Superintendent's Office



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BOE Community Meetings

Location	BOE Member(s)	Participation
Hawaii Island		
Aug 3 – Kanu O Ka Aina (Waimea)	Patricia Bergin and Brian DeLima	72
Sept 7 – Hilo District Annex	Patricia Bergin and Brian DeLima	35
Kauai		
Sept 14 – Chiefess Kamakahelei MS	Maggie Cox	37
Maui		
Aug 8 – Baldwin High School	Grant Chun	30
Molokai		
Sept 19 – Kaunakakai Elem. School <i>Rescheduled due to hurricane</i>	DOE	
Oahu		
Aug 22 – Kailua High School	Bruce Voss, Lance Mizumoto and Jim Williams	50
Aug 31 – Manoa Public Library	Ken Uemura and Hubert Minn	30
Sept 8 – Aiea Public Library <i>Make up for Manoa meeting presidential traffic</i>	Bruce Voss	15
Sept 15 – Waianae Public Library	Jim Williams	70

BOE Community Meetings

- **Meeting Purpose:**
 - ✓ Share overview of Strategic Plan process and timelines, community outreach themes, and draft
 - ✓ Engage community's knowledge and aspirations on draft strategies and to identify needed actions
- **Group Exercise:**
 - ✓ Feedback on whether strategies are "right ones" for student success
 - ✓ Actions needed – current or in future – to achieve objectives
- **Output:**
 - ✓ Provide **direct feedback** on **Goal 1**
 - ✓ **Inform draft** of **Goal 2** and **Goal 3**



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BOE Community Meetings

Summary of feedback from each meeting available on HIDOE website

<http://bit.ly/2dc3UF0>

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Phase I Community Input Report (print)
Phase I Community Input Report (digital)

BOE and Hawai'i DOE members will update communities on progress toward supporting greater student success in public schools with an updated Strategic Plan:

- Sharing feedback from the spring 2016 outreach effort (click to view report, above), culminating in definitions of student success.
- Gathering community members' input to refine draft objectives to give life to these definitions.

Governor's ESSA Team town hall meetings

The community can also participate in town hall meetings to: (1) create a shared vision for public education in Hawaii, (2) learn about the opportunities provided by the Every Student Succeeds Act, (3) to discuss a future-focused education system for Hawaii, and (4) to collect input, feedback, and advice for a new blueprint for public education in Hawaii. [View Governor's ESSA Team town hall meetings](#)

Check back for updates to this page as times, dates and locations may be added, removed or updated. [Learn more about the Strategic Plan review and extension.](#)

[View materials from the community meetings here.](#)

Hawai'i Island

AUG. 3, 2016	BOE Community Meeting at Kani-o-ka-Aina Learning Center , Hālelu Ho'olako Building, 'Ou'ou Room. Address: 65-1043 Hā'aka Street, Waiālae. 5-6:30 p.m. — View the Facebook post of the event
SEPT. 7, 2016	BOE Community Meeting at the Hilo District Office . Address: 450 Waiāmaunue Avenue, Rm 2, Hilo. 5-6:30 p.m. — View Facebook post of the event

View materials from the community meetings here

BOE Community Meetings

Summary of Feedback from BOE Community Meeting Kailua High School – August 22, 2016

Objective 1

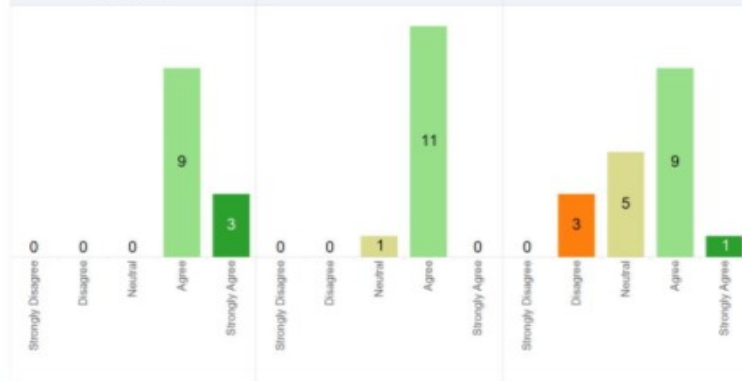
Agreement (Dot Activity)

Objective 1: All students are empowered by their learning to achieve their aspirations for their future.

