

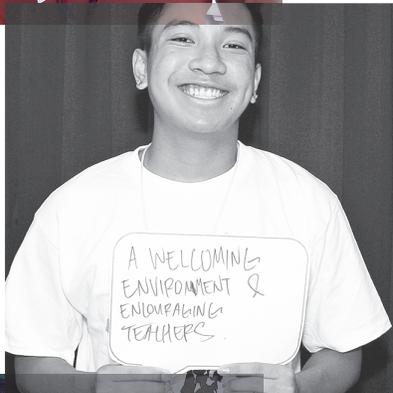
# Strategic Plan

2017-2020



Hawai'i's students are educated, healthy, and joyful lifelong learners who contribute positively to our community and global society.

## Superintendent's Message



Our Strategic Plan centers on the students who entrust their education and their futures to the State's public schools. When the Department of Education (DOE) and Board of Education (BOE) embarked on their first ever joint Strategic Plan in 2012, we anchored the plan to our primary goal of Student Success. We came together this year to review our progress, reflect on lessons learned, and make necessary changes to achieve our ambitious goals for all of our students. We began with input from our students. How do they define "success," and how can we best support them? We are inspired by the hundreds of students who shared their ideas at focus groups, participated in design thinking workshops, took online surveys and submitted photos and stories. Their aspirations and hopes are the backbone for the significant shifts and ambitious goals in this Strategic Plan.

The DOE and BOE worked with partners to expand our student focus groups into a statewide listening tour with educators, parents, community members, and peer organizations. People gave generously of their time and helped us find common ground for a community-based definition of Student Success that includes:

- ✓ Giving back to the community, environment, and world;
- ✓ Discovering and pursuing their passions so they can reach their full potential;
- ✓ Demonstrating strong academic and life skills (General Learner Outcomes), and showing an ability to think critically, solve problems, and apply knowledge to new situations or contexts;
- ✓ Being prepared for life after high school, including setting clear goals and developing short-term and long-term engagement in learning;
- ✓ Exhibiting strength, confidence, and resilience in their everyday lives, and being generally healthy and happy; and
- ✓ Gaining a strong sense of cultural understanding and appreciation for Hawai'i.

We are heartened by how much these community priorities align with growing initiatives and investments within the DOE and public education in Hawai'i. A new statewide career readiness initiative for strengthened career pathways complements the DOE's college and community readiness partnerships. The establishment of the DOE's Office of Hawaiian Education and BOE's adoption of Nā Hopena A'o in 2015 support all of us in applying the Hawaiian values and knowledge that will make us better leaders, learners, and community contributors. The hard work of our teachers, leaders, and staff in carrying out the 2012 Strategic Plan resulted in an infrastructure to support teaching and learning that did not exist statewide previously. Now we can build on that solid foundation to support community-led pathways in this Strategic Plan toward success for all students in our public schools.

Our students have high hopes for their future, and they deserve every support we can give them. The future of our special island home depends on them—and all of us, together—to go beyond what we believed was possible. Mahalo nui loa for supporting the future of Hawai'i's keiki and our island home.

A handwritten signature in black ink, appearing to read "Kathryn Matayoshi".

KATHRYN MATAYOSHI  
Superintendent

Strategic Plan session, Hawai'i Education Summit, July 2016. Pictured near left: Supt. Kathryn Matayoshi with her predecessor, Supt. Patricia Hamamoto.



## I. About the Strategic Plan

Every student, school, and community is unique with its own strengths, aspirations, assets, and challenges, but the Strategic Plan describes shared objectives for equity and excellence for every child across Hawai'i's nearly 300 public schools, including our public charter schools.

The Strategic Plan provides a common foundation of expectations and supports for *all students in Hawai'i's public schools*. Many schools will aspire to achieve all of the Strategic Plan's Student Success objectives while some schools may already meet these objectives and will focus on further advancing success for all of their students and sharing their learning with others.

The Strategic Plan is a compact between the BOE, DOE and community about the state's goals for public education and the support and

investment necessary to achieve the goals. It will inform implementation plans within DOE state offices, Complexes and schools, education budget requests to the legislature, state office initiatives, Complex Area supports, and community partnerships. The plan will also inform the Hawai'i State Public Charter School Commission and public charter schools by providing reports about schools' progress, supporting priorities for federal programs, impacting legislative funding for schools, and providing policy direction from the BOE.

The Strategic Plan will also guide planning to leverage any new flexibility in the federal Every Student Succeeds Act (ESSA), which President Barack Obama signed into law in December 2015. ESSA is the education law that replaces No Child Left Behind and pro-

vides many of the federal requirements for K-12 education.

