

New Business Item 23-45

Introduced April 26, 2024

Approved April 26, 2024

**TITLE: The Hawai'i Teacher Standards Board Executive Director's
Evaluation Recommendation for 2023-2024**

The Hawai'i Teacher Standards Board (HTSB) approves the overall Executive Director rating of **commendable** for the period of July 1, 2023-June 30, 2024. The rating is based off the results of the attached evaluation given to all Board members, HTSB staff, and the Executive Director.

The HTSB continues the appointment of Felicia Villalobos as Executive Director for the 2024-2025 school year.

Submitted by: Branden Kawazoe

Referred to: Budget Personnel and Strategic Planning Committee

Revised in Committee

New Business Item 23-45

Introduced April 26, 2024

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Evaluation Recommendation for 2023-2024**

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The HTSB continues the appointment of Felicia Villalobos as Executive Director for the 2024-2025 school year.

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2023-2024 HTSB Executive Director Evaluation - Board Members

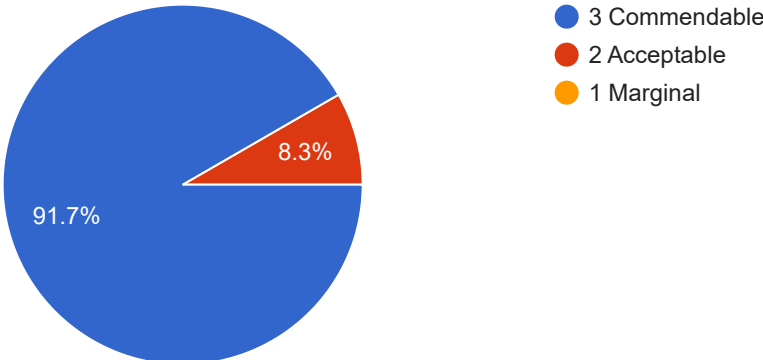
12 responses

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

Develops, communicates, and implements the vision and mission of the HTSB.

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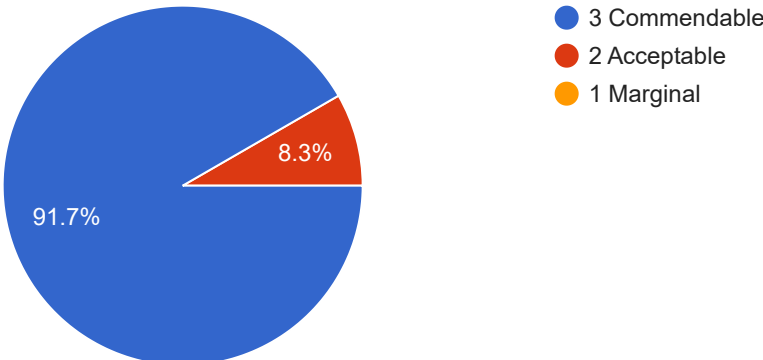
12 responses



Develops policy and utilizes multiple resources to support the priorities of the HTSB.

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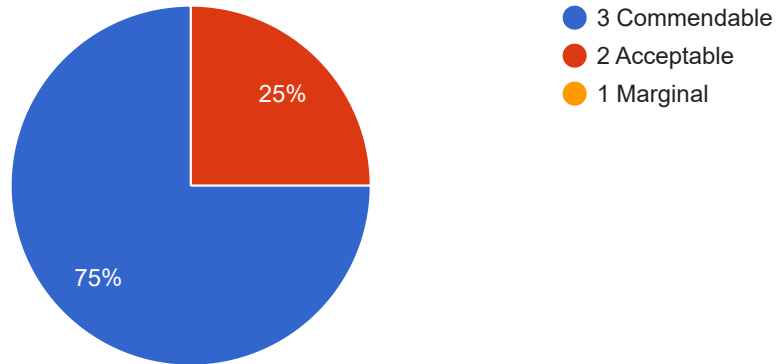
12 responses



Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

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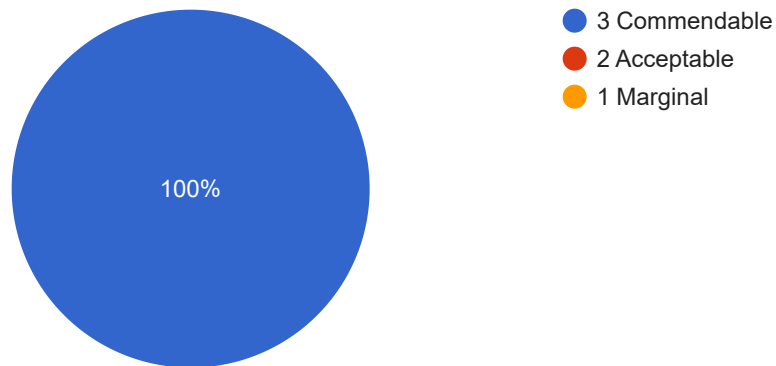
12 responses



Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

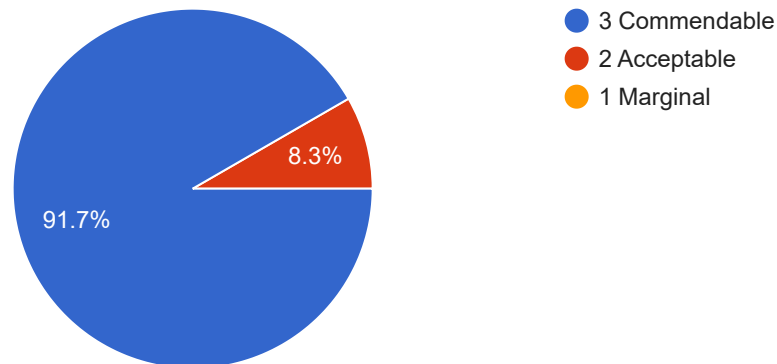
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12 responses



Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives.