Strategy 1: Students engage in learning that is relevant, that connects academic content and skills across the disciplines with real-life experiences and applications through learning opportunities, that are engaging and address complex questions, problems or challenges, and that nurture innovation and creative problem solving to address challenges of our island state and the world.

Strategy 2: Students engage in quality career exploration, planning and development so that they graduate high school with knowledge, skills, and dispositions necessary to be successful in pursuing career options to achieve their aspirations and to contribute to the community.

Strategy 3: Students explore, plan and prepare so that they graduate high school with knowledge and skills necessary to be successful in pursuing postsecondary education and training options to achieve their aspirations and with a postsecondary education or training option secured.



Suggested Revisions

- Strat 1 rewritten: "...engage in learning that connects academic content and skills across the disciplines with real-life experiences and applications and address complex questions, problems, or challenges."
- 3 participants suggested that strategies 2 and 3 should be combined to a single strategy.

Comments/Questions

Concern about implementation and measurement

- "How will the effectiveness of the strategies be measured at the district/school level?"
- "The idea is exciting BUT it seems almost impossible with the state of education in our state."

More clarity needed

- "What would it look like at the elementary level?"
- "How is strategy 3 different from strategy 2? Strategy 3 is repetitive."

Current Actions

Postsecondary Opportunities in HS

- "Internships"
- "Funding for vocational education"
- "Early college"

Instructional Programs/Techniques

- "Waikiki Elementary infusion of Habits of Mind and Problem-Based Learning"

Future Actions

Postsecondary Opportunities in HS

- "Want vocational education opportunities for all high school students"
- "Schools can provide students opportunities to explore options for future: career fairs."

Instructional Programs/Techniques

- "Teachers are facilitators of learning – environment is engaging."

Influence of feedback on drafts



OBJECTIVE 1: All students are engaged in learning.

1. Students **attend school regularly**.
2. Students' **learning connects with real-life experiences and applications** that provide relevance for learning and that prepare and challenge students to be thoughtful and creative problem solvers who innovate to address Hawaii's challenges.
3. Students **engage in quality career readiness program** from elementary through high school that expands their horizons and builds upon their strengths and aspirations so that they are prepared to succeed in postsecondary education and training options (including military enlistment, apprenticeship programs, 2 or 4 year degrees, jobs with on the job training requirements that lead to family sustaining wages), expanding recent emphasis and success in improving college going and readiness.

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Influence of feedback on drafts



Sample feedback re: "All students are engaged in learning."

- **Governor's ESSA Education Summit:**
 - "Students practice creative problem solving and can see themselves as part of a community effort to address *complex questions that matter to our islands and the world*."
- **Community Meetings**
 - Some participants suggested that strategies 2 and 3 should be combined (career and college as one strategy) and others think that career strategies should be emphasized separately from college strategies.
 - Attendance is an outcome of engagement not a strategy for engagement.
 - Schools need flexibility to design their own programs to engage students.
 - Students live in "real world" so need to revisit concept of "real life" or "real world."
 - This is what we try to do every day in our classes.
 - Objectives and strategies need to be grade-level specific
- More resources are needed for schools to do Objective 1 (e.g., class size, counselors)

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Influence of feedback on drafts

Sample feedback re: "All students are engaged in learning."

DRAFT
Sept. 2016

OBJECTIVE 1: All students are **empowered by their learning to achieve their aspirations** for their future.

1. Increase student engagement and empowerment through **relevant, rigorous learning opportunities**. Students are encouraged to apply their learning through real-life experiences, questions, and challenges. Students practice creative problem solving and can see themselves as part of a community effort to address complex questions that matter to our islands and the world.
2. **Increase student access to quality career exploration and planning skills**. Students graduate from high school with the abilities, habits, and knowledge to set and achieve their short-term and long-term career and community goals.
3. **Students are equipped with the knowledge, skills, and abilities to set and achieve their postsecondary education goals**. Throughout their K-12 education experience, students explore, plan, and prepare so that they graduate from high school ready to enroll in and complete the higher education or training programs of their choice.

