Target	Strategic Plan Goal	Strategic Plan 7-13 wording	SC	Metric	Person Responsible
School facilities	3a	Increase the percentage of schools meeting 21st century school facility standards [DOE schools score 90% or better on 21st century school facilities standards rubric (rubric TBD)]		Develop Facilities Master Plan w/ data-driven asset-management matrix (based on facilities assessment) to align facilities with 21st Century Learning.	Ray L'Heureux
Reliable technology resources	3a	Increase percentage of students and schools that have access to reliable technology resources	X	Ratio of Students per Device	David Wu
Internet access	3a	Increase speed and reliability of internet access.	X	Bandwidth per student	David Wu
			X	Network utilization (BTOP and Converged network projects completed)	David Wu
Technology support satisfaction	3a	Increase in the percentage of employees reporting satisfaction with technology support		Call Center KPI with survey satisfaction results	David Wu
Financial operations	3b	DOE financial reporting, payment processing, and procurements are timely, accurate and transparent		Provide quarterly financial reports to BOE	Amy Kunz
			X	Develop tracking of competitive vs. non-competitive procurements	Amy Kunz
				Establish survey for procurement satisfaction	Amy Kunz

Target	Strategic Plan Goal	Strategic Plan 7-13 wording	SC	Metric	Person Responsible
Internal program evaluations	3b	Expand internal program evaluations to include comprehensive financial impact and sustainability analyses, to assess effectiveness of strategies and utilize reliable, relevant, and high---quality data to drive decision making		Weighted Student Formula review	Amy Kunz
				Student Transportation operational changes & efficiencies	Ray L'Heureux
				School Food Services operational changes & efficiencies	Ray L'Heureux
			X	Energy initiatives - Increase net zero campuses & curriculum development	Ray L'Heureux
Percentage of accredited schools	3b	Increase percentage of [WASC] accredited schools by 2018 (Percentage TBD) .	X	Percentage of schools that are WASC accredited. Projected at 100% by June 2019.	Pat Park
Funding sources review	3b	Review 100% of funding sources to determine where additional oversight will increase impact of college--- and career---ready agenda		Percentage of funding sources reviewed	Amy Kunz
School administrative burden reduction	3b	Decrease the administrative burden at the school level via use of technology and centralization (Measure TBD)		Enterprise Resource Planning (ERP) system	Amy Kunz
				Local School Account System	Amy Kunz

Target	Strategic Plan Goal	Strategic Plan 7-13 wording	SC	Metric	Person Responsible
Understanding and support of DOE priorities	3c	Communication effectiveness: Increase percentage of internal and external stakeholders that understand and support priorities of DOE (Measurement TBD)	X	Analytics of web hits and social media growth.	Donalyn Dela Cruz
Parent communication	3c	Parents/guardians receive regular communication on how to support student and school success (Measurement TBD)	X	Analytics of web hits and social media growth.	Donalyn Dela Cruz
Stakeholder organization satisfaction	3c	Increase percentage of parent and stakeholder organizations reporting they are satisfied with DOE communication and partnerships (Measurement TBD)		Survey data	Donalyn Dela Cruz

Target	Strategic Plan Goal	Strategic Plan 7-13 wording	Person Responsible	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
School facilities	3a	Increase the percentage of schools meeting 21st century school facility standards [DOE schools score 90% or better on 21st century school facilities standards rubric (rubric TBD)]	Ray L'Heureux	Consultant selected, project scope & schedule established, fee negotiated, anticipate executed contract by 4/2013, work to start shortly thereafter.			Compile and analyze existing data, develop Initial facilities criteria and assessment, design standards evaluation, 'gap study', Assess Educational adequacy, and development of funding analysis and options.					Planning matrix & design criteria development, identifying planning & funding strategies to achieve goals, develop options based on matrix and criteria				Development of Department Plan of Action for effective implementation of recommended actions, programs			Implementation of the DOE's plan of action							
Reliable technology resources	3a	Increase percentage of students and schools that have access to reliable technology resources	David Wu	Survey Schools (SBAC)		Collect Survey Results		Set targets and goals								Survey Schools (SBAC)		Collect Survey Results									
Internet access	3a	Increase speed and reliability of internet access.	David Wu	Implementation of converged network and BTOP. Upon completion of project, will track bandwidth to the school and student level. Interim metric will be based on total population.																							
			David Wu																								
Technology support satisfaction	3a	Increase in the percentage of employees reporting satisfaction with technology support	David Wu	Cisco system installation		Collect baseline data												Set targets and goals		Monitor data against targets and goals and report -->							
Financial operations	3b	DOE financial reporting, payment processing, and procurements are timely, accurate and transparent	Amy Kunz		Dec fiscal report to FIC			March fiscal report to FIC			June fiscal report to FIC			Sept fiscal report to FIC			Dec fiscal report to FIC			March fiscal report to FIC		June fiscal report to FIC			Sept fiscal report to FIC		
			Amy Kunz	Develop tracking method and report																							
			Amy Kunz	Develop survey			Provide survey to those involved in procurement cycle, gather data							Set targets and goals		Monitor data against targets and goals and report -->											

