

BUILDING ON OUR FOUNDATION TO SUPPORT EQUITY & EXCELLENCE

The significant shifts in this updated and extended Strategic Plan support a broader definition of Student Success. Our aim is to **close the achievement gap and ensure equity and excellence** by providing targeted support and leveraging the strong foundation and innovative “Bright Spots” that exist in our public education system.

2017-2020 ACHIEVING OUR NEXT LEVEL OF SUCCESS

Central focus on equity and excellence so all students can succeed. Leverage data tools to identify and close the gaps in achievement, staffing, and systems of support.	Empower students through relevant, rigorous learning opportunities that support preparation for career, college, and community goals.	Support well-rounded education that expands emphasis beyond reading and mathematics.	Focus on Hawaii-specific values, sense of place, and local outcomes that prepare students for local and global leadership.
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2012-2018 FOUNDATION ESTABLISHED IN THE LAST UPDATE

Rigorous academic standards set to prepare graduates for future opportunities in a rapidly changing environment.	Data tools and training provided for real-time information on student growth and learning.	Statewide Common Core curriculum piloted and implemented throughout public schools.	Strengthened infrastructure for teacher and administrator professional development and statewide induction, mentoring, and training.
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IMPLEMENTATION

Hawai‘i can be a national leader in education by mobilizing the strengths of our diverse communities behind the high standards for equity and excellence that our students deserve. Implementation of the Strategic Plan requires mutual support and aligned planning within the **three main levels of DOE decision making and responsibility: school, Complex Area, and state office**, and information and best practice sharing between the DOE and public charter schools.

SHARED KULEANA TO ACHIEVE EQUITY AND EXCELLENCE FOR ALL STUDENTS

DOE SCHOOLS	15 COMPLEX AREAS	STATE OFFICES & DEPTS	PUBLIC CHARTER SCHOOLS
Schools are responsible for 3-Year Academic and Financial Plans. These implementation plans are linked to the Strategic Plan but schools prioritize improvement efforts and resources to address unique needs and opportunities for students and communities.	Implementation plans for Complex Areas support schools’ Academic and Financial Plans, and regional K-12 alignment to statewide resources for implementing Strategic Plan objectives and achieving targets.	State-level implementation plans for transparent, efficient operations of our public schools and for statewide strategic initiatives support closing the achievement gap and ensuring equity and excellence.	Contracts overseen by the Hawai‘i Public Charter School Commission and strategic plans established by local governing boards include strategies toward improving student and school outcomes, including meeting Strategic Plan targets.

STATEWIDE STRATEGIC INITIATIVES

DOE state office strategic initiatives will advance specific Strategic Plan objectives to ensure all students and schools can achieve equity and excellence. The DOE state office will provide training, clear standards, professional learning networks, innovative Bright Spot best practice sharing, and other resources to support statewide strategic initiatives such as:

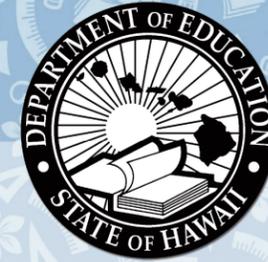
Well-rounded education for all students	Inclusive classroom practices for special education and high-needs students	Implementation of K-12 career readiness pathways	Leadership Institute for statewide training, leadership pipelines, induction and mentoring	Supportive student transitions between grade levels and schools
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ABOUT THE 2017-2020 DOE/BOE STRATEGIC PLAN UPDATE & EXTENSION

The DOE and BOE are committed to continuous improvement and will assess progress to identify needed changes in strategies and resource allocations based on lessons learned and changing state, federal, and community conditions. Thousands of students, educators, community members, and key stakeholders participated in the Strategic Plan update and extension process in 2016:

2,573 SURVEY RESPONSES	117 FOCUS GROUPS & COMMUNITY MTGS	STUDENT INPUT: DESIGN THINKING, SURVEY, GROUPS	SOCIAL MEDIA REACH OF OVER 100,000	PRINCIPAL, TEACHER-LEADER & STATE MTGS
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A Commitment to Equity and Excellence

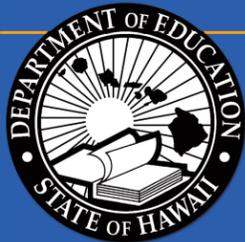
We believe in the unique strengths and potential of each and every child in our public schools. To fulfill our commitment to each student, Hawai‘i’s public schools will achieve equity and excellence, so that all students can successfully discover and embark upon their chosen path in life. State offices, Complex Areas, and schools—DOE and charters—will apply their resources to ensure that all students have equal opportunity for a high-quality education. This education, integrated with our uniquely Hawaiian values and sense of place, will equip students for local and global leadership and the ambitious community, career, and college goals of their choice. Our students have high hopes for their future and by working together, all of us—including families, communities, state leaders, businesses, and partner organizations—can support the future of Hawai‘i’s keiki and our island home.