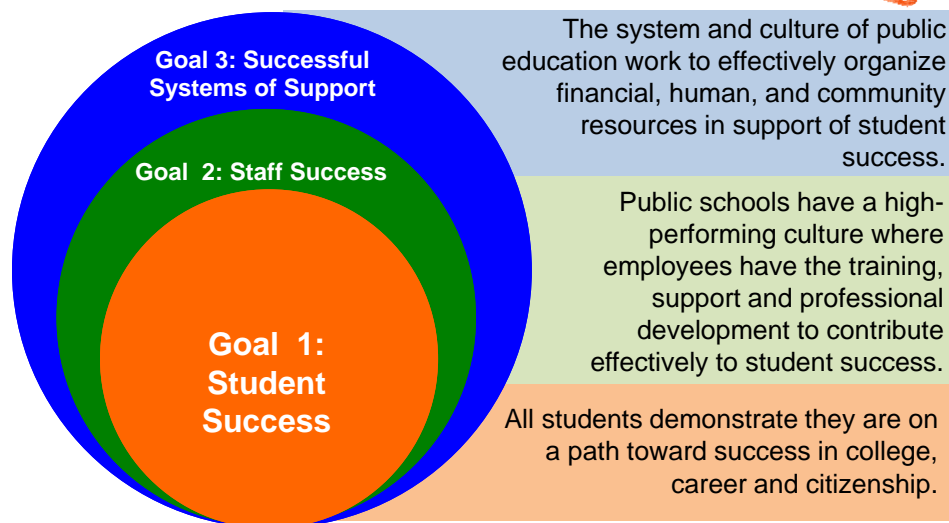
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Student-Centered Goals

DRAFT



Goal 1: Student Success

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



OBJECTIVES

1. All students are **empowered by their learning to achieve their aspirations** for their future.
2. All students are **safe, healthy, and supported** in school so that they can engage fully in high quality education opportunities.
3. All students experience a **rigorous, well-rounded** education.
4. All students **transition successfully** throughout their educational experiences.

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Goal 1: Student Success*All students demonstrate they are on a path toward success in college, career and citizenship***OBJECTIVE 1: All students are empowered by their learning to achieve their aspirations for their future.**

1. Increase student engagement and empowerment through relevant, rigorous learning opportunities. Students are encouraged to apply their learning through real-life experiences, questions, and challenges. Students practice creative problem solving and can see themselves as part of a community effort to address complex questions that matter to our islands and the world.
2. Increase student access to quality career exploration and planning skills. Students graduate from high school with the abilities, habits, and knowledge to set and achieve their short-term and long-term career and community goals.
3. Students are equipped with the knowledge, skills, and abilities to set and achieve their postsecondary education goals. Throughout their K-12 education experience, students explore, plan, and prepare so that they graduate from high school ready to enroll in and complete the higher education or training programs of their choice.

OBJECTIVE 3: All students experience a rigorous well-rounded education.

1. Students of all backgrounds and ages are provided with a challenging standards-based curriculum in all subject areas.
2. Each student's learning is personalized, informed by high-quality data about their progress to meet them where they are and help them advance.


OBJECTIVE 2: All students are safe, healthy, and supported in school so that they can engage fully in high quality education opportunities.


1. Student learning environments are caring and safe, and support high-quality learning.
2. Students' physical, mental, and social emotional health is addressed through school programs and partnerships with families, community organizations, and government agencies that support students' well-being.
3. Students experience a school environment where attendance is valued, encouraged, and supported. Students attend school regularly to engage in high quality education and achieve their goals for long-term success.

OBJECTIVE 4: All students transition successfully throughout their educational experiences.

1. Student strengths and challenges are identified and addressed early so that students transition into kindergarten and early elementary grade levels with a foundation for reading.
2. Student transitions in adolescence (Grades 5 to 10) are supported by school practices and research-based experiences that support their total well-being in school so they can stay on course with their learning goals.
3. All high school students have access to the same high quality opportunities to earn the traditional high school diploma, but students who are not thriving in the comprehensive high school have access to other innovative learning options to earn an high school diploma.
4. Students receive support for transitions, whether they are transitioning between grade levels or transferring to a new HIDOE school.
5. Every graduate or high school completer has an identified next step aligned with their future aspirations.