Target	Strategic Plan Goal	Strategic Plan 7-13 wording	Person Responsible	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Internal program evaluations	3b	Expand internal program evaluations to include comprehensive financial impact and sustainability analyses, to assess effectiveness of strategies and utilize reliable, relevant, and high—quality data to drive decision making																									
			Amy Kunz	Contract awarded	Assessment, Analysis and report			Implementation through WSF Committee on Weights recommendations																			
			Ray L'Heureux	Procure technology partners, initiate branch reorganization plans			Develop and procure technology partners and implement pilot program for general and special eduction transportation needs.					Develop a contract model for procurement for FY15+		Execute pilot programs and amended contracts with developed technology for routes and ridership tracking.						Implement new business model						
			Ray L'Heureux	Collect data of current operations						Scope development				Assessment, analysis and report					Department plan of action		Implementation-->						
			Ray L'Heureux			Request for proposal of management plan for EES&P released			Selection committee action on vendor selection	Implementation through 2018-->																	
Percentage of accredited schools	3b	Increase percentage of [WASC] accredited schools by 2018 (Percentage TBD) .	Pat Park	Accreditation review of 13 schools						Accreditation review of 44 schools; 31 new												Accreditation of 45 schools; 34 new					
Funding sources review	3b	Review 100% of funding sources to determine where additional oversight will increase impact of college-- and career—ready agenda	Amy Kunz	Focus on monitoring RTTT expenditures and program achievements																					Prioritize other federal program reviews		
School administrative burden reduction	3b	Decrease the administrative burden at the school level via use of technology and centralization (Measure TBD)	Amy Kunz	Planning		RFP and System Selection			Fit Gap Analysis					System Selection		Implementation --->											
			Amy Kunz	Contract awarded	Pilot and procedure development		Implementation -->																				
Understanding and support of DOE priorities	3c	Communication effectiveness: Increase percentage of internal and external stakeholders that understand and support priorities of DOE (Measurement TBD)	Donalyn Dela Cruz	External web site development and launch						Compare analytics after launch of external web site			Social media push to DOE web site and increase communication content													
Parent communication	3c	Parents/guardians receive regular communication on how to support student and school success (Measurement TBD)	Donalyn Dela Cruz	External web site development and launch						Compare analytics after launch of external web site			Social media push to DOE web site and increase communication content													
Stakeholder organization satisfaction	3c	Increase percentage of parent and stakeholder organizations reporting they are satisfied with DOE communication and partnerships (Measurement TBD)	Donalyn Dela Cruz										Survey development with select stakeholder organizations		Gather survey results and report												

Hawaii Department of Education System Scorecard Overview

Introduction

The Scorecard grew out of the Board of Education's 2012 update to the 2011-2018 strategic plan, which outlined a series of desired outcomes, organized under three major goal areas:

