




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

OFFICE OF THE SUPERINTENDENT

September 20, 2016

TO: The Honorable Brian De Lima
Chairperson, Human Resources Committee

FROM: 
Kathryn S. Matayoshi
Superintendent

SUBJECT: **Presentation on status of Goal 2, Staff Success in relation to 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.

2. PRESENTATION

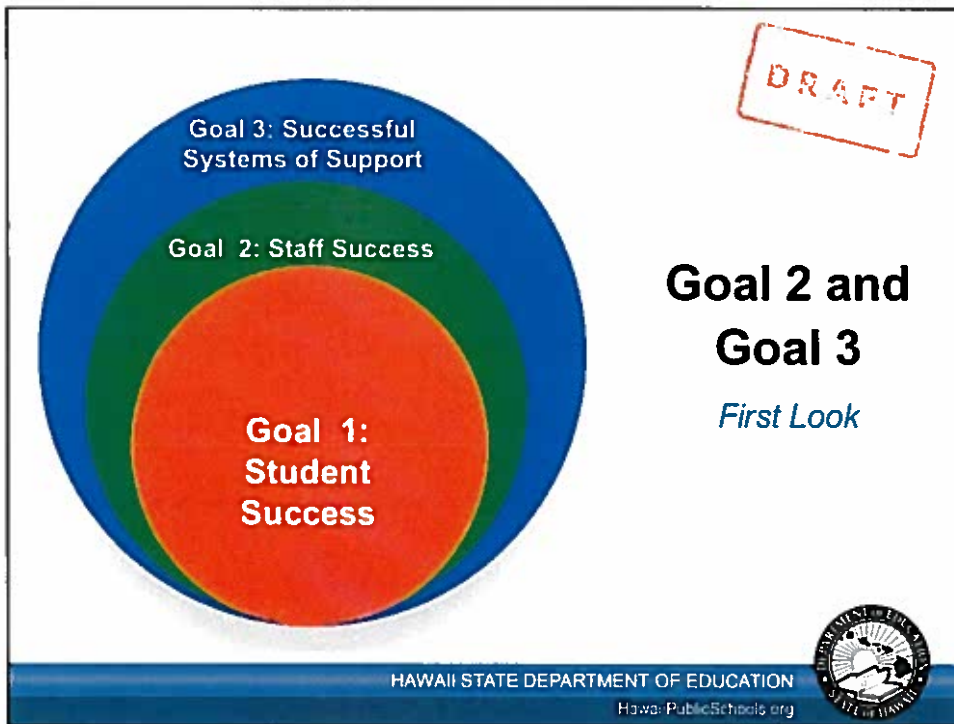
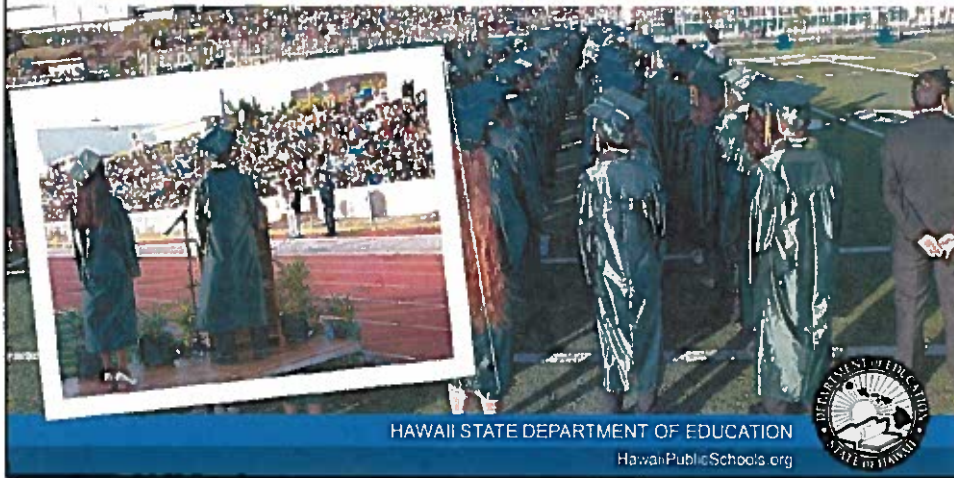
Asst. Superintendent Tammi Chun of the Office of Strategy, Innovation, and Performance will present the draft objectives and strategies for Goal 2 of the updated Strategic Plan as part of the Strategic Plan review and extension.

KSM:TOC:csg

Attachment: HR_09202016_Update on 2011-2018 Joint DOE-BOE Strategic Plan

c: Office of Strategy, Innovation, and Performance
Office of Human Resources

STATUS OF GOAL 2, STAFF SUCCESS
IN RELATION TO REVIEW AND EXTENSION OF THE
**2011-2018 Joint Department of Education
and Board of Education Strategic Plan**
Human Resources Committee Meeting | September 20, 2016



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).

Goals 2 and 3 Development

- Gap analysis based on current data
- Assessment of progress on 2012 plan
- Community engagement feedback
- Feedback from teachers, leaders, students (meetings, surveys)
- Student feedback and data
- Research on effective practices
- Supports to achieve Goal 1 objectives and strategies
- Governor's ESSA task force



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 in 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 educational opportunities.
3. All students experience a **rigorous, well-rounded education**.
4. All students **transition successfully** throughout their educational experiences.



Goal 2: Staff Success

Key Considerations

- Closing consistent gaps in ensuring quality, effective, and caring teachers and leaders for every assignment
- Prioritizing equity and closing the achievement gap for high needs populations
- Developing educators to support student success envisioned in Goal 1
- Valuing leadership at all levels
- Developing an organizational culture based on Na Hopena A'o



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

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 2: Staff Success

Objective 1: Educational Pipeline

Increase the amount and quality of Hawaii-trained educator candidates to provide applicant pools for all positions.

1. **Support development of pipeline of educator candidates with qualities and competencies** to facilitate goal 1 student success objectives effectively through partnerships including with educator preparation programs, schools' career pathways programs, and Hawaii Teacher Standards Board.
2. Encourage partners to develop programs to **fill gaps in preparing full range of educator positions** (e.g., behavioral analyst, physical therapist, school counselors).
3. **Celebrate teaching profession** in partnership with professional associations and other community organizations to attract more candidates to teaching profession and public schools as a place of work and service.

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Goal 2: Staff Success

Objective 2: Recruitment and Placement

Timely recruitment and placement of applicants to better serve all students and to address equity and achievement gaps.

1. Implement targeted efforts to **recruit and place educators for specialized assignments and high demand skills and abilities** (e.g., special education, secondary science, career-technical education, deaf, Hawaiian language, multi-lingual).
2. Implement targeted recruitment efforts to fill **vacancies in locations with consistent shortfalls** at the beginning of school (i.e., geographic).

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Goal 2: Staff Success

Objective 3: Professional Development

Professional development for all employees supports student success and continuous improvement

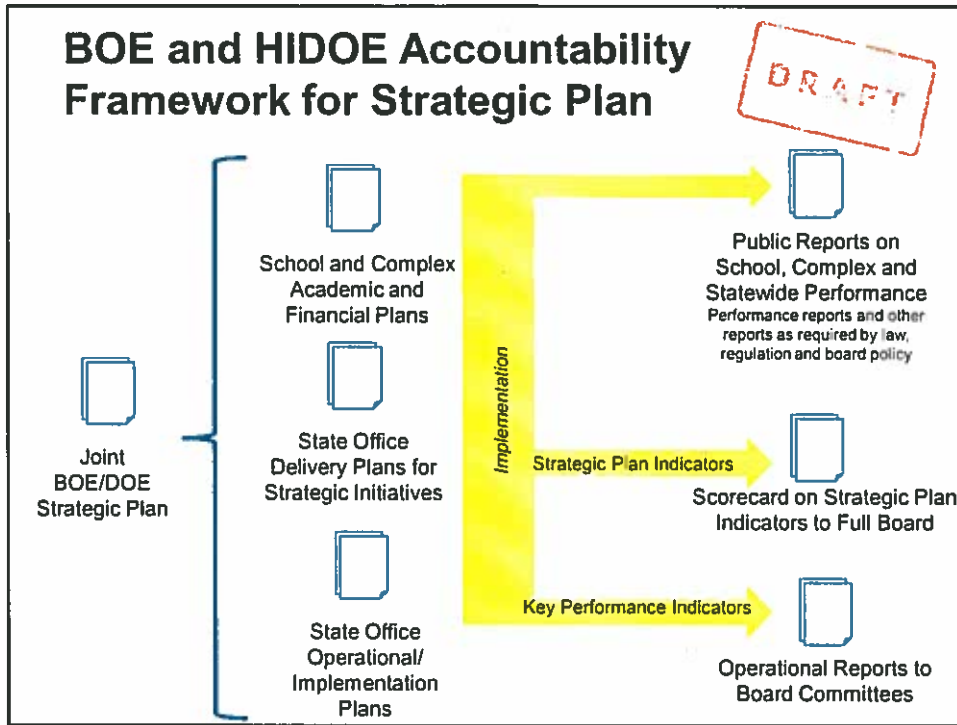
1. **Realign professional development resources** to support student success objectives (e.g., interdisciplinary and relevant lessons, social emotional learning, instructional strategies to address all types of learners, special education inclusion, quality classroom assessments).
2. Increase **consistency in students having an effective teacher for every class** with emphasis on quality instruction that meets needs of English Learners and students receiving special education services.
3. Strengthen principal and educational leader development pipeline to **support shared and effective leadership**.
4. Provide **support for new employees** to become effective (e.g., quality induction and mentoring for all beginning teachers).

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