New Business Item 19-11
Introduced November 15, 2019
Approved November 15, 2019

TITLE: Approval of Strategic Plan Update

The Hawaii Teacher Standards Board adopts the attached Strategic Plan.

Submitted by: Felicia Villalobos
Referred to: Budget, Personnel and Strategic Planning Committee
Strategic Plan

July 1, 2011 – June 30, 2019
The Honorable David Y. Ige  
Governor, State of Hawai`i  

Hawaii Teacher Standards Board  

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2011- 2020 Strategic Plan
Hawai`i Teacher Standards Board

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INTRODUCTION

In 2010 the Hawaii Teacher Standards Board started an intensive self-study that has resulted in strengthened operations, revised policy, and a renewal of confidence and trust from teachers and the public. The Board has made significant progress in achieving four main goals:

- Support rigorous, progressive teacher preparation and licensure standards and policies.
- Enhance efficient customer service with Aloha.
- Strengthen relationships with stakeholders.
- Develop operations which maximize staff effectiveness.

This Strategic Plan provides a framework to guide the Board committees and Executive Director to accomplish these goals. This plan was implemented July 1, 2011 and extends to June 30, 220.

OVERVIEW

History of HTSB

Act 240 of the Eighteenth Legislature, State of Hawaii, established the Hawaii Teacher Standards Board in 1995. The Board originally consisted of nine members, including four licensed teachers, three educational officers, the chairperson of the Board of Education, and the Dean of the University Of Hawaii College Of Education. That membership has been expanded to include two additional teachers, two members of the public. The HTSB has full responsibility for establishing teacher, school counselor and school librarian licensing standards, and issuing licenses to education professionals who meet the criteria. The Board issues three tiers of licenses and two kinds of special permits. The Board approves Hawaii based state approved teacher, counselor and librarian education programs (SATEP); reports to the federal government on licensing and teacher education programs; and approves, validates and adopts licensure tests. The Board also participates in efforts related to teacher quality, including support for National Board for Professional Teaching Standards (NBPTS) candidates. In addition, the Board establishes penalties for teacher misconduct that may result in the suspension or revocation of a license.

Vision and Mission

The HTSB envisions a highly esteemed public education system with rigorous professional teacher standards that foster student success. Our mission is to collaboratively set high teacher licensing and credentialing standards to:

- Provide every child with qualified teachers.
- Promote professionalism and teaching excellence.
- Build public confidence in the teaching profession.
- Provide more accountability to the public.
GOAL 1: Support rigorous, progressive teacher preparation and licensure standards and policies.

- **Objectives**
  - Generate state standards that reflect rigor and current best practice based on review of new national teacher education and teacher performance standards.
  - Evaluate Professional Fitness procedures to ensure public school keiki are protected.
  - Review existing licensure tests and additional options for validating content expertise.
  - In cooperation with national accreditors, offer training for reviewers and Hawaii preparation programs.

- **Indicators**
  - Revised State Approval of Teacher Education Standards
  - Revised Hawaii Teacher Performance Standards
  - Revised HRS
  - Revised Administrative rules
  - Revised policies which align with statute and administrative rules
  - Revised policies and procedures for investigation and evaluation of Professional Fitness files.
  - Revised licensure tests and implementation of additional methods of validating content expertise.
  - Revised SATEP Manual for provisional approval of new units and programs.

GOAL 2: Enhance efficient customer service with Aloha.

- **Objectives**
  - Acknowledge telephone and email inquiries within two business days and resolve issues within five business days.
  - Process incoming documents within two business days including notification of receipt.
  - Improve percentage of customers marking service as “professional, friendly, and knowledgeable”.
  - Development of Operations Handbook for HTSB staff for reference and to better meet needs of customers.

- **Indicators**
  - Call/email ticket tracking showing time to resolution
  - Audit of mail log and online record tracking showing email notification of receipt of documents
  - Tally of responses to online customer service survey
  - HTSB Operations Handbook
GOAL 3: Strengthen relationships with stakeholders.

- Objectives
  - Provide opportunities for teachers and teacher education faculty to give direct feedback to the Board to influence policy. (e.g., Work Groups, Standard Setting Panels, NBPTS candidate support)
  - Utilize electronic media to effectively publicize HTSB information to teachers.
  - Increase and sustain regular communication with the Legislative Education Committees, the Department of Education, Hawaii State Teacher's Association, state approved teacher education programs.
  - Comprehensive survey of applicants and licensees at three year mark of Strategic Plan for feedback on successes and areas for improvement.

- Indicators
  - Number of teachers and teacher educators serving on work groups, panels and as NBPTS support providers
  - Record of memorandum, newsletters, reports, New Business Items, Executive Director reports posted on website
  - Record of contacts with stakeholders showing increase overtime
  - Survey results and analysis of data for program improvements.

GOAL 4: Develop operations which maximize effectiveness.