1) Student Success
2) Staff Success
3) Successful Systems of Support

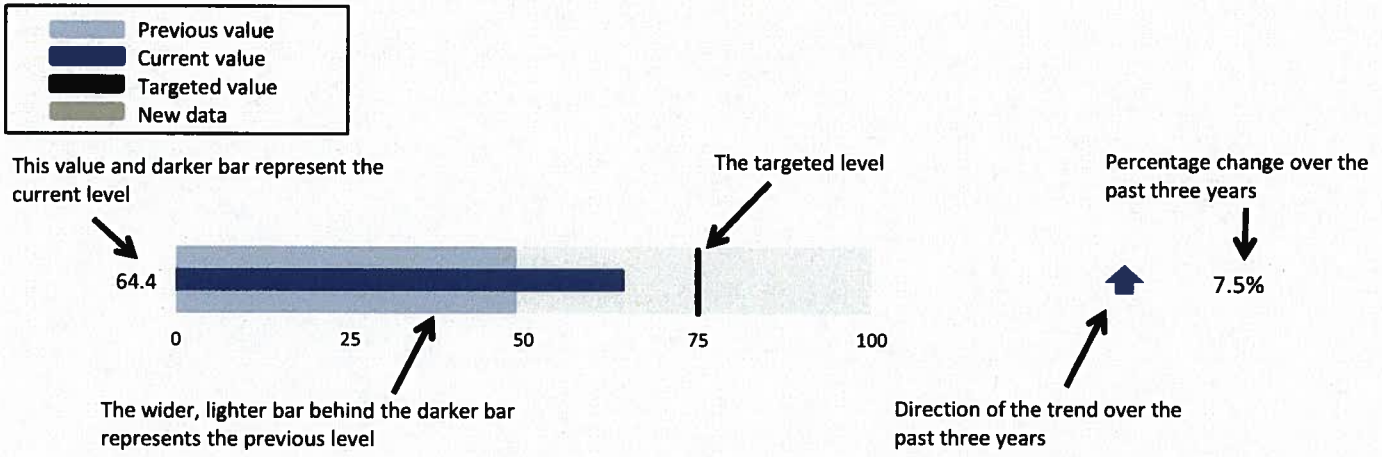
The Department of Education aims to measure progress against each of these outcomes and summarize that progress in this document. The document contains all the metrics for which we currently have data.

Guide

Each metric is presented as a chart with several data points represented on the same figure and have several specific characteristics:

- All are scaled from 0-100% for ease of comparison
- The most current value is represented by the darker colored bar and is labeled just to the left of the chart
- The past value is represented by a wider, lighter bar behind the darker bar
- The targeted value for the upcoming year is represented by the vertical black bar
- The change over the past three years is also represented as a percentage and with an arrow indicating the direction of the change

Because data are available at varying frequencies the data presented are not all from the same year, but the "current" value represents the most recent data that are available, and the previous value represents the value from the previous reporting period.

