



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:

Lisa DeLong, Kailua Intermediate School

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:

Arlene Lee-Williams for Lance Mizumoto, Chairperson, Hawaii Board of Education

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 Member:

Les Murashige

Susan Young

Hawai`i Teacher Standards Board Professional Staff

Lynn Hammonds, Executive Director
Christina Simpson, Licensing Specialist
Christopher Erickson, Licensing Specialist

2011- 2017 Strategic Plan Hawai`i Teacher Standards Board

Table of Contents

INTRODUCTION.....	5
OVERVIEW.....	5
GOAL 1: Support rigorous, progressive teacher preparation and licensure standards and policies.....	6
GOAL 2: Enhance efficient customer service with Aloha.....	6
GOAL 3: Strengthen relationships with stakeholders.	7
GOAL 4: Develop operations which maximize effectiveness.	7
TIMELINE FOR PLAN IMPLEMENTATION	8

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, 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
 - 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

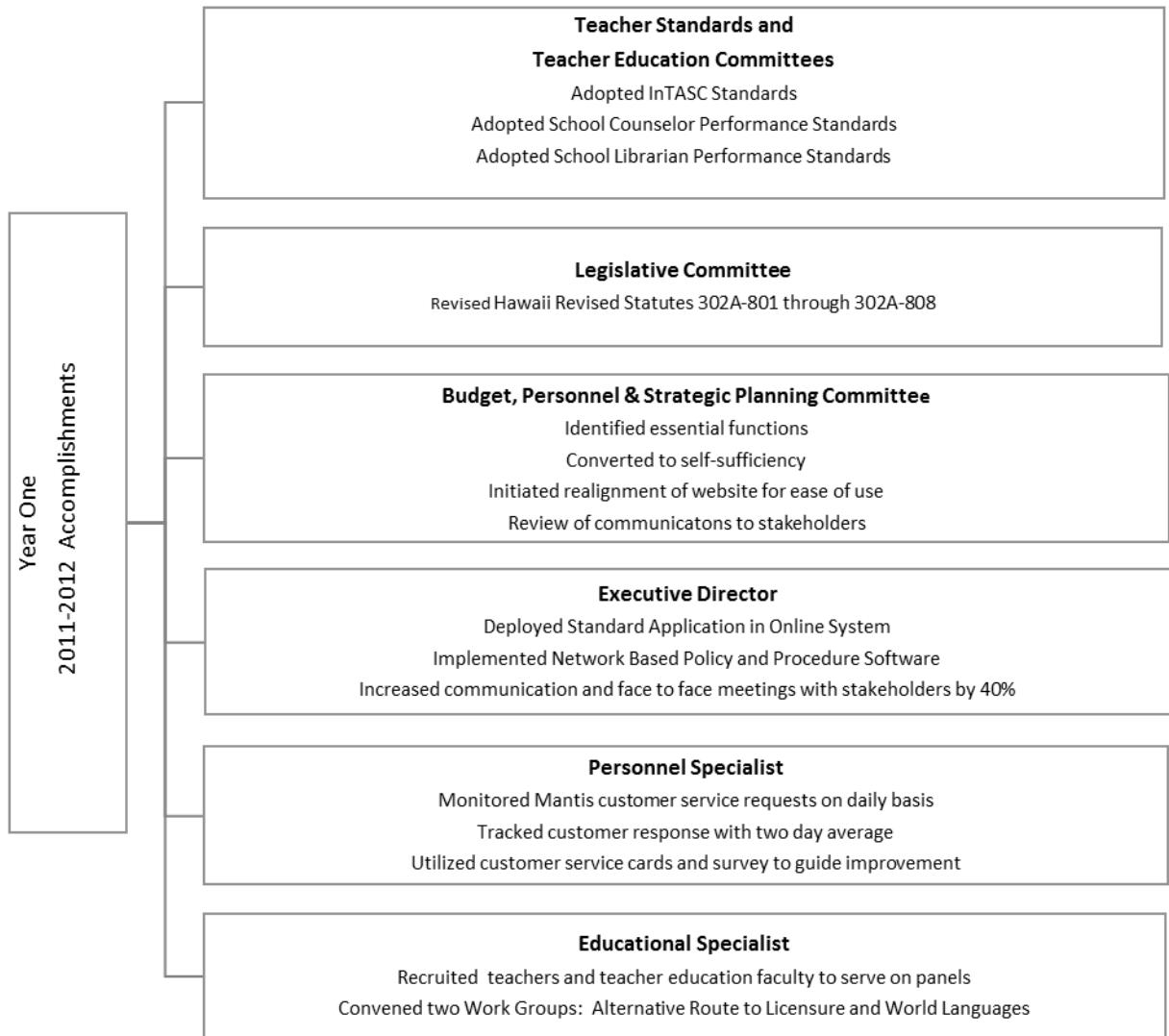
GOAL 3: Strengthen relationships with stakeholders.

- 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 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 FOR PLAN IMPLEMENTATION



Year Two
2012-2013 Accomplishments

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 Develop 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

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

**Year Four
2014-2015 Accomplishments**

