



# **Strategic Plan**

**July 1, 2011 – June 30, 2018**



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

**Hawaii Teacher Standards Board**

**Teacher Members:**

Felicia Villalobos, Chairperson, Teacher, Wilcox Elementary School  
Louise Cayetano, Vice Chairperson, Teacher, Fern Elementary School  
Tracey Idica, Teacher, Aiea High 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:**

Dr. Lisa DeLong, Kailua Intermediate School  
Justin Mew, Kaiser High School  
Dr. Steve Nakasato, Pearl Ridge Elementary School

**Hawaii Association of Independent Schools:**

Gerald Teramae, Island Pacific Academy

**Ex-Officio Members/Designees:**

Susan Young 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 Members:**

Jonathan Kissida  
Les Murashige

**Hawai`i Teacher Standards Board Professional Staff**

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

# 2011- 2018 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, 2018.

## 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

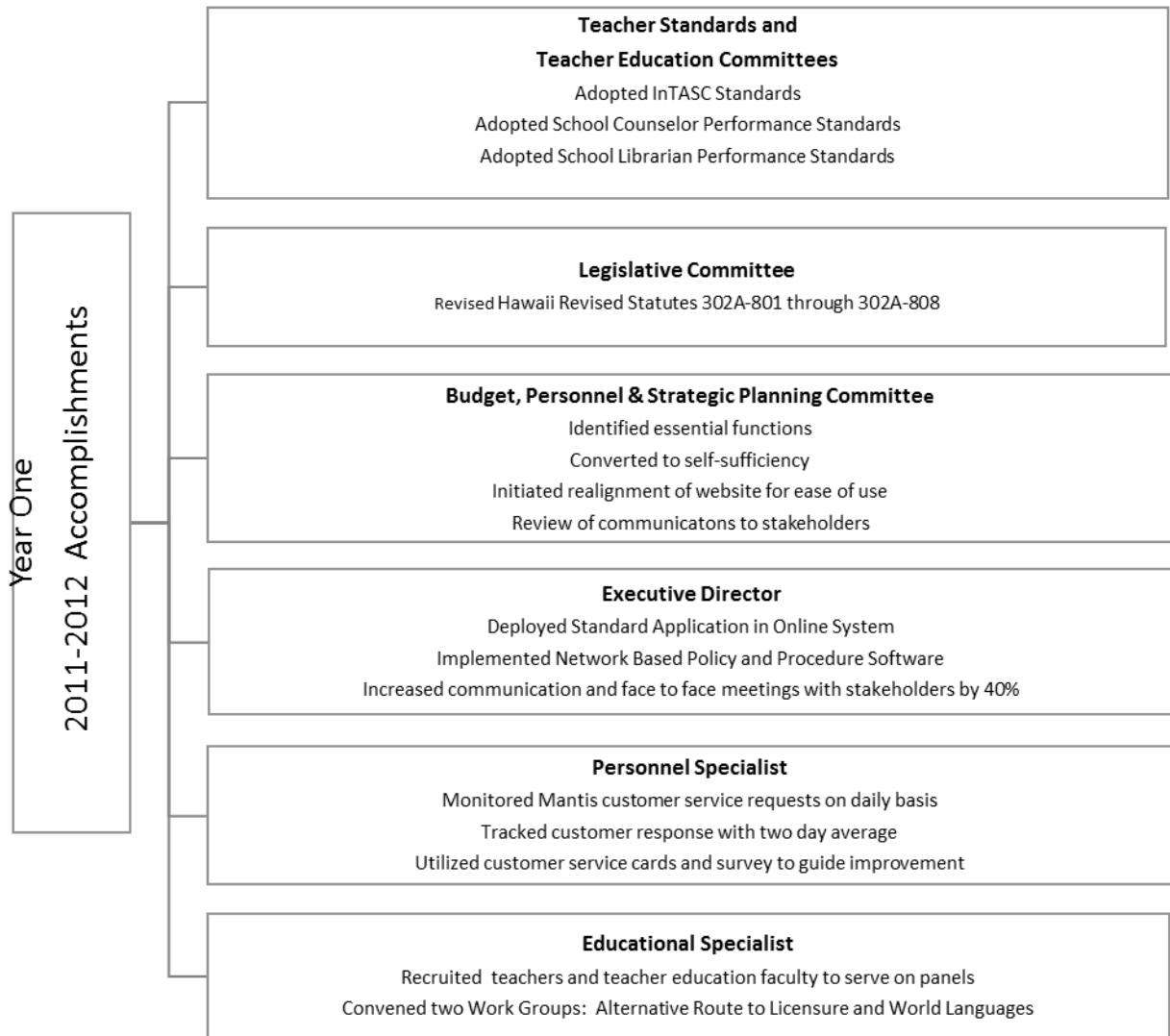
### **GOAL 3: Strengthen relationships with stakeholders.**

