

**STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
P.O. BOX 2360
HONOLULU, HAWAII 96804**

OFFICE OF THE SUPERINTENDENT

November 6, 2023

The Honorable Ronald D. Kouchi, President
and Members of the Senate
State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki, Speaker
and Members of the House of Representatives
State Capitol, Room 431
Honolulu, Hawaii 96813

Re: Hawaii State Department of Education Annual Report on Goals, Objectives,
Policies, Action Plan, and Performance Measures

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

For your information and consideration, I am transmitting a copy of the Annual Report on Goals, Objectives, Policies, Action Plan, and Performance Measures, pursuant to Act 100, Session Laws of Hawaii 1999. In accordance with Section 93-16, Hawaii Revised Statutes, I am also informing you that the report may be viewed electronically at:
<http://www.hawaiipublicschools.org/VisionForSuccess/SchoolDataAndReports/StateReports/Pages/Legislative-reports.aspx>.

Should you have any questions, please contact Ken Kakesako, Director of the Policy, Innovation, Planning and Evaluation Branch, Office of Strategy, Innovation and Performance, via email at ken.kakesako@k12.hi.us or by phone at (808) 282-3430.

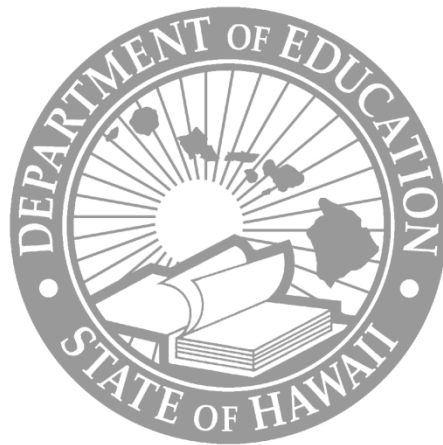
Sincerely,

A handwritten signature in blue ink, appearing to read 'Keith T. Hayashi', with a flourish at the end.

Keith T. Hayashi
Superintendent

KTH:ly
Attachment

c: Legislative Reference Bureau
Hawaii State Public Library System
University of Hawaii
Office of Strategy, Innovation, and Performance



State of Hawaii
Department of Education

Annual Report on Goals, Objectives, Policies, Action Plan, and Performance Measures

October 2023

Act 100, Session Laws of Hawaii 1999, requires every state department and agency to develop and submit an annual report that addresses what the department hopes to accomplish, how the goals will be accomplished, an action plan, and processes used to measure the performance of programs and services.

Goals, Objectives, Policies, Action Plan, and Performance Measures

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In February 2023, the Hawaii State Board of Education (Board) approved Phase I of the State of Hawaii Public Education 2023-2029 Strategic Plan. The first phase includes the mission, vision and core values, and new goals and desired outcomes organized under three overarching priorities for the state's K-12 public education system. Phase II, approved by the Board in May 2023, consists of the Hawaii State Department of Education's (Department) Implementation Plan for the Board's strategic plan. The second phase includes action items and metrics that will be used to achieve the Board-approved goals and measure progress.

State of Hawaii Public Education 2023-2029 Strategic Plan:

On July 15, 2021, the Board began the strategic planning process with training from the National Association of State Boards of Education. Following a review of relevant data, community outreach, stakeholder surveys, and Board discussion, the Board approved the first phase of the strategic plan on February 2, 2023.

The Board directed the Department to develop a second phase, an implementation plan to achieve the goals and desired outcomes of the strategic plan. The Department completed an intense strategic planning process that included comprehensive data analysis, extensive stakeholder outreach, and reviews of educational research and evidence-based practices to inform the implementation plan. The Board approved Phase II, the Department's Implementation Plan for the 2023-2029 Strategic Plan on May 18, 2023.

Strategic Plan Phase I: Vision, Mission, Core Values, Priorities and Goals:

Phase I of the 2023-2029 Strategic Plan may be viewed electronically at:

<https://boe.hawaii.gov/policies/Pages/Strategic-Plan.aspx>

Our Vision

The Board envisions an exemplary statewide system of public schools where students are engaged in an inspiring, personalized, and culturally responsive education that fosters creative and critical thinkers prepared for college and career success and community and civic engagement.

Our Mission

The Board leads the public education system through strategic direction, transparent policymaking, effective oversight, comprehensive systems, meaningful engagement, and vigorous advocacy.

Our Core Values

The Board believes in a public education system that is accountable to itself, to the students and families it serves, and to the communities that support and depend on public schools. We value:

- He pili wehena ‘ole. (A relationship that cannot be undone.)* Connections to and engagement with people and places as important drivers of action.
- Ma ka hana ka ‘ike ma ka ‘imi ka loa‘a. (In working one learns, through initiative one acquires.)* Initiative to perform motivated by a sense of kuleana and accountability to self and others.
- ‘A‘ohe ‘ulu e loa‘a i ka pōkole o ka lou. (There is no success without preparation.)* Nurturing individual strengths, increasing proficiencies and abilities to be able to serve, and fostering excellence in ourselves and those we serve.
- E ‘ōpū ali‘i. (Have the heart of a chief.)* Reciprocal partnering and sharing that calls forward a deep sense of aloha and generosity, especially towards those needing the most help in pursuit of equity.
- Ua ola loko i ke aloha. (Love is imperative to one’s mental and physical well-being.)* Pono practices that prioritize balance.
- ‘O Hawai‘i ku‘u ‘āina kilohana. (Hawai‘i is my prized place.)* Hawai‘i based processes to preserve, honor, and elevate the unique qualities that define and sets Hawai‘i apart from the rest of the world.

