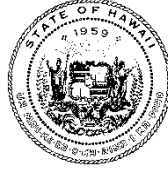


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BRUCE VOSS
CHAIRPERSON

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

August 18, 2022

TO: Board of Education

FROM: Bruce Voss
Chairperson, Board of Education

AGENDA ITEM: Board Action on Board strategic plan timeline

I. EXECUTIVE SUMMARY

- The 2017-2020 joint Board of Education (“Board”) and Department of Education (“Department”) strategic plan expired on June 30, 2020.
- The Board and Department do not currently have a strategic plan.
- The Board approved a timeline in October 2021 that projected the Board’s adoption of a new strategic plan in October or November 2022.
- To ensure robust data analysis and community engagement, the Board should consider revising its timeline to set February 2023 as the target for adopting a new strategic plan.

II. BACKGROUND

On December 6, 2016, the Board adopted a 2017-2020 joint strategic plan for the Department and Board (“2017-2020 Joint Strategic Plan”).¹ By its terms, the 2017-2020 Joint Strategic Plan expired on June 30, 2020. The

¹ See the December 6, 2016 General Business Meeting minutes, available here: <https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/a15fa9df11029fd70a2565cb0065b6b7/52d4acf819cacea0a2580ac0065d683?OpenDocument>.

Board has not taken further action on a strategic plan since the expiration of the 2017-2020 Joint Strategic Plan.

During a training from the National Association of State Boards of Education (“NASBE”) at the Board’s September 2, 2021 Special Meeting, Robert Hull, former President and CEO and Senior Advisor of NASBE, described NASBE’s 12-step strategic planning process (shown below).²

Strategic Planning Process

1. **Context Setting:** lenses for development (authorities, etc.)
2. **Data Analysis:** evidence (qualitative and quantitative)
3. **Vision and Mission:** review, refine or develop
4. **Critical Analysis Review:** taking the pulse of past work
5. **Blue Sky Thinking:** brainstorming the possibilities
6. **Priority Setting:** whittling the list
7. **Consensus:** agreed upon goals
8. **Desired Outcomes:** identify metrics
9. **Defining Success:** identify milestones
10. **Capacity:** resources and processes
11. **Refinement and Adoption**
12. **Implementation, Monitoring and Reporting**



NASBE | National Association of State Boards of Education

www.nasbe.org

On October 21, 2021, the Board accepted grant funds from the Harold K.L. Castle Foundation and The Learning Coalition for NASBE services relating to Board strategic planning, among other things.³ As part of its action, the Board approved a general timeline of NASBE services, which included the Board and superintendent engaging in strategic planning work in

² See Board Chairperson Catherine Payne’s memorandum, dated September 2, 2021, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/Special_20210902_Presentation%20on%20training%20to%20build%20capacity%20for%20effective%20leadership%20and%20governance.pdf.

³ See the October 21, 2021 General Business Meeting minutes, available here: <https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/a15fa9df11029fd70a2565cb0065b6b7/eb3b46b1546ece870a25878b006e9c41?OpenDocument>.

September and October 2022 and the Board adopting a strategic plan in October or November 2022.⁴

The Board completed the first step of NASBE's strategic planning process (context setting) through its work on the superintendent job description, namely gathering stakeholder input to develop the superintendent job description.⁵ At its June 16, 2022 meeting, the Board initiated the second step (data analysis) by authorizing the Board chairperson to make specific data requests from the Department on behalf of the Board based on Board-approved data categories.⁶

III. DISCUSSION

The Board's current timeline for the adoption of a strategic plan is both light on details and overly ambitious. When considering Board members' desires for robust data analysis and community engagement as key components to informing a new strategic plan, it is clear the Board needs to move the projected adoption date back several months. The proposed revised timeline attached as Exhibit A, which contains more detailed activities tied to NASBE's 12-step strategic planning process, projects much of the data analysis would happen during September and October while the bulk of the community engagement would happen in October and November.

