TITLE: Strategic Plan Update

The Hawaii Teacher Standards Board (HTSB) approves the following update to the HTSB Strategic Plan and directs the Executive Director to post to the HTSB website and plan for implementation of the 2015-2016 goals.

Submitted by: Terry Lynn Holck

Referred to: Budget, Personnel and Strategic Planning Committee



Strategic Plan

July 1, 2011 – June 30, 2017



The Honorable David Y. Ige Governor, State of Hawai'i

Hawaii Teacher Standards Board

Teacher Members:

Terry Lynn Holck, Chairperson, Common Core & Technology Integration Resource Teacher, Nānākuli-Wai'anae Complex Area

Felicia Villalobos, Vice Chairperson, Teacher, Wilcox Elementary School

Louise Cayetano, Teacher, Fern Elementary School

Branden Kawazoe, School Counselor, Kaiser High School

Kariane Park Toyama, Teacher, Waihee Elementary School

Roxane Stewart, Teacher, Ka 'Umeke Ka'eo Public Charter School

School Principal Members:

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Justin Mew, Kaiser High School

Steve Nakasato, Pearl Ridge Elementary School

Hawaii Association of Independent Schools:

Gerald Teramae, Island Pacific Academy

Ex-Officio Members/Designees:

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Kerry Tom, for Kathryn Matayoshi, Superintendent, Hawaii Department of Education

Dr. Beth Pateman, for Dr. Donald Young, Dean, College of Education, University of Hawaii-Manoa

Public Members:

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Hawai'i Teacher Standards Board Professional Staff

Lynn Hammonds, Executive Director Christina Simpson, Licensing Specialist Christopher Erickson, Ph.D., Interim Education Specialist

2011- 2017 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 an emerging 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, 2017.

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 and 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 revised state standards that reflect rigor and current best practice based on review of new national teacher education and teacher performance standards.
- Organize and revise statute, administrative rules and policies so they are streamlined and user friendly.
- Evaluate Professional Fitness procedures to ensure public school keiki are protected.
- Revise existing licensure tests and additional options for validating content expertise.
- Revision of license renewal criteria and audit processes based on feedback.
- Revision of provisional teacher preparation program approval process with enhanced training for reviewers and inclusion of out of state reviewers.

Indicators

- Revised State Approval of Teacher Education Standards
- Revised Hawaii Teacher Performance Standards
- Revised HRS
- Revised Administrative rules
- o 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

- Mantis 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 comment cards and implementation of 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 over time
- Survey results and analysis of data for program improvements.

GOAL 4: Develop operations which maximize effectiveness.

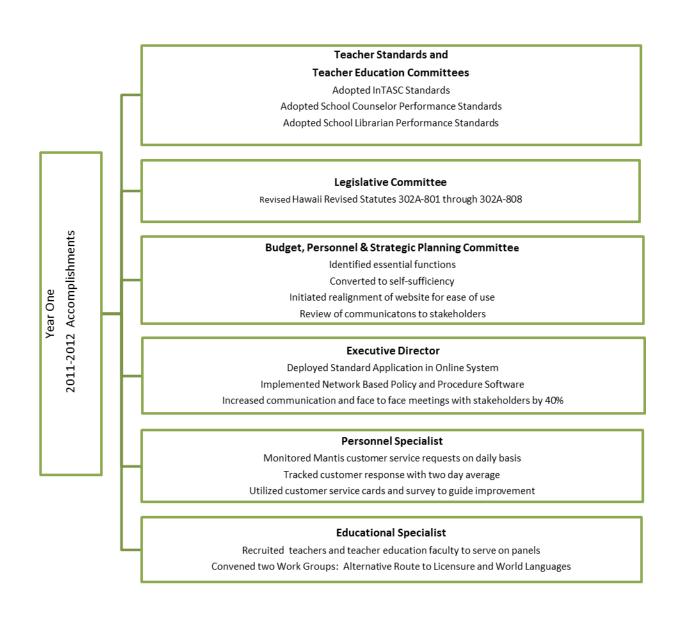
Objectives

- 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 AND ASSIGNMENT FOR PLAN IMPLEMENTATION



Year Two

Teacher Standards Committee

Reviewed license renewal process and audit Reviewed implentation 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 Review of 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 Develop policy and procedures for evaluation of Executive Director

Executive Director

Conducted internal audit of operational procedures and staff effectiveness and provided recommendations to $\ensuremath{\mathsf{BPSPC}}$

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

Year Three 2013-2014 Accomplishments

Teacher Education Committee

Adopted CAEP EPP Unit and Program Review Standards Revised of 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

2014-2015 Accomplishments

Year Four

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

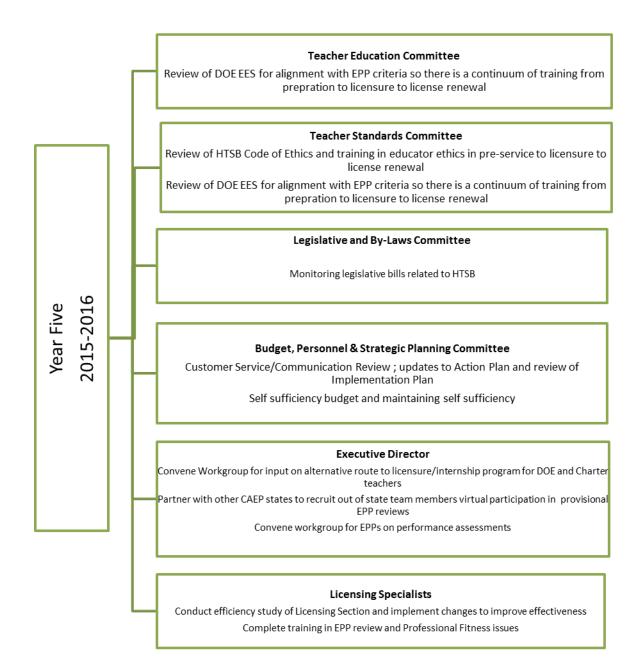
Personnel Specialist

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

Participate in national studies on teacher preparation and licensure and learn from best practices

Teacher Standards Committee

Review and update of reciprocity policies

Review of national trends in licensure and preparation assessments

Legislative and By-Laws Committee

Survey licensees and EPPs on implementation of HAR changes from 2014-15

Monitoring legislative bills related to HTSB

Budget, Personnel & Strategic Planning Committee

Customer Service/Communication Review ; updates to Action Plan and review of Implementation Plan

Self sufficiency budget and maintaining self sufficiency Review of Executive Director contract

Executive Director

Develop partnership with other CAEP states to recruit out of state team members virtual participation in EPP reviews

Licensing Specialists

Implement effeciency plan for Licensing Section

Conduct review of effectiveness/efficiency of online licensing system