* ‘Ōlelo no‘eau and translations are from the Department’s “Nā Hopena A‘o Statements,” which are based on ‘Ōlelo No‘eau: Hawaiian Proverbs & Poetical Sayings (by Mary Kawena Pukui, illustrated by Dietrich Varez, Honolulu, Hawai‘i: Bishop Museum Press, 1983).

Priorities and Goals

Priority I: High-Quality Learning For All

- Goal 1.1: All students experience rigorous, high-quality learning that results in equitable outcomes for all learners.
- Goal 1.2: All students learn in a safe, nurturing, and culturally responsive environment.
- Goal 1.3: All students’ graduate high school prepared for college and career success and community and civic engagement.

Priority II: High-Quality Educator Workforce in All Schools

- Goal 2.1: All students are taught by effective teachers who are committed to quality teaching and learning for all.

- Goal 2.2: All schools are fully staffed by effective support staff who are committed to providing quality services to support students.
- Goal 2.3: All schools are led by effective school administrators who are committed to supporting all staff and students.
- Goal 2.4: Complex area and state offices are comprised of effective staff whose work is aligned to support student learning.

Priority III: Effective and Efficient Operations at All Levels

- Goal 3.1: All school facilities are safe, well-maintained, compliant with all laws and regulations, clean, and attractive to provide a positive and inviting learning environment for students and staff.
- Goal 3.2: All operational and management processes are aligned and implemented in an equitable, transparent, effective, and efficient manner.
- Goal 3.3: Families and staff are informed of and engaged in planning and decision-making processes affecting students in a meaningful and timely manner.

Strategic Plan Phase II: Implementation Plan

Phase II of the 2023-2029 Strategic Plan may be viewed electronically at:
<https://www.hawaiipublicschools.org/DOE%20Forms/Advancing%20Education/2023-29-ImplementationPlan.pdf>

The Department envisions a K-12 public education system that prepares all graduates to be globally competitive and locally committed. This means our students not only have the academic knowledge and skills to thrive and be successful, but also possess a special sense of responsibility to give back to our communities and island home. This vision will only be accomplished through a kākou effort between the Department, Board, government agencies, elected officials, families, community organizations, employers, higher education and training partners. Preparing our graduates for Hawaii’s future depends on a united, collective effort — ne’epapa — grounded in Nā Hopena A’o and embraced by our communities, dedicated educators and support teams.

The implementation plan includes:

- 127 action items for the Board’s 27 desired outcomes;
- 50 performance measures for the action items; and
- 8 statewide key performance indicators.

Execution of the Implementation Plan

The implementation plan is organized around the Board-approved desired outcomes established in Phase I of the strategic plan. While the implementation plan is not comprehensive of all federal and state mandates and operational requirements, it identifies priorities and action items that the Department will implement to advance innovations and improvements. The Department will also build on the foundational, research-based strategies that are supported by federal Elementary and Secondary School Emergency Relief Fund resources.

Since receiving Board approval in May 2023, the Department began creating and executing detailed work plans that align with the strategic plan goals and desired outcomes. These work plans include timelines, assessments, training, policies, procedures and clarification of the roles of the schools, complex areas and state offices. New performance management training and systems will strengthen data-informed, continuous improvement processes, monitor the progress of performance measures and prioritize resources.

Performance and Accountability

On August 10, 2023, the Department began a series of reports to the Board on progress on the Board-approved strategic plan and on execution of the implementation plan. Over the duration of the six-year plan, the schedule of reports to the Board includes the following, with specific dates to be determined in consultation with Board leadership:

- An annual report summarizing strategic plan progress including a report on strategic plan Key Performance Indicators (KPIs).
- At least two progress monitoring reports on implementation of strategies to relevant Board standing committees. Based on the current structure of the committees:
 - The Student Achievement Committee reviews the progress and effectiveness of the strategies related to the goals under Priority I: High-Quality Learning for All.
 - The Human Resources Committee reviews the progress and effectiveness of the strategies related to the goals under Priority II: High-Quality Educator Workforce in All Schools.
 - The Finance and Infrastructure Committee reviews the progress and effectiveness of the strategies related to the goals under Priority III: Effective and Efficient Operations at All Levels.

The Department reports are an important opportunity to communicate about key actions, context, plans, progress, successes and challenges. Reports include quantitative and qualitative information, including interim progress measures on KPIs, where applicable, and measures of desired outcomes. The Board and the superintendent will review overall progress on the implementation plan annually to determine if any adjustments are necessary. During the course of the year, the Department may adjust its actions based on continuous improvement processes and will report those changes to the Board in routine reports on the implementation plan.

KPIs measure the state's progress in achieving student learning goals. All strategic plan KPIs will be reported annually at the state level and applicable KPIs will also be reported at the school level. An online tool for reporting KPIs to the public is currently in development. In School Year 2023-2024, the Department will propose targets for the KPIs over the plan's six years. Given the unprecedented disruption of COVID-19, the Department will propose targets that consider historical student learning data in the analysis to establish ambitious yet attainable KPI targets.

Program Performance:

The Department continues to track program performance through the Strive HI performance system. Strive HI results may be viewed electronically at:

<https://www.hawaiipublicschools.org/VisionForSuccess/AdvancingEducation/StriveHIPerformanceSystem/Pages/home.aspx>.