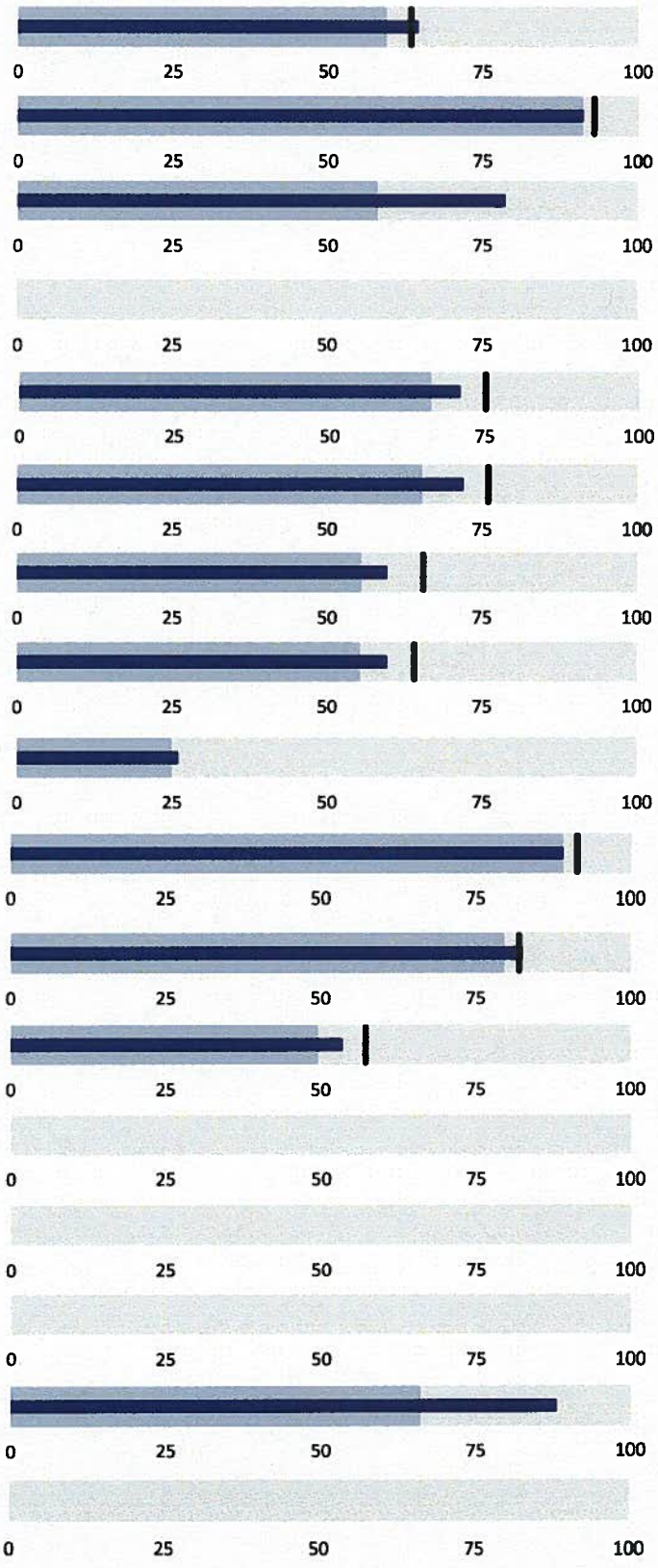


HAWAII STATE DEPARTMENT OF EDUCATION SYSTEM SCORECARD

March 2013 (Version 2.1)

Goal 1: Student Success

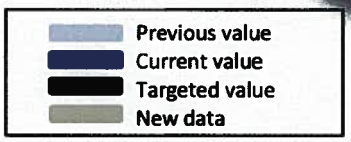
Metric	Current %	3 Year Trend
Regular attendance (attends 95% of school)	64.6	---
Percentage without disciplinary incidents	91.3	-1.0%
Students reporting school is safe	78.6	---
Co- and extra-curricular participation	---	---
Reading proficiency	71.1	5.8%
Achieved targeted growth in reading	71.9	-0.4%
Math proficiency	59.7	21.8%
Achieved targeted growth in math	59.7	14.0%
Met all ACT benchmarks (not the full ACT suite yet)	26.0	4.0%
Ninth grade promotion rate	89.1	-0.5%
Graduation rate (Current data are preliminary)*	82.6	3.6%
Postsecondary enrollment rate	53.5	7.0%
Vocational Training	---	---
Lifelong learning, character and citizenship	---	---
Student connection to community	---	---
Parent satisfaction with school	88.0	---
Parent and community engagement	---	---



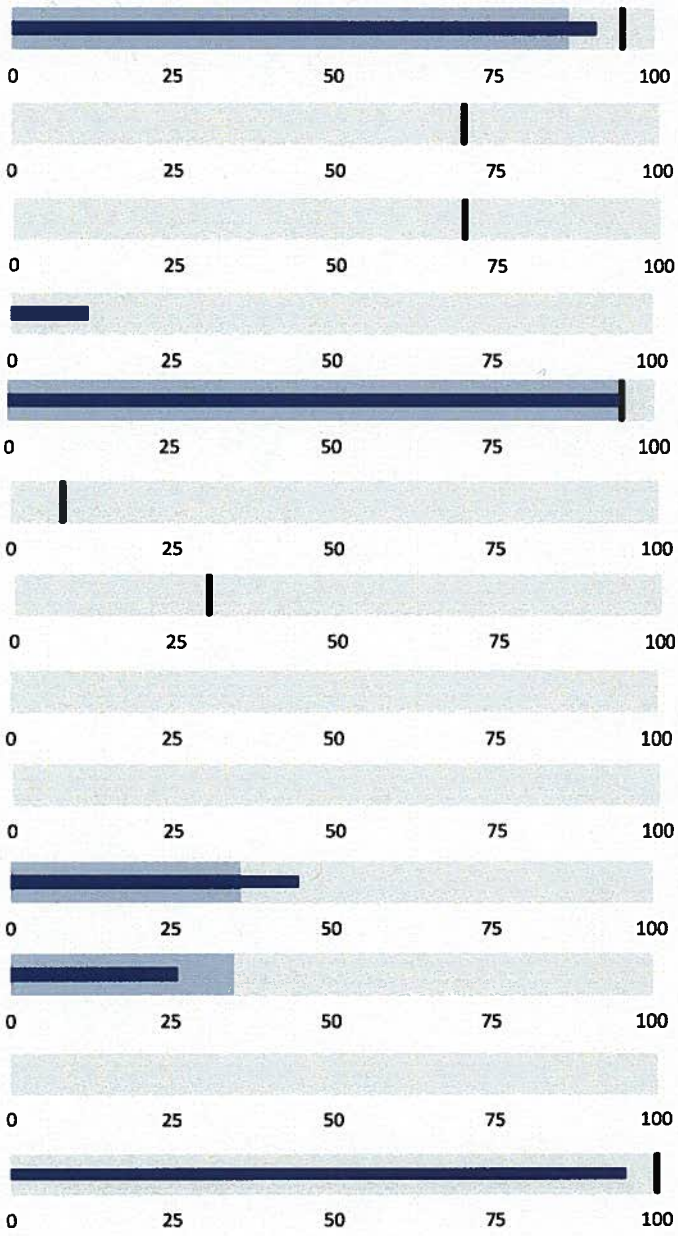
HAWAII STATE DEPARTMENT OF EDUCATION SYSTEM SCORECARD