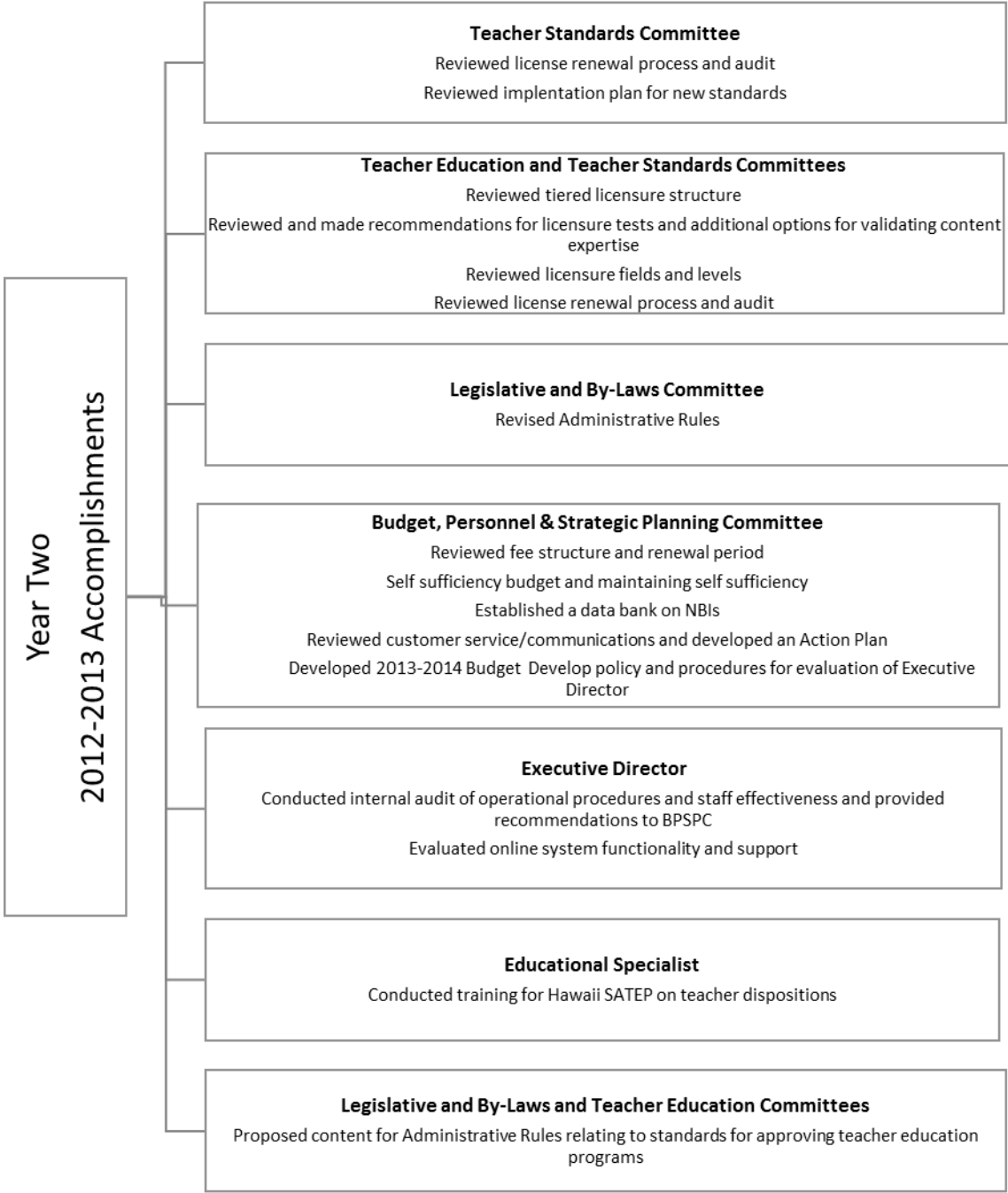
- Objectives
  - Provide opportunities for teachers and teacher education faculty to give direct feedback to the Board to influence policy. (e.g., Work Groups, Standard Setting Panels, NBPTS candidate support)
  - Utilize electronic media to effectively publicize HTSB information to teachers.
  - Increase 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 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

