



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

September 18, 2019

TO: Human Resources Committee

FROM: Dwight Takeno  
Chairperson, Human Resources Committee

AGENDA ITEM: Update on ensuring Board policies enable Board and Department collect necessary teacher retention data and implement bold teacher recruitment and retention strategies (HR Strategic Priority 2): Identification of working group members, work plan, and timeline

---

**I. EXECUTIVE SUMMARY**

- In accordance with the Human Resources Committee's ("Committee") directive, I have identified and selected individuals to serve on the working group that will ensure Board policies enable the Board of Education ("Board") and Department of Education ("Education") collect necessary teacher retention data and implement bold teacher recruitment and retention strategies.

**II. BACKGROUND**

At its July 18, 2019 general business meeting, the Board adopted committee strategic priorities for the 2019-2020 school year. Among the adopted priorities, the Committee is to "ensure policies and structures are in place to enable the Board and Department to a) collect and analyze robust data necessary to identify, prioritize, and address significant issues related to teacher retention and b) implement bold teacher recruitment and retention strategies to address teacher salary and certification issues." The following indicators will determine the Committee's success in achieving this priority:

- By August 15, 2019, the Committee will sufficiently identify and select individuals from the Board, Department of Education ("Department"), Hawaii State Teachers Association, and any other relevant stakeholders to a working group tasked with:

1. Thoroughly reviewing Board Policies E-204, 204-1, 204-4, 204-5, any other relevant Board policies, the Department's teacher salary study, and any existing structures related to the collection and analysis of teacher retention data, teacher salaries, and teacher certification; and
  2. Generating a comprehensive report that adequately describes any policy and structural changes necessary to enable the Board and Department to a) collect and analyze robust data necessary to effectively identify, prioritize, and address significant issues related to teacher retention and b) implement bold teacher recruitment and retention strategies to address teacher salary and certification issues.
- By April 16, 2020, the Committee will approve all (100%) draft changes from the working group's comprehensive report for public comment.
  - By May 21, 2020, the Committee will recommend effective changes that sufficiently considered public comments for Board approval.

At its January 18, 2018 meeting, the Committee received a presentation from the Department on the Department's shift to a strategic talent management approach.<sup>1</sup> The top two focuses of the new approach are recruitment and retention and performance management and compensation. The Department's presentation noted that it planned to submit a five-year recruitment and retention plan to the Committee by July 2018.

At the Committee's June 21, 2018 meeting, the Department presented on the Teacher Education Coordinating Committee's ("TECC") annual report.<sup>2</sup> TECC's report includes a five-year strategic plan to "improve teacher recruitment and retention." One of the strategic plan's objectives is to "provide meaningful incentives for recruitment and retention" through various strategies, including "[conducting] a comprehensive salary review of Hawaii's competitiveness in pay and benefits" and "[identifying] differentiated incentives for mitigating challenges of recruiting [and] retaining special education teachers and English learner teachers."

The Department's most recent annual reporting to the Committee on the 2017-2020 Department and Board Joint Strategic Plan indicators for the strategic plan goal on staff success occurred at the Committee's November 15, 2018 meeting.<sup>3</sup> The presentation

---

<sup>1</sup> The presentation is attached to Superintendent Christina Kishimoto's memorandum dated January 18, 2018, available here: [http://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR\\_01182018\\_Presentation%20on%20DOEs%20Strategic%20Talent%20Management%20Approach.pdf](http://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR_01182018_Presentation%20on%20DOEs%20Strategic%20Talent%20Management%20Approach.pdf).

<sup>2</sup> The presentation and TECC report is attached to Superintendent Christina Kishimoto's memorandum dated June 21, 2018, available here: [http://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR\\_06212018\\_Presentation%20on%20Teacher%20Education%20Coordinating%20Committee%20Annual%20Report%20%28rev%29.pdf](http://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR_06212018_Presentation%20on%20Teacher%20Education%20Coordinating%20Committee%20Annual%20Report%20%28rev%29.pdf).

<sup>3</sup> The annual reporting presentation is attached to Superintendent Christina Kishimoto's memorandum dated November 15, 2018, available here: [http://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR\\_11152018\\_Goal%20%20Strategic%20Plan.pdf](http://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR_11152018_Goal%20%20Strategic%20Plan.pdf).

illustrates that the Department's five-year teacher retention rate decreased by three percentage points to 51% in School Year ("SY") 2018-2019 from 54% in SY 2017-2018 and by one percentage point from the baseline of 52% in SY 2016-2017. Further, the presentation shows the five-year teacher retention rate in SY 2018-2019 is short by nine percentage points of the strategic plan's SY 2019-2020 target of 60%.

The Department's November 15, 2018 presentation also provides data on teacher separation counts by reason. The Department provides data on broad reported categories and not more detailed data on the reasons why teachers leave the Department.

### **III. WORKING GROUP**

The strategic priority requires the Committee to create a working group consisting of representatives of stakeholders with interest and expertise in teacher retention data, teacher salaries, and teacher certification. The working group will be responsible for reviewing the following Board policies:

Board Policy E-204	Hiring, Training and Retention of Employees
Board Policy 204-1	Teacher Recruitment, Retention, and employment
Board Policy 204-4	Employee Certification
Board Policy 204-5	Compensation and Classification

After reviewing the aforementioned policies, the working group is responsible for generating a report to the Committee with recommended policy changes to enable the Board and Department to a) collect and analyze robust data necessary to effectively identify, prioritize, and address significant issues related to teacher retention and b) implement bold teacher recruitment and retention strategies to address teacher salary and certification issues. The Committee will review and approve draft changes for public comment. After the public comment period, the Committee will consider the comments received, determine if it needs to revise the draft changes, and make final policy recommendations to the Board.

At its August 1, 2019 Committee meeting, the Committee designated me as the Committee's representative to and chairperson of the working group and authorized me to identify and select individuals to serve on the working group as representatives from the following stakeholders, which may include:

- Department of Education state administration;
- School administrators;
- Hawaii State Teachers Association;
- Teachers;
- Teacher Education Coordinating Committee;

- Higher education institutions with a State Approved Teacher Education Program (“SATEP”);
- Legislators;
- Community/nonprofit organizations;
- Business organizations;
- Hawaii Teachers Standards Board;
- Teach for America;
- Institutional stakeholders;
- Individual stakeholders with an interest in teaching;
- Hawaiian immersion programs; and
- Hawaii teacher preparation programs.

Currently, I have identified the following individuals, who have agreed to serve on the working group:

1. Lynn Hammonds, Executive Director, Hawaii Teacher Standards Board
2. Micah Kane, CEO and President, Hawai'i Community Foundation
3. Senator Michelle Kidani, Hawaii State Senate
4. Ann Mahi, Nanakuli-Waianae Complex Area Superintendent
5. Kananinohea Makaimoku, Assistant Professor, University of Hawaii at Hilo, Ka Haka Ula O Ke'elikolani College of Hawaiian Language
6. Nathan Murata, Dean, College of Education, University of Hawaii at Manoa
7. Lauren Nix, Department of Education Teacher, Makaha Elementary
8. Keri Shimomoto, Educational Specialist, Department of Education Teacher Induction Center
9. Kekaha Spencer, Department of Education Teacher, Waianae Intermediate
10. Osa Tui, Jr., Vice President Hawaii State Teachers Association
11. Livingston “Jack” Wong, CEO Kamehameha Schools

Other members may be identified at a later date as needed or appropriate.