March 2013 (Version 2.1)

Goal 2: Staff Success



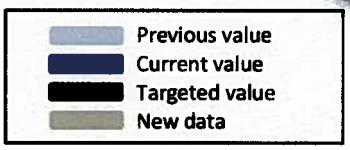
Metric	Current %	3 Year Trend
Highly qualified teachers	90.9	5.0%
Highly effective teachers (Target is for 2014)	---	---
Sufficient hiring pool (Target is for 2014)	---	---
New teachers receiving training and support	12.0	--
Employee retention	94.0	-0.6%
Teacher ratings and improvement plans	---	---
Administrator ratings and improvement plans	---	---
Professional development alignment	---	---
Student perception of the learning experience	---	---
Leadership development (# participants)	45	45.2%
Leadership placement (# ACE and alt. certification placements)	26	8.3%
Leadership skills training	---	---
Schools with academic review teams	95.3	--



HAWAII STATE DEPARTMENT OF EDUCATION SYSTEM SCORECARD

March 2013 (Version 2.1)

Goal 3: Successful Systems of Support



Metric	Current	3 Year Trend
Access to reliable technology resources	---	---
Internet access (kilobytes per second per student)	11.4	---
Internet access (schools with network upgrades)	---	---
Percentage of procurements made competitively	---	---
Energy efficient campuses	---	---
Percentage of schools WASC-accredited	38	---
Communication effectiveness (web site usage)	---	---
Communication effectiveness (social media growth)	---	---

Definitions
Goal 1: Student Success

Metric	Definition	Data Frequency	Note
Regular Attendance	The percentage of K-12 students in the state who have missed less than five percent of the school year. This equates to nine days over the entire school year.	Monthly	Current data are taken from the first of the month, and going forward will be compared with the previous month's data. However, data will be recalculated at the end of the year to provide schools with an annual account of their attendance. These annual numbers will be the basis for three year trend reporting.
Percentage without disciplinary incidents	The percentage of students in the state who have no Class A, B or C incidents to date.	Monthly	Current data are from all of the previous year, but in the future will be taken from the first of the month, and will be referenced to the previous month at the same time. However, data will be recalculated at the end of the year to provide schools with an annual account of their attendance. These annual numbers will be the basis for three year trend reporting.
Students reporting that school is safe	Percentage of students who respond positively (by stating they "strongly agreed") to questions in the "Student Safety and Well-Being" dimension on the School Quality Survey	Annually, each June	Stakeholder input was received, and subsequently, the SQS Advisory Committee recommended a number of changes to each survey type. When reviewing findings, prior years' results should not be compared with results from the 2012 version. As such, trend data will not be reported until data are comparable and targets will not be available until 2013-14 when the data can be benchmarked. 2012 response rate was 85.8%
Reading proficiency	The percentage of all students in department schools who scored "proficient" or better on the Hawaii State Assessment in reading	Annually, each summer	Data can be found at the arch.k12.hi.us/datacenter/adc
Students achieving targeted reading growth	The percentage of students who achieved at least the minimum necessary reading growth to score above or stay above proficiency within four years or by eighth grade (whichever comes first).	Annually, each summer	