12 responses



Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Evaluator's Comment(s) (Optional)

5 responses

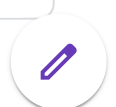
Our executive director is a born leader and shows her leadership in her preparation and execution of policies and procedures. Her professionalism and attention to details creates clarity and collaboration on the board.

Felicia does an excellent job providing leadership to the organization. She is forward thinking, thorough and organized.

Articulates a clear vision of goals and needs. Leads with passion and commitment.

Executive Villalobos continues to demonstrate excellent leadership to the Board and the HTSB organization. She effectively advocates for maintaining quality in teacher preparation and has provided important connections to educational initiatives both locally and nationally.

Executive Director Villalobos has done an incredible job leading HTSB through some of its most challenging times. Her work ethic is unparalleled and her knowledge on licensing unprecedented. She has been a driving force to uphold the integrity of our teaching license while keeping the well-being of our teachers and keiki at the forefront.

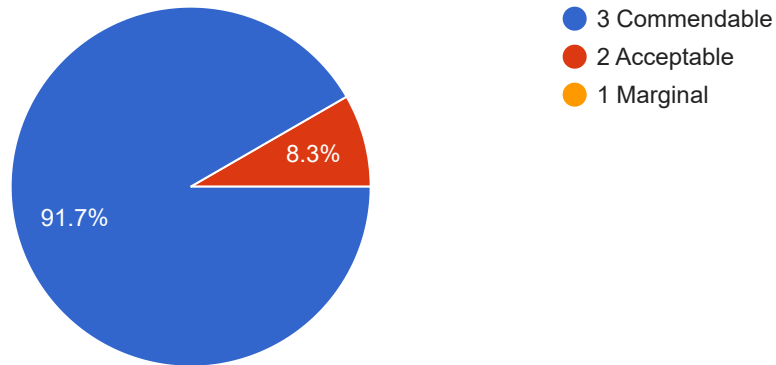


Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Communicates, interacts, and seeks input effectively with board and partner (i.e. EPP's).

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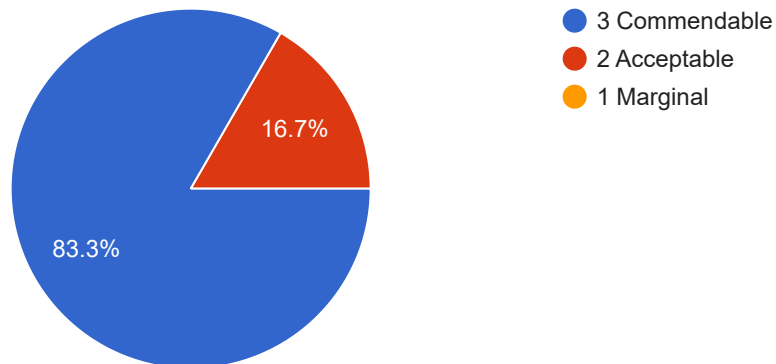
12 responses



Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.

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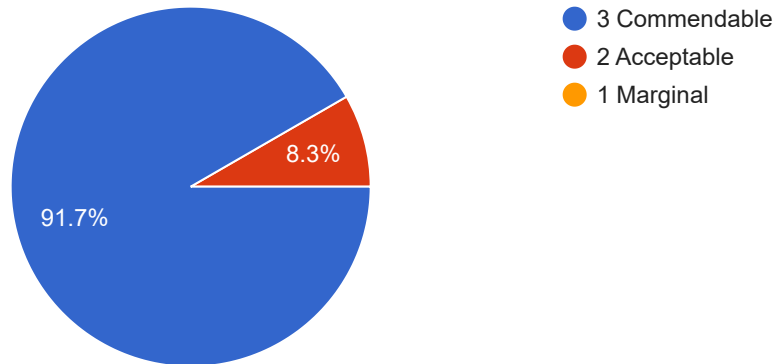
12 responses



Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations.



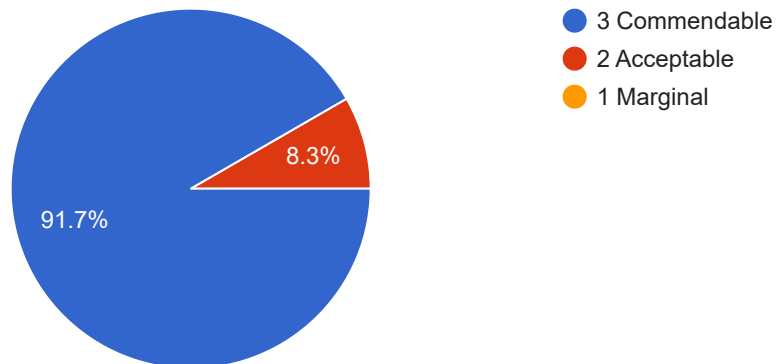
12 responses



Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies, objectives, and goal



12 responses



Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Evaluator's Comment(s) (Optional)

6 responses

Felicia's communication skills are highly-effective and she researches all the information for the board to consider. She is positive and builds strong relationships with others.

Her communications are informative and timely.

Takes initiative to make herself available in multiple formats, to include in-person. Intentionally brings in a range of stakeholders for discourse to participate in matters relating to HTSB decisions.

Executive Director Villalobos extends many communications relating to pertinent questions before the board.

Executive Director Villalobos solicits feedback from others and demonstrates the ability to both initiate and facilitate important conversