



**STATE OF HAWAII
BOARD OF EDUCATION**

P.O. BOX 2360
HONOLULU, HAWAII 96804

August 1, 2019

TO: Human Resources Committee

FROM: Dwight Takeno
Chairperson, Human Resources Committee

AGENDA ITEM: Committee Action on identification and selection of individuals for a working group tasked with work ensuring Board policies enable Board and Department collect necessary teacher retention data and implement bold teacher recruitment and retention strategies (HR Strategic Priority 2)

I. BACKGROUND

At its July 18, 2019 general business meeting, the Board of Education ("Board") adopted committee strategic priorities for the 2019-2020 school year. Among the adopted priorities, the Human Resources Committee ("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.¹ 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.² 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.³ The presentation 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%.

¹ 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.

² 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.

³ 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.

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.

II. 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.

III. RECOMMENDATION

I recommend that the Committee designate me as the Committee's representative to and chairperson of the working group. I recommend that the Committee authorize me with identifying and selecting individuals to serve on the working group as representatives from the relevant stakeholders, which may include:

- Department of Education state administration;
- School administrators;
- Hawaii State Teachers Association;
- Teacher Education Coordinating Committee;
- University of Hawaii College of Education;
- Legislators; and
- Community/nonprofit organizations.

Proposed Motion

Move to:

- 1. Authorize Committee Chairperson Dwight Takeno to identify and select individuals to serve on a working group tasked with:
 - a. Reviewing Board Policies E-204 , 204-1, 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**
 - b. Generating a comprehensive report to the Committee that describes and recommends any policy changes necessary to:
 - i. Collect and analyze robust data necessary to effectively identify, prioritize, and address significant issues related to teacher retention; and**
 - ii. Implement bold teacher recruitment and retention strategies to address teacher salary and certification issues; and******
- 2. Designate Committee Chairperson Takeno as the Committee’s representative to and chairperson of the working group.**