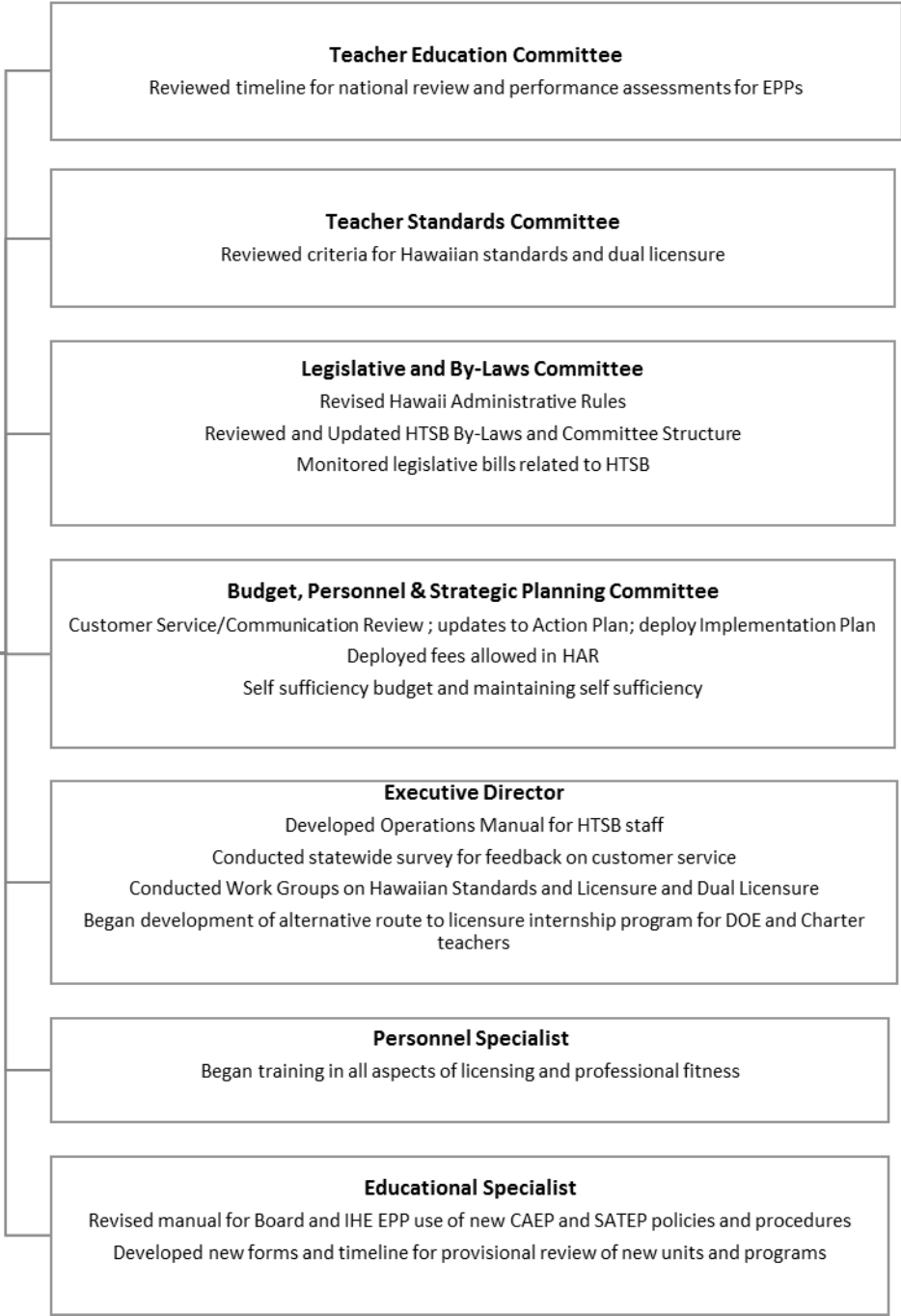
**Budget, Personnel & Strategic Planning Committee**  
Reviewed fee structure and renewal period  
Reviewed customer service/communications and developed and Implementation  
Plan  
Self-sufficiency budget and maintaining self sufficiency  
Developed 2014-2015 Budget  
Adopted staff and operational improvement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