In April 2016, Governor David Ige convened an "ESSA Team" to create an aspirational Governor's Education Blueprint. The combined efforts of the Governor, BOE, and DOE provided unprecedented opportunities for public conversation about education in 2016.

Multiple rounds of meetings held throughout the state by both the BOE and Governor's ESSA Team engaged thousands of residents in discussions. BOE and DOE meetings focused on developing a near-term Strategic Plan for K-12 education that aligns with the Governor's Education Blueprint, which is long-range and addresses education broadly including early childhood, higher education and workforce development.

## II. Our Journey

Our belief in the ability and potential of each and every child in our public schools led the BOE and DOE to set clear statewide standards linked to high expectations for all students. In a rapidly changing world, we cannot know what our entering kindergarteners will one day dream of achieving when they graduate from high school or the opportunities and challenges that they will address as they grow into leadership locally and globally. Our job is to equip these students with the knowledge and capabilities to succeed at their chosen path in life.

The establishment of the first joint DOE/BOE Strategic Plan in 2012 built upon reforms we began 10 years ago in response to critical challenges: Hawai'i's student achievement lagged nationally, and students who struggled to meet proficiency in core subjects were unable to progress successfully through their K-12 journey. Too many of our high school graduates were not meeting the entry requirements for workforce, college, apprenticeship programs, or military service options. We focused our efforts on ensuring students had the skills, values, and supports necessary

for their next steps in life.

To best support students' goals in 2012, we implemented comprehensive statewide supports. We focused on rigorous standards-based instruction and ensuring the quality of the high school diploma. We continued to invest heavily in collecting, reporting and supporting use of transparent, real-time data so we could better understand and mobilize around students' needs and progress. We established statewide teacher induction and mentoring, and focused professional development and feedback on improving teachers' professional

practice. These initiatives provided a common foundation for educators to support students—including a common language and high expectations for teachers’ professional practice and student learning. With this new infrastructure in place, and a great deal of hard work on the part of educators, students, families, and key community partners, Hawai‘i was one of two states that led the nation in overall gains in national math and reading proficiency over 10 years.<sup>1</sup>

Building on an improved foundation in math and reading, a statewide “P-20” effort—from early childhood education through life-long learning—has helped us work with early education and higher education partners to increase students’ career, college, and community readiness. Advanced course-taking and

early college programs in which high school students earn college credit have both increased substantially.

Lastly, as we look to the future, we know that part of the legacy of our special island home is to support the community relationships, culture, values, and sense of place that enables students to thrive. Since the launch of the 2012 Strategic Plan, the BOE passed policies establishing the Office of Community Engagement and the Office of Hawaiian Education (OHE). These new offices are a crucial component to support all students becoming career, college, and community ready.

With clear goals, Hawai‘i can be a national leader in education by mobilizing the incredible strengths of our diverse communities behind the high standards our students deserve.

2011-2015

**30%**

*Increase in the number of students taking Advanced Placement exams.*

**28%**

*Increase in the number of students passing Advanced Placement exams.*

**43%**

*Increase in Early College program enrollment to earn University of Hawai‘i credits.*



Students, education leaders and Polynesian Voyaging Society crewmembers aboard the Hikianalia at the Marine Education Training Center, Honolulu.

### III. Equity and Excellence: The Next Leg of Our Journey

Over the past 10 years, Hawai‘i has achieved steady progress in students’ educational outcomes—whether measuring academic achievement or college enrollment. We are inspired by the growth to date; however, our students are not succeeding equally, and we see persistent gaps in achievement between students. Supporting positive outcomes for all of our students from this point on will require the DOE, charter schools, state agencies, and family and community stakeholders to come together in new ways, and we have therefore made significant changes in this updated and extended Strategic Plan. Since the Great Re-

cession, a historic shift has occurred in our state. Despite an improving economy and low state unemployment, many families continue to struggle financially — more than 50 percent of Hawai‘i’s public school students are now economically “high needs.” Other high-needs students include English learners and students receiving special education services. In total, 57 percent of students were high needs in 2015. We must also consider the needs of students in ethnic groups that are historically underrepresented in career, college, and community success metrics. Hawai‘i, like many states across the country, continues to

struggle with an “achievement gap” that separates the engagement and achievement of high-needs students from that of their non-high-needs peers.

As we reviewed the Strategic Plan during the 2016 update with students, educators, and other key members of our community, we focused on building upon our strengthened foundation to close the achievement gap and attain *equity and excellence for all students*. Our commitment to transparency in reporting student data and establishment of new data tools and partnerships has helped us understand the scope and scale of our achievement gap, and made us

[1] The United States Chamber of Commerce Foundation, *Laggards to Leaders: How Three States Found Their Way Forward*, (Washington D.C., 2015)

national leaders in moving beyond federal categories of high-needs students to create a candid local picture in the best interest of our students and islands. During the first years of the Strategic Plan, implementation of our strategic priorities helped us increase teachers' and leaders' skills and knowledge to make data-informed decisions in the best interest of students. This work will now continue to be complemented by new real-time data resources, focused professional development for classroom, school, and regional strategies to address every student's needs and close the achievement gap to attain equity and excellence. This also requires partnerships with families and the community for student needs that extend beyond the classroom.