- Objectives
  - Deploy remaining phases in online system and monitor for usability and value.
  - Interface with other organizations to work toward data interface.
  - Review of essential and non-essential functions.
  - Conduct internal audit of operational procedures and staff effectiveness.
  - Deploy policy and procedure manual on networked server to expedite communication among staff and to ensure policies are consistently and appropriately implemented.
  - Review license fee structure and budget requirements to enable HTSB to become self-sufficient based on license fees.

- Indicators
  - Quarterly report to Board on status on online system phase deployments
  - Participation in data warehouse or interface among P-20 stakeholders and SATEP
  - Termination of non-essential functions
  - Report of audit on operations, procedures and staffing
  - Posted policies, staff meeting agendas, memos, emails on policy/procedure program
  - Revised fee structure which fully funds HTSB operations.
TIMELINE FOR PLAN IMPLEMENTATION

2011-2012 Accomplishments

Teacher Standards and Teacher Education Committees
- Adopted InTASC Standards
- Adopted School Counselor Performance Standards
- Adopted School Librarian Performance Standards

Legislative Committee
- Revised Hawaii Revised Statutes 302A-801 through 302A-808

Budget, Personnel & Strategic Planning Committee
- Identified essential functions
- Converted to self-sufficiency
- Initiated realignment of website for ease of use
- Review of communications to stakeholders

Executive Director
- Deployed Standard Application in Online System
- Implemented Network Based Policy and Procedure Software
- Increased communication and face-to-face meetings with stakeholders by 40%

Personnel Specialist
- Monitored Mantis customer service requests on daily basis
- Tracked customer response with two-day average
- Utilized customer service cards and survey to guide improvement

Educational Specialist
- Recruited teachers and teacher education faculty to serve on panels
- Convened two Work Groups: Alternative Route to Licensure and World Languages
Teacher Standards Committee
- Reviewed license renewal process and audit
- Reviewed Implementation plan for new standards

Teacher Education and Teacher Standards Committees
- Reviewed tiered licensure structure
- Reviewed and made recommendations for licensure tests and additional options for validating content expertise
- Reviewed licensure fields and levels
- Reviewed license renewal process and audit

Legislative and By-Laws Committee
- Revised Administrative Rules

Budget, Personnel & Strategic Planning Committee
- Reviewed fee structure and renewal period
- Self-sufficiency budget and maintaining self-sufficiency
- Established a data bank on NBIs
- Reviewed customer service/communications and developed an Action Plan
- Developed 2013-2014 Budget
- Developed policy and procedures for evaluation of Executive Director

Executive Director
- Conducted internal audit of operational procedures and staff effectiveness and provided recommendations to BPSPC
- Evaluated online system functionality and support

Educational Specialist
- Conducted training for Hawaii SATEP on teacher dispositions

Legislative and By-Laws and Teacher Education Committees
- Proposed content for Administrative Rules relating to standards for approving teacher education programs

2012-2013 Accomplishments
Year Three
2013-2014 Accomplishments

Teacher Education Committee
- Adopted CAEP EPP Unit and Program Review Standards
- Revised SATEP Unit and Program Standards

Teacher Standards Committee
- Reviewed national best practices for Professional Fitness of teachers, school counselors and school librarians

Legislative Committee
- Completed revision of Administrative Rules
- Monitored legislative bills related to HTSB

Budget, Personnel & Strategic Planning Committee
- Reviewed fee structure and renewal period
- Reviewed customer service/communications and developed and implementation Plan
- Self-sufficiency budget and maintaining self sufficiency
- Developed 2014-2015 Budget
- Adopted staff and operational improvement recommendations

Executive Director
- Implemented staff and operational improvements from 2012-13 audit approved by Board
- Coordinated training for Board Members on Professional Fitness Hearings and Code of Ethics and Conduct
- Convened Work Groups for New License Fields: Literacy Specialist, Online Teaching, Teacher Leader
- Conducted Focus Group for supporting customer service with Aloha

Personnel Specialist: VACANT

Educational Specialist
- Generated online modules for new standards
Teacher Education Committee
Reviewed timeline for national review and performance assessments for EPPs

Teacher Standards Committee
Reviewed criteria for Hawaiian standards and dual licensure

Legislative and By-Laws Committee
Revised Hawaii Administrative Rules
Reviewed and Updated HTSB By-Laws and Committee Structure
Monitored legislative bills related to HTSB

Budget, Personnel & Strategic Planning Committee
Customer Service/Communication Review; updates to Action Plan; deploy Implementation Plan
Deployed fees allowed in HAR
Self sufficiency budget and maintaining self sufficiency

Executive Director
Developed Operations Manual for HTSB staff
Conducted statewide survey for feedback on customer service
Conducted Work Groups on Hawaiian Standards and Licensure and Dual Licensure
Began development of alternative route to licensure Internship program for DOE and Charter teachers

Personnel Specialist
Began training in all aspects of licensing and professional fitness

Educational Specialist
Revised manual for Board and IHE EPP use of new CAEP and SATEP policies and procedures
Developed new forms and timeline for provisional review of new units and programs
**Teacher Education Committee**
Reviewed DOE EES for alignment with EPP criteria so there is a continuum of training from preparation to licensure to license renewal.