After analyzing available data and stakeholder input, the Board would be better positioned to come to consensus on its vision, mission, core values, broad goals, outcomes, benchmarks, and metrics in December and January. All of this would set up February as the revised projected date for adoption of the new strategic plan followed by the review and approval of the Department's implementation plan in March or April. To be clear, this revised timeline likely would not provide enough time for schools to align their academic and financial plans with the new strategic plan for the 2023-2024 school year.

⁴ See Exhibit B of Board Chairperson Payne's memorandum, dated October 21, 2021, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20211021_Action%20on%20Grant%20and%20NASBE%20Contract.pdf.

⁵ See Board Chairperson Payne's memorandum, dated February 17, 2022, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20220217_Superintenden%20Search%20update%20and%20findings%20and%20recommendations%20job%20description.pdf.

⁶ See Board Chairperson Payne's memorandum, dated June 16, 2022, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20220616_Action%20on%20Board%20Strategic%20Plan%20Data%20Categories.pdf. Also see the June 16, 2022 General Business Meeting minutes, available here: <https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/ebb43af14ca5cdb30a2565cb006622a8/d4e08f0f8217baed0a25887900746388?OpenDocument>.

As the Board chairperson, I would be overseeing the coordination of this work. I ask the Board to grant me some flexibility in implementing this timeline considering many other details are still in development with the understanding that the Board must approve any additional extensions to the projected adoption of the strategic plan and the approval of the Department's implementation plan.

IV. RECOMMENDATION

Based on the forgoing, I recommend the Board approve the amended strategic plan timeline attached as Exhibit A and authorize the Board chairperson to make changes to the timeline as necessary while still meeting the targeted dates for the adoption of the strategic plan and approval of the Department's implementation plan.

Proposed Motion: "Moved to (1) approve the amended strategic plan timeline attached as Exhibit A to Board Chairperson Voss's memorandum dated August 18, 2022 and (2) authorize the Board Chairperson to change the dates for the listed activities as necessary except for the adoption of the strategic plan and approval of the Department's implementation plan."

Exhibit A

Revised Timeline for Board Strategic Plan

| Date | Activity |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| June–August 2022 | Board chairperson requests data from Department and any other relevant agencies (Step 2, Data Analysis) |
| August–September 2022 | Board and NASBE: <ul style="list-style-type: none"> • Review roles of vision, mission, and core values (Step 3, Vision and Mission) • Begin review of sample strategic plans from other states (Step 5, Blue Sky Thinking) • Establish stakeholder engagement parameters and processes (Step 2, Data Analysis) |
| September–October 2022 | Board, Department, and NASBE analyze and review data and identify data gaps (Step 2, Data Analysis) Board begins identifying initial priorities (Step 6, Priority Setting) |
| October–November 2022 | Board engages stakeholders (Step 4, Critical Analysis Review, and Step 5, Blue Sky Thinking) |
| November–December 2022 | Board and NASBE review stakeholder engagement data (Step 4, Critical Analysis Review, and Step 5, Blue Sky Thinking) Board reaches consensus on vision, mission, and core values (Step 3, Vision and Mission) and identifies broad goal areas (Step 7, Consensus) |
| December 2022–January 2023 | Board establishes outcomes and benchmarks and identifies metrics (Step 8, Desired Outcomes, and Step 9, Defining Success) |
| January–February 2023 | Board: <ul style="list-style-type: none"> • Reviews strategic plan draft (Step 11, Refinement and Adoption) • Finalizes monitoring and reporting expectations for Board, Department, and schools (Step 12, Implementation, Monitoring and Reporting) • Establishes work plan processes and expectations for Board and Department (Step 10, Capacity) |
| February 2023 | Board adopts strategic plan (Step 11, Refinement and Adoption) |
| March–April 2023 | Board reviews and approves Department implementation plan and timeline for Department and schools (Step 12, Implementation, Monitoring and Reporting) |