The impact of the Strategic Plan depends on the effectiveness of implementation and the extent to which students benefit from our aligned efforts to provide high-quality education and key supports. Schools are supported by 15 Complex Areas that include their regional K-12 schools and by DOE state offices. The BOE and DOE will focus state office re-

## IV. Vision

Hawai'i's students are educated, healthy, and joyful lifelong learners who contribute positively to our community and global society.

## V. Mission

We serve our community by developing the academic achievement, character, and social-emotional well-being of our students to the fullest potential. We work with partners, families, and communities to ensure that all students reach their aspirations from early learning through college, career, and citizenship.

sources on transparent and efficient supports for statewide operations and on key statewide strategic initiatives to close the achievement gap and support equity and excellence in student outcomes. Statewide strategic initiatives will work in concert with the updated objectives for our three main goals of Student Success, Staff Success, and Successful Systems of

Support to ensure all students and schools can demonstrate proficiency in critical building blocks of learning. We must be steadfast in our mission to develop our keiki so that each student and each graduate is prepared to succeed in their post-high school pursuits of careers, postsecondary education and training, and contributing to our community.

## VI. Nā Hopena A'o

We believe that our special island home prepares us to lead globally. Our unique values, sense of place, and strong community relationships are increasingly important here and around the world.

In 2015, the BOE approved policy E-3, Nā Hopena A'o, or HĀ, to help advance our mission: "HĀ is a framework of outcomes that reflects the Department of Education's core values and beliefs in action throughout the public educational system of Hawai'i. The DOE works together as a system that includes everyone in the broader community to develop the competencies that strengthen a sense of Belonging, Responsibility, Excellence, Aloha, Total well-being and Hawai'i ("BREATH") in ourselves, students, and others. With a foundation in Hawaiian values, language, culture and history, HĀ reflects the uniqueness of Hawai'i and is meaningful in all places of learning. HĀ supports a holistic learning process with universal appeal and application to guide learners and leaders in the entire school community."

HĀ is being implemented in the DOE through a three-year action plan (2016-2018) developed and led by the Office of Hawaiian Education. Other partner organizations are also adopting HĀ. To learn more about implementing HĀ and OHE, please visit [bit.ly/NaHopenaAo](http://bit.ly/NaHopenaAo).



## VII. Student Goals and Aspirations

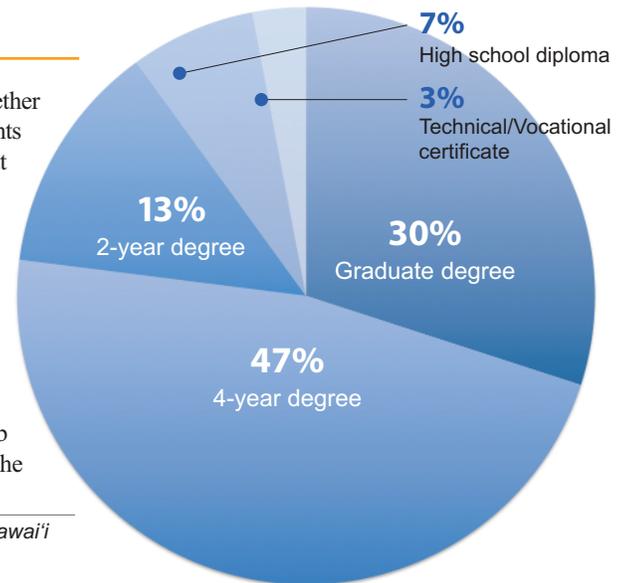
BOE policy 102-15 establishes a Vision of a Hawai'i Public School Graduate that states all graduates will:

- Realize their individual goals and aspirations;
- Possess the attitudes, knowledge, and skills necessary to contribute positively and compete in a global society;
- Exercise the rights and responsibilities of citizenship; and
- Pursue postsecondary education and/or careers.

Recent statewide surveys of public school students' aspirations show that 93 percent of all high school juniors hope to pursue additional education or certification sometime

after high school. We must work together with all stakeholders to provide students with the tools and knowledge that allow them to reach their goals and access opportunities. The same rigorous foundation of academic skills, General Learner Outcomes and other "life skills" are needed for a full range of postsecondary aspirations, whether students are pursuing industry certifications, a college degree, military training, on-the-job training, a trade apprenticeship, or the launch of their own enterprise.