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Goal 2 and Goal 3

*Revised objectives and
strategies discussed in
Board Committees on
September 20*

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Shifts since 2012 update

1. Goals 2 and 3 should **support Department's educational mission** embodied in Goal 1.
2. **Effective operations depend on all levels of system**--state offices, complex areas and schools – **working together**.
3. Student success is supported by **important and appropriate division of roles and responsibilities among schools, complexes and state offices** that:
 - provides flexibility in schools' planning and implementation based on schools' and communities' needs, strengths, assets, desires, and opportunities;
 - fosters innovation;
 - benefits our schools by taking advantage of economies of scale and shared risks; and
 - honors state procurement, ethics requirements, employees' collective bargaining agreements, and other obligations by ensuring compliance with laws, regulations, and policies.
4. Strategic plan **scorecard reflects statewide progress** for the entire system (including all schools).

Goal 2: Staff Success

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

OBJECTIVES – Discussed at 9/20 BOE Human Resources Committee

1. **Educational Pipeline:** Increase the amount and quality of Hawaii educator candidates to provide applicant pools for all positions.
2. **Recruitment and Placement:** Timely recruitment and placement of applicants to better serve all students by addressing equity and achievement gaps.
3. **Professional Development:** Professional development for all employees supports student success and continuous improvement.



Education is a people business.
The bottom line is good teaching.



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Goal 3: Successful Systems of Support

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

OBJECTIVES – Discussed at 9/20 BOE Finance and Infrastructure Committee

1. **Resources:** Secure adequate resources to truly support school and community-based plans for student success.
2. **Efficient and Transparent Supports:** Increase efficiency and transparency of instructional and operational supports.
3. **Innovation:** Foster innovation and scaling of successful instructional and operational practices.



Achieving each objective depends on
complementary actions at the state, complex and
school levels.



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Upcoming Major Milestones

Strategic Plan and ESSA

Governor's ESSA Education Blueprint Forums (9/21 - 11/2)

OCT

Meeting of Governor with BOE members and Governor's ESSA Team members regarding Strategic Plan, ESSA Team Vision Focus Areas, Design Ideas and Recommendations, and Governor's Blueprint and Vision for Education (10/1 and 10/22)

BOE review and approval of **HIDOE Biennium Budget Request** (10/4)

Draft of DOE Strategic Plan for BOE discussion (10/18) and public comment (through 10/28)

NOV

Summary of strategic plan public comments for BOE discussion (11/15)

Draft of state's ESSA plan for federal funding for BOE discussion (11/15).
Public comment period and Governor's review of ESSA plan (through mid-Dec)

DEC

Final strategic plan draft to BOE (12/6)

JAN

Summary of comments received for ESSA plan and final federal regulations on state plans and accountability for BOE discussion (1/17)

FEB

Final ESSA plan to Governor for signature (2/1) and BOE discussion/action (2/7)

Target: Positive impact for students via full implementation in 2017-18 SY

2016 Education Planning

Strategic Plan Review & Extension

- **Community Input**
 - Phase I outreach: 2,600+ people via 108 focus groups, survey, interviews
 - Phase I report: Supporting Student Success: bit.ly/SPphaseI
 - Phase II outreach: BOE/DOE Community Meetings regarding findings and strategies
- **Review of data and research**
- **Reflections on progress**
- **Focused on 3-5 year action plan**

Governor's ESSA Team

- **Community Input**
 - July Education Summit with 1,000 attendees
 - Governor's ESSA Town Halls
- **Provide recommendations to Governor to inform his 20-30 year Blueprint for Education**, per Darrel Galera at 8/16/16 BOE meeting

Governor's Blueprint
(Visionary)

Hawaii's BOE/DOE Strategic Plan Update (2017-2020)

Draft: Oct 2016 | Final: Dec 2016



Positive Impact on Student Outcomes

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