**Teacher Standards Committee**
Training in educator ethics in pre-service to licensure to license renewal
Reviewed DOE EES for alignment with EPP criteria so there is a continuum of training from preparation to licensure to license renewal.

**Legislative and By-Laws Committee**
Monitored legislative bills related to HTSB.

**Budget, Personnel & Strategic Planning Committee**
Monitored Customer Service procedures
Self-sufficiency budget and maintaining self-sufficiency.

**Executive Director**
Convened Workgroups on Alternative Pathways to Licensure, Multiple Subject Licensure, STEM Licensure, and EPP Performance Assessments
Established relationship with other CAEP and NCATE states to enlist out-of-state team members to participate in EPP reviews.

**Licensing Specialists**
Conducted efficiency study of Licensing Section and implemented changes to improve effectiveness
Completed training in EPP review and Professional Fitness Issues.
Year Six

2016-2017 Accomplishments

**Teacher Education Committee**
- Reviewed licensure test recency policy
- Supported updated State Review process

**Teacher Standards Committee**
- Reviewed HTSB Code of Ethics and National Model Code of Ethics
- Reviewed content field standards
- Reciprocity Review

**Legislative and By-Laws Committee**
- Reviewed HAR for housekeeping and revision
- Monitored legislative bills related to HTSB and supported specialist positions included into General Fund Budget

**Budget, Personnel & Strategic Planning Committee**
- Customer Service/Communication Review; updates to staff procedures for meeting customer needs
- Self sufficiency budget and maintaining self sufficiency
- Review of Executive Director contract

**Executive Director**
- Conduct Ethics Workgroup
- Conducted Test Recency Focus Group, Content Standards Review, EPP State Review Focus Group
- Compiled Updated Review of Licensure Requirements in NASDTEC Jurisdictions
- Finalized new state review process for Hawaii Educator Preparation Programs

**Licensing Specialists**
- Customer Service Training for Licensing Section
- Update of online licensing system
- Continued training in EPP Review and Professional Fitness Issues
Year Seven
2017-2018 Accomplishments

Teacher Education Committee
- Review pilot of State Review process
- Review clinical experience and common preparation program assessments

Teacher Standards Committee
- Review and recommend action on HTSB Code of Ethics, National Model Code of Ethics and Code of Conduct
- Review license fields and levels

Legislative and By-Laws Committee
- Finalize HAR revision and hold public hearing after Governor’s approval
- Consider revision to HRS to increase membership for Native Hawaiian and ex officio Teacher Candidate representation

Budget, Personnel & Strategic Planning Committee
- Staffing review
- Building reserve for the future

Executive Director
- Convene Work Groups: Ethics/Conduct; License Fields/Levels; Clinical Practice/Common Assessments
- Convene Focus Groups: Ethnomathematics; Middle Level Education
- Deploy and pilot state review process for Hawaii Educator Preparation Programs
- Develop communication with Hawaii’s transitioning military/spouses

Licensing Specialists
- Monitor and support deployment of online licensing system
- In coordination with Executive Director, update procedures for audits of License Renewals and License Compliance
Teacher Education Committee
Recommend Updated Special Education Policies and Licensure Requirements based on workgroup input

Teacher Standards Committee
Deployed of Code of Ethics Training

Legislative and By-laws Committee
Revised Hawaii Administrative Rules

Budget, Personnel and Strategic Planning Committee
Reestablished HTSB in Hawaii General Fund

Executive Director
Convened Workgroup for Special Education Policies and Licensure Requirements
Organized statewide training for Code of Ethics
Arranged for HAR Public Hearing and operationalize revisions
Supported HTSB transition to general fund by Legislature
Provided continuing training for HTSB staff in policies and customer service

Year Eight
2018-2019 Accomplishments
Teacher Education Committee
Hold training for Hawaii EPP in the accreditation process

Teacher Standards Committee
Review of teacher preparation, teaching, and content standards for possible revision
Monitor Model Code of Ethics training

Legislative and By-laws Committee
Review of by-laws
Monitor legislative bills for education

Budget, Personnel and Strategic Planning Committee
Monitor budget
Review staffing and facilities

Executive Director
Convene Board retreat to update strategic plan goals for 2020-2021
Convene workgroup of EPP for feedback on requirements
In consultation with specialists, develop communications plan for HTSB
Begin conversation on licensing of other education professionals

Specialists
Develop and deploy statewide Model Code of Ethics training
Develop and implement National Board statewide support and recognition
Compile report on eligible EAs and substitutes regarding licensure