*SOURCE: ACT Aspirations Survey, Hawai'i public student respondents, 2014-2016*



## VIII. Goals and Objectives for Achieving Student Aspirations



The three primary goals of the 2012 Strategic Plan continue to serve as an organizing framework: Student Success, Staff Success, and Successful Systems of Support. As we work together to fulfill the community mandate for supporting Student Success, we know that closing our state's achievement gap and achieving equity for all students will require expanded financial and community resources for teachers and lenders. The Strategic Plan objectives under each goal are intended to set a common direction statewide for schools and community partners. These objectives will be implemented in a tailored and customized approach through school- and Complex-level implementation plans, which address existing school and community strengths and challenges.

## GOAL 1 STUDENT SUCCESS

All students demonstrate they are on a path toward success in college, career, and citizenship.

**OBJECTIVE 1: EMPOWERED.** All students are empowered in their learning to set and achieve their aspirations for the future.

*K-12 learning opportunities expand students' horizons through a range of topics, solutions, and possibilities for their education and their future. Students' personalized plans, including career, postsecondary, and training goals, are informed by learning opportunities throughout the K-12 continuum. Students are engaged and motivated because learning is relevant and builds on their strengths. Students' voice and curiosity are nurtured, which prepares them to have and exercise positive choices for their learning, their future, and their contributions to family and community.*

**1a.** Increase student engagement and empowerment through relevant, rigorous learning opportunities that incorporate students' voices. Students are encouraged to apply their learning through life experiences, questions, and challenges. Students practice creative problem solving and can see themselves as part of a community effort to address complex questions and challenges that impact our islands and the world.

**1b.** Ensure that high school graduates demonstrate the General Learner Outcomes (GLOs) and have the abilities, habits, and knowledge to set and achieve their short-term and long-term career, community, and postsecondary education goals. Students can identify the training, certificate, apprenticeship, and/or college degree requirements for their career and community passions, and are equipped with the knowledge and skills to set and achieve their goals.

**1c.** Throughout their K-12 education experience, students have diverse opportunities to explore, plan, and prepare so that they graduate from high school ready to succeed. Students have access to high-quality career and college counseling, mentorship opportunities, internships and advanced courses (e.g., Early College) to support their long-term success.

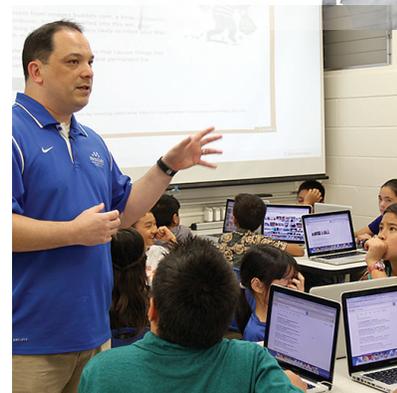
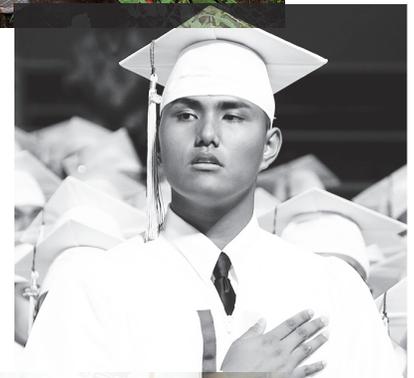
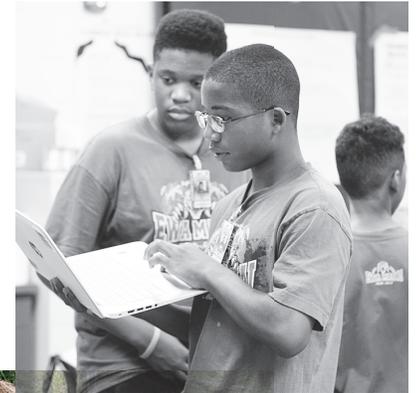
**OBJECTIVE 2: WHOLE CHILD.** All students are safe, healthy, and supported in school, so that they can engage fully in high-quality educational opportunities.

*Students' physical, social, mental, emotional, and cognitive development are critical as they move from early childhood to adolescence to adulthood. Students' well-being and health increase their readiness to learn. Students succeed when their individual needs are met and their innate gifts and abilities are nurtured.*

**2a.** Provide students with learning environments that are caring, safe, and supportive of high-quality learning.

**2b.** Address students' physical, mental, and behavioral health through school programs and partnerships with families, community organizations, and government agencies that support students' well-being.

**2c.** Cultivate a community and school culture where attendance is valued, encouraged, and supported.



**OBJECTIVE 3: WELL-ROUNDED.** All students are offered and engage in a rigorous, well-rounded education so that students are prepared to be successful in their post-high school goals.