HAWAII STATE DEPARTMENT OF EDUCATION & BOARD OF EDUCATION

Strategic Plan

2017-2020

EXECUTIVE SUMMARY



Strategic Plan

The governing document for the public education system in Hawai'i provides a common foundation of expectations and supports for public education, centering on closing the achievement gap to ensure equity and excellence for each student. Learn more about the Strategic Plan and view the full document at bit.ly/DOEBOEstratplan.

Our Vision

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

Our 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.

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 are all increasingly important here and around the world. In 2015, the Board of Education approved policy E-3, Nā Hopena A'o, or HĀ, to help advance our mission. The policy states, "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 reinforces and strengthens the existing DOE General Learner Outcomes (GLOs) for students:

- ✓ Self-directed Learner
- ✓ Community Contributor
- ✓ Complex Thinker
- ✓ Quality Producer
- ✓ Effective Communicator
- ✓ Effective & Ethical User of Technology



Student Goals & Aspirations

Community engagement for the Strategic Plan review and update process included thousands of students, families, community members, and organizations. This input created a great deal of common ground for an updated understanding of Student Success, which is defined as:

- ✓ 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 (GLOs), 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 & long-term engagement in learning;
- ✓ Exhibiting strength, confidence, and resilience in their everyday lives, and being generally healthy and happy;
- ✓ Gaining a strong sense of cultural understanding and appreciation for Hawai'i.

Community input also helped to identify priority supports for Student Success. Testimony and surveys from students helped us to better understand the student goals and aspirations that form the backbone of BOE Policy 102-15, which establishes that Hawai'i public school graduates will: (1) Realize their individual goals and aspirations; (2) Possess the attitudes, knowledge, and skills necessary to contribute positively and compete in a global society; (3) Exercise the rights and responsibilities of citizenship; and (4) Pursue post-secondary education and/or careers. The updated Strategic Plan objectives in this document aim to support Student Success more holistically to advance the DOE/BOE mission and vision, Nā Hopena A'o outcomes, and vision of a high school graduate.

GOAL 1: Student Success					
<i>All students demonstrate they are on a path toward success in college, career, and citizenship.</i>					
To do this... ... learners must...	1 Be Empowered by Learning	2 Be Addressed as a Whole Child	3 Have a Well-Rounded Education Experience	4 Be Prepared and Resilient	
To achieve this, we must...	1a. Increase student engagement & empowerment through relevant, rigorous learning opportunities that incorporate student voice. 1b. Ensure that graduates demonstrate the General Learner Outcomes and have the abilities, habits, and knowledge to set and achieve their aspirations. 1c. Ensure students have access to high-quality career and college counseling, mentorships, internships and advanced courses (e.g., Early College) to support their long-term success.	2a. Provide students with learning environments that are caring, safe, and supportive of high-quality learning. 2b. Address students' physical, mental, and social-emotional health through school programs and partnerships with families, community organizations, and agencies that support students' well-being. 2c. Cultivate a school environment where attendance is valued, encouraged, and supported.	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 success in college, career, and community.	4a. Identify and address student strengths and challenges early so that students transition into early elementary grades ready to learn and with a cognitive foundation for reading. 4b. Support students' transition in adolescence (gr. 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		GOAL 3: Successful Systems of Support			
And we must have these critical supports...		<i>Public schools have a high-performing culture where employees have the training, support, and professional development to contribute effectively to student success.</i>			
		<i>The system and culture of public education work to effectively organize financial, human, and community resources in support of student success.</i>			
		1 FOCUSED PROFESSIONAL DEVELOPMENT 2 TIMELY RECRUITMENT & PLACEMENT 3 EXPANDED PROFESSIONAL PIPELINE	1 INNOVATION & BRIGHT SPOTS 2 ADEQUATE & EXPANDED RESOURCES 3 EFFICIENT & TRANSPARENT SUPPORTS		

STATEWIDE INDICATORS FOR EQUITY & EXCELLENCE					
We will gauge our progress by looking at...	CHRONIC ABSENTEEISM	3 RD GRADE LITERACY	ACADEMIC ACHIEVEMENT	COLLEGE-GOING GRADUATES	5-YEAR TEACHER RETENTION
	SCHOOL CLIMATE	9 TH GRADE ON-TRACK	HIGH SCHOOL GRADUATION RATE	TEACHER POSITIONS FILLED	REPAIR & MAINTENANCE BACKLOG
	INCLUSION RATE	CAREER & TECHNICAL EDUCATION CONCENTRATORS			

NĀ HOPENA A'O
Belonging, Responsibility, Excellence, Aloha, Total Well-Being, and Hawai'i (sense of place) — BREATH (HĀ)