Year Five  
2015-2016 Accomplishments

**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

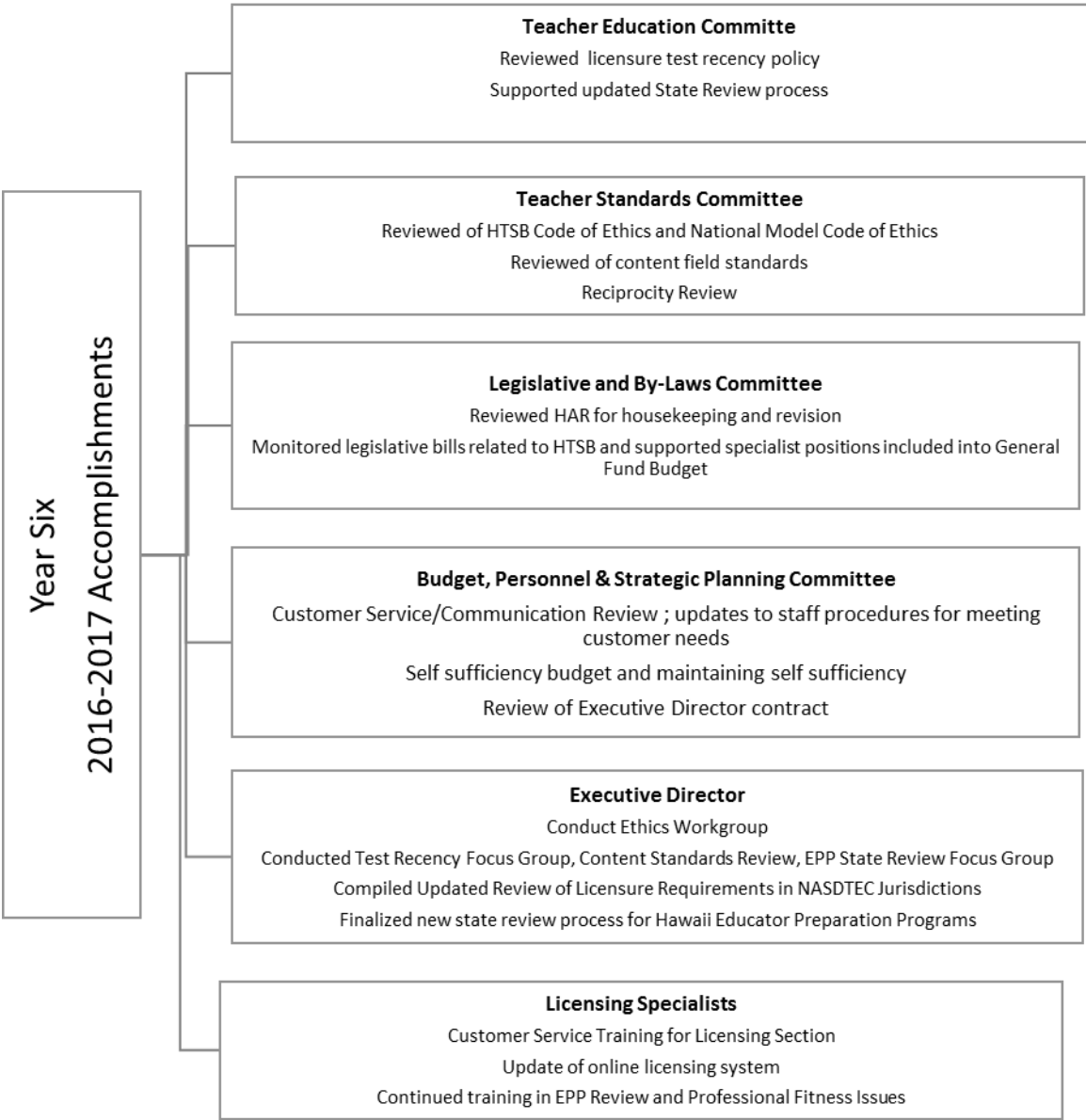
**Teacher Standards Committee**  
Training in educator ethics in pre-service to licensure to license renewal  
Reviewed DOE EES for alignment with EPP criteria so there is a continuum of training from preparation to licensure to license renewal

**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 for participation 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 Seven  
2017-2018 Goals

**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