*All students should experience a rigorous and well-rounded standards-based education that covers a variety of academic subject areas. In response to the federal No Child Left Behind Act's test-based school accountability, our schools' curriculum and instruction too often focused narrowly on reading and mathematics. Students should experience the interdisciplinary nature of education, and develop the abilities and skills necessary to have a "breadth of knowledge that leads to joy in learning, respect for others, and a lifelong spirit of inquiry... (that) inspire(s) and meet(s) the needs, interests, and abilities of all students" (BOE Policy E-105). This includes assessments to inform planning for learning by teachers, schools, and policymakers, and to validate and report students' academic progress to students, their families, lawmakers and the community.*

- 3a.** Provide students of all backgrounds, ages, and needs with a challenging and quality standards-based education in all subject areas.
- 3b.** Ensure that each student's learning is personalized, informed by high-quality data, and advances them toward readiness for success in career, college, and community.

**OBJECTIVE 4: PREPARED AND RESILIENT.** All students transition successfully throughout their educational experiences.

*Students who feel connected to school are more likely to engage and to learn. Students' transitions between schools — whether advancing to middle or high school or transferring between schools — can disrupt their sense of connectedness to school. Intentional planning to support students' transitions can make the critical difference for student success.*

- 4a.** Identify and address student strengths and challenges early so that students can transition into early elementary grades ready to learn and with a cognitive foundation for reading that prepares them for the future.
- 4b.** Support students' transition in adolescence (grades 5-10) through school practices, counseling, and research-based experiences that advance total well-being.
- 4c.** Create innovative learning options to earn a high school diploma.
- 4d.** Support students who are transitioning between grade levels or transferring to a new school.
- 4e.** Ensure that every high school graduate or completer has an identified next step after high school aligned with their future aspirations.

## 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.*

**OBJECTIVE 1: FOCUSED PROFESSIONAL DEVELOPMENT.** Develop and grow employees to support student success and continuous improvement.

*Education is a "people business." Research, student feedback, and our own experiences confirm that competent and committed teachers have the greatest influence on student achievement beyond students' families. Our greatest investment and primary strategy to retain teachers is supporting teachers' professional and collegial practice including coaching and mentoring so that they are successful in the classroom with their students. When teachers excel, students thrive.*

- 1a.** Realign professional development resources to support student success objectives as needed by individuals, schools, complexes, and state offices (e.g., interdisciplinary and relevant lessons, social-emotional learning, language development, instructional strategies to address all types of learners, quality classroom assessments).
- 1b.** Prioritize professional development for educators and leaders that increases knowledge, understanding, and ability to use inclusive practices and multi-tiered supports with students that need diverse instructional methods, including special education students and English learners.
- 1c.** Increase consistency of all students having a caring teacher who provides quality instruction that meets their needs and enables them to progress toward becoming ready for career, college, and community. Strengthen the teacher, principal and educational leader development pipeline to support shared and effective leadership at all levels.
- 1d.** Provide support for new employees to become effective (e.g. quality induction and mentoring for all beginning teachers, new principals, and leaders).



## OBJECTIVE 2: TIMELY RECRUITMENT AND PLACEMENT.

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

*Ensuring that every student has a caring, prepared teacher for every class begins with attracting, hiring, and assigning teachers in a timely manner to fulfill educational programs at every school. Some schools and students are disproportionately affected by vacancies, which impacts our ability to ensure equitable resources in education for all students across the state.*

- 2a.** 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 and hard-of-hearing, Hawaiian language, multilingual).
- 2b.** Implement targeted recruitment efforts to fill vacancies in locations with consistent shortfalls at the beginning of the school year.

## OBJECTIVE 3: EXPANDED PROFESSIONAL PIPELINE. Expand well-qualified applicant pools for all Hawai'i educator positions and expand the number of candidates who are prepared to support Student Success objectives.

*Local and national trends point to declines in the number of candidates in teacher preparation programs. Partnerships are critical to expanding the number, type, and quality of candidates for educational positions to serve our students. This includes partnerships with public schools to interest young people early on in education as a profession, and support from higher education institutions and community organizations to promote the teaching profession. There will be an emphasis on developing partnerships that result in more Hawai'i-connected educators, as locally connected teachers are more likely to be retained.*

- 3a.** Partner effectively with local educator preparation programs to develop qualities and competencies that facilitate Goal 1 Student Success objectives. Educator preparation programs include teacher certification programs and middle and high schools' career pathways programs to develop future teachers.
- 3b.** Partner with appropriate organizations to develop programs to fill gaps in preparing a full range of educator positions (e.g. behavioral analysts, physical therapists, school counselors).
- 3c.** Celebrate the teaching profession in partnership with professional associations and other community organizations to attract more candidates to the teaching profession and public schools as a place of work and service.