Definitions
Goal 1: Student Success

Metric	Definition	Data Frequency	Note
Math proficiency	The percentage of all students in department schools who scored "proficient" or better on the Hawaii State Assessment in math	Annually, each summer	Data can be found at the arch.k12.hi.us/datacenter/adc
Students achieving targeted math growth	The percentage of students who achieved at least the minimum necessary math growth to score above or stay above proficiency within four years or by eighth grade (whichever comes first).	Annually, each summer	
Met all ACT benchmarks*	Proportion of 11th grade students who scored above the College Board's benchmarks in all four tested subjects (English composition, Algebra, Social Science and Biology)	Annually	Data are only from the 11th grade test, which was taken by a minority of our students. 2013-14 data will include test results for all 8th, 9th and 11th grade students. Targets will be set once there is sufficient historical data from all students.
9th Grade promotion	Percentage of ninth grade students in department schools who advance to tenth grade the following year	Annually	
Graduation rate	Percentage of high school students who complete high school in a department school within four years of their 9th grade entry date. This follows the required "Adjusted Cohort Graduation Rate" methodology that is required by the US Dept. of Education.	Annually	Preliminary data are available in the Fall, but official data are available in late summer. Data can be found in the trend report at: http://arch.k12.hi.us/school/trends/trends.html Finalized graduation rate data are available in August of the following summer in the No Child Left Behind (NCLB) AYP 37 Cell Reports and the NCLB Accountability Reports, also at http://arch.k12.hi.us

Definitions
Goal 1: Student Success

Metric	Definition	Data Frequency	Note
Postsecondary enrollment rate	Percentage of Hawaii high school graduates that are enrolled in National Student Clearinghouse participating postsecondary institutions the Fall after high school graduation.	Annually, each Fall	This enrollment rate is considered a lower bound of the true statistic as there are several factors that may lead to undercounting. Students are matched by name, gender and date of birth, so those with data entry errors may not be counted. Additionally, the NSC data cover roughly 96% of the nation's postsecondary institutions, which means that any Hawaii graduates that attend non-participating schools will not be counted. Collectively, it is estimated that these limitations may undercount the true postsecondary enrollment rate by about six percentage points. More information is available at: http://www.p20hawaii.org/indicators_report.html Data credit: Hawaii Data Exchange Partnership
Family satisfaction with school quality	Percentage of parents who respond positively (by stating they "strongly agreed") to questions in the "Family Satisfaction" dimension on the School Quality Survey	Annually, each June	Stakeholder input was received, and subsequently, the SQS Advisory Committee recommended a number of changes to each survey type. When reviewing findings, prior years' results should not be compared with results from the 2012 version. As such, trend data will not be reported until data are comparable and targets will not be available until 2013-14 when the data can be benchmarked. 2012 parent response rate was 25.7%

Definitions
Goal 2: Staff Success

Metric	Definition	Data Frequency	Note
Highly qualified teachers	Percentage of all teachers deemed highly qualified according to federal standards. A teacher who holds at least a bachelor's degree, has obtained full state certification, and has demonstrated knowledge in the core academic subjects he or she teaches is designated highly qualified.	Annually	More information here: http://goo.gl/xJovQ
Beginning teachers receiving training and support	Percentage of first year teachers who reported meeting with a mentor for at least one hour, four times per month	Annually	Data from beginning teacher survey, which began in 2012-13. Targets begin in 2014-15.
Employee retention	Percentage of Hawaii Department of Education employees employed on Oct. 1st who separated from the department during the school year.	Annually	The Oct. 1st count excludes charter employees, student helpers and 89 day hires, but includes all other employees regardless of status. Separations due to death, retirement, never appearing for work and leaving to take another DOE position are not included.
Leadership development	The number of participants in the Administrator Certification for Excellence (ACE) program as well as the Alternative Certification for School Administration program which both identify and train beginning school administrators.	Annually, each January	Targets begin in 2014-15.
Leadership placement	The number of ACE program and Alternative Certification program participants who earn either a full, temporary or provisional Initial School Administrator Certificate and then become vice principals in department schools.	Annually, each January	The first cohort of vice principals from the Alternative Certification program will enter schools in 2013-14 and will be reflected then. Targets begin in 2013-14.
Schools with academic review teams	Percentage of schools implementing Academic Review Teams as reported by Complex Area Superintendents	Quarterly	

Definitions
Goal 3: Successful Systems of Support

Metric	Definition	Data Frequency	Note
Internet access (kilobytes per second per student)	The metric is calculated by dividing the total internet bandwith available to the department by the total number of students	Quarterly	Total internet bandwidth (2 Gbps) divided by total number of students (183,251 from 2012-13 official enrollment count)
Percentage of schools WASC-accredited	Percentage of all department schools that have received accreditation from the Western Association of Schools and Colleges	Annually	Three year trend data will be available in 2013-14.