## GOAL 3 SUCCESSFUL SYSTEMS OF SUPPORT

*The system and culture of public education work to effectively organize financial, human, and community resources in support of student success.*

**OBJECTIVE 1: INNOVATION.** Foster innovation and scaling of effective instructional and operational practices to meet and exceed our educational goals.

*Meeting the challenges of our students, communities, and world for today and the future requires innovation and creativity in our approaches to teaching, learning, leading, and problem solving. Hawai'i public schools will foster innovation and the expansion of existing public school "Bright Spots," which includes learning from charter schools that were established as innovation labs. Supporting innovation includes making changes based on lessons learned, and providing opportunities for risk taking that are balanced by awareness of the impacts of failure for our students and boundaries of law and collective bargaining agreements.*

- 1a.** Identify and scale local public education "**Bright Spots**" through statewide professional networks to best support Strategic Plan objectives and statewide strategic initiatives.
- 1b.** Foster a culture of innovation to support Student Success and to improve operations (e.g., through collaboration, time, resources, flexibility, safe space for risk taking, recognition).

**OBJECTIVE 2: ADEQUATE AND EXPANDED RESOURCES.** Secure adequate resources to support school and community-based plans for student success.

*Analyses of Hawai'i's school funding repeatedly find that resources are distributed equitably but are inadequate for quality public schools. Public education funding has not maintained pace with inflation and has endured budget cuts and restrictions that have required education leaders to maximize available resources and make difficult choices. Additional funds and partnerships are needed to achieve the goals of this Strategic Plan for all schools and every student.*

- 2a.** Work with stakeholders to secure and maximize state resources for public education (i.e., state funding, capital improvements and repair and maintenance of facilities, partnerships with state agencies).
- 2b.** Partner with families and communities to engage relationships, resources, and expertise to support Student Success strategies (e.g., through School Community Councils, grants and gifts, family education, partnerships, etc.).
- 2c.** Maximize allocation of resources toward strategic uses to advance equity and excellence (e.g., through review of base funding in weighted student formula, charter schools' per-pupil funding).

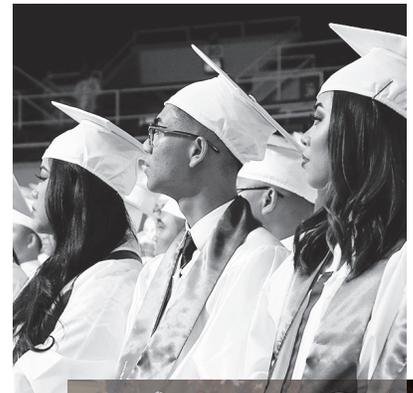
**OBJECTIVE 3: EFFICIENT AND TRANSPARENT SUPPORTS.** Increase efficiency and transparency of instructional and operational supports to promote student learning and help schools while stewarding public education resources.

*Public education's human, social, community, and financial resources must support student learning. State office operational supports will be efficient and transparent to provide a high level of service and accountability.*

- 3a.** Enhance support for development, implementation, and reporting of schools' Academic and Financial Plans and expenditures.
- 3b.** Provide timely and user-friendly data to support strategic decision-making and accountability for Student Success.
- 3c.** Implement department-wide priority projects for heat abatement, student information and reporting systems, and environmental and resource sustainability.
- 3d.** Strengthen culture of continuous improvement to provide efficient transactions and operations.
- 3e.** Continue to improve communication to promote understanding and engagement of stakeholders.

### BRIGHT SPOTS

A Bright Spot is a best practice within Hawai'i's public schools that is successfully closing the achievement gap and improving student outcomes. School-based and Complex Area leadership teams share Bright Spots and visit each others' schools to learn how to expand these effective practices.



## IX. Implementation

The Strategic Plan influences the educational opportunities and outcomes for all public school students. While local and national goals are shared by schools statewide, there is flexibility in how schools and Complex Areas will develop their implementation plans to meet these goals and objectives because each community has different strengths, challenges, priorities and resources.

Successful implementation of the Strategic Plan requires sound decision making and information sharing throughout the entire organization with particular emphasis on the three main levels of decision making and responsibility within the DOE: school, Complex and state office. Implementation within this “tri-level” structure enables schools, Complexes and state offices to better meet the education

needs of unique learners and communities across the state. Leaders at each of these levels make long term (strategic), short term (tactical) and daily (operational) decisions regularly. These decisions should be in overall alignment with BOE and DOE policies, this Strategic Plan, and state and federal laws and regulations.

This updated Strategic Plan strikes a new balance between maintaining shared expectations for all schools and students, and supporting diverse approaches and community-based objectives. Schools, classrooms, Complex Areas and communities have diverse perspectives about how to define, measure and achieve success. As schools and Complex Areas determine how best to align their implementation and Academic and Financial plans

to the updated Strategic Plan, they will be addressing statewide expectations represented in this Strategic Plan while prioritizing actions and strategies that are meaningful to their students, school, and community. This Strategic Plan increases flexibility in the priorities for school-level implementation to address local strengths, aspirations, assets and needs.

The BOE adoption and approval of this plan will require schools, Complex Areas and state offices to immediately begin key discussions, decisions and implementation plans aligned to this Strategic Plan. Parents, caregivers, community organizations and other education stakeholders and partners are encouraged to participate at each level and support implementation efforts in their local school and Complex Area.

### SCHOOL LEVEL

The Principal leads the school's effort to develop an Academic and Financial Plan that aligns to the state Strategic Plan based on the strengths and needs of their students and community. Each school's plans are reviewed by its School Community Council and approved by the Complex Area Superintendent. Public charter schools' plans are approved by their local governing board within the context of each school's performance contract, which is approved by the Hawai'i State Public Charter School Commission. School budgets are primarily funded by the state legislature and allocated based on each school's student enrollment. DOE schools' budgets are further allocated on student characteristics of needs, based on a Weighted Student Formula, as legislatively required by Act 51, Reinventing Education Act of Hawai'i (2004).

### COMPLEX AREA LEVEL

Complex Area implementation plans ensure that resources are allocated appropriately within the region. The Complex Area Superintendent provides direct support and oversight for school-level implementation. Many Complexes' schools share common objectives and strategies to provide a seamless experience for students and ensure smooth transitions between the grade levels and between schools when students transfer among schools within a Complex.

### STATE LEVEL

There will be statewide implementation plans for efficient and transparent operations of our public schools, and for key statewide strategic initiatives to close the achievement gap and to ensure equity and excellence for our students. The state office coordinates statewide professional learning networks, “Bright Spot” best practices sharing, and innovative partnerships to advance statewide strategic initiatives. Examples of these initiatives include:

## Well-Rounded Education

Well-rounded, standards-based education should be engaging and relevant to students and build on their strengths. Statewide training, clear standards in all content areas, learning networks, assessments, and resources will focus on helping students develop the rigorous skills and joy for learning that will serve them throughout their lives.

## Inclusive Practices

Experience and research show that inclusive practices are best for high-needs students. Students that are most severely impacted by our achievement gap, including those receiving special education services and English learners, deserve high-quality education within the regular classroom setting. Statewide training and support will be provided for inclusion in classrooms that is balanced with specialized supports.

## K-12 Career Readiness Pathways

K-12 career pathway programs can increase student engagement and support long-term student success through real-world learning opportunities and empowering students to achieve their aspirations. The DOE will be launching a career readiness initiative between business, higher education, and state agencies to improve K-12 career pathways statewide and increase the career and college readiness of high school graduates.

## Leadership Institute

DOE leadership practices throughout the education system will support Strategic Plan objectives at school, Complex Area, and state office levels. This includes state-led induction and mentoring, ongoing professional development, and administrator certification to identify

and cultivate leaders — teachers and administrators — who support shared responsibility for instruction. Complex Area and school leadership development will include a special focus on isolated, rural locations and designing education career pathways for middle and high school students.

## Transitions

Proactive planning to support student transitions between grade levels makes a critical difference in student success. The DOE will provide data and supports to identify and address student strengths and challenges early and implement holistic best practices at key transition points in a student's educational journey (kindergarten, middle school, high school, and graduation). This includes identifying policies and practices that support innovative ways to earn a high school diploma.

## X. Statewide Indicators for Equity and Excellence

To measure progress on the Strategic Plan, the BOE and DOE commit to regular reporting on 12 key statewide success indicators and ensure students achieve the BOE’s Vision of a Hawai’i Public School Graduate (Policy 102-15). We strive to increase our graduation rate to 90 percent by 2025, which would make our on-time graduation rate one of the highest in the nation. We also strive to ensure that the high school diploma is meaningful and represents career, college, and community readiness as embodied by academic standards and General Learner Outcomes. This also contributes to our state’s “55 by ‘25” goal of more working age

adults having a 2- or 4-year college degree to meet the forecasted needs of our economy.

Data on statewide indicators will be reported regularly to the BOE and the public on a “dashboard” to monitor progress toward equity and excellence; additionally, the data will be analyzed and reported for different groups of students and schools to ensure equity in outcomes. An equity analysis will focus on high-needs student groups as well as students in regions that have faced historical challenges with access (e.g., more remote rural schools). Information for each indicator on Status, Progress, and Equity will be reported at least annually. To fulfill

our commitment to equity and excellence, we will examine each indicator to identify the achievement gaps between high-needs students and non-high-needs students so we can direct our efforts and resources effectively.

Statewide indicators represent the overall health of public education, focusing on those which have greatest impact on student success, as well as state and federal requirements. They do not comprehensively represent diverse measures of success valued by our state’s nearly 300 schools. Schools can address their unique approach to indicators through their Academic and Financial Plans and charter school contracts.

### STUDENT SUCCESS INDICATORS — 2016 BASELINE AND 2020 TARGET

**1. CHRONIC ABSENTEEISM.** *Percentage of students who are absent for 15 or more days during the school year.* Student attendance is a powerful predictor of student success, even accounting for other factors such as prior academic preparation and poverty. Students need to be in school to benefit from educational opportunities. The habit of “showing up” is an important life skill.

**BASELINE: 15% TARGET: 13%**

**2. SCHOOL CLIMATE.** *Percentage of students reporting positive school climate as measured by the Safety Dimension of the School Quality Survey.* Feedback during the Strategic Plan review identified positive school climate as a highly valued support for student success.

**BASELINE: 73% TARGET: 79%**

**3. INCLUSION RATE.** *Percentage of students receiving special education services who are in general education classes for 80 percent or more of the school day.* Inclusion is a commitment to success for all students. Research shows that inclusive practices result in advances in students’ attendance, achievement, referral rates and postsecondary outcomes.

**BASELINE: 37% TARGET: 51%**

**4. THIRD GRADE LITERACY.** *Percentage of 3rd graders demonstrating reading of “At or Near” or “Above” grade-level expectation on Smarter Balanced Assessment.* Reading at grade level by 3rd grade is a critical milestone of student success because literacy is a foundation for future learning.

**BASELINE: 65% TARGET: 76%**

**5. NINTH GRADE ON-TRACK.** *Percentage of first-time 9th graders promoted to 10th*

*grade on-time.* Transitioning successfully into high school, as represented by promotion from 9th to 10th grade on-time, is a critical milestone—students who are on-track in 9th grade are more likely to graduate.

**BASELINE: 90% TARGET: 94%**

**6. ACADEMIC ACHIEVEMENT.** *Percentage of students meeting achievement targets on statewide assessments in English Language Arts/Literacy, Mathematics, and Science.* Our assessments are designed to measure progress and provide information about the extent to which students are on path toward college and career readiness.

**ELA: BASE: 51% TARGET: 61%**  
**MATH: BASE: 42% TARGET: 54%**  
**SCIENCE: BASE: 43% TARGET: 64%**

**7. HIGH SCHOOL GRADUATION.** *On-time rate based on federal methodology for Adjusted Cohort Graduation Rate of students for earning a diploma within four years.* A high school diploma represents rigorous standards of learning and the vision of a Hawai’i public school graduate.

**BASELINE: 82% TARGET: 86%**

**8. CAREER & TECHNICAL EDUCATION CONCENTRATOR.** *Percentage of 12th graders who complete a CTE Program of Study.* CTE Concentrators have completed a program of study that provides opportunities for learning and applying academic and technical skills and knowledge within a career pathway.

**BASELINE: 38% TARGET: 50%**

**9. COLLEGE-GOING GRADUATES.** *Percentage of high school completers enrolled in postsecondary institutions nationwide—vocational or trade schools, 2- or*

*4-year colleges—in the fall following graduation.* Enrollment in postsecondary education to attain a certification, degree or other training that prepares students to pursue a career represents a key post-high outcome for K-12 education—those with a postsecondary credential are more likely to be employed, have higher earnings, and be healthier.

**BASELINE: 56% TARGET: 62%**

**10. TEACHER POSITIONS FILLED.** *Percentage filled as of August 1 each year.* Teachers are our greatest investment in the quality of our students’ education. We commit to filling positions with qualified teachers so that each school year begins with classrooms fully staffed.

**BASELINE: 96% TARGET: 98%**

**11. TEACHER RETENTION.** *Percentage of teachers retained after five years.* Continuing employment of qualified and effective teachers results in benefits to students as teachers gain experience and expertise, and reduces expenditures of recruitment resources.

**BASELINE: 52% TARGET: 60%**

**12. REPAIR & MAINTENANCE BACKLOG.** *Dollar amount in list of unfunded or deferred major R&M projects.* School facilities’ needs in the Capital Improvement Projects R&M backlog include infrastructure, hazardous material removal, health & safety, and structural improvements associated with existing facilities. Reducing the backlog must be accompanied by efforts to build new and state-of-the-art facilities to meet changing demographics and support innovative learning.

**BASELINE: \$279M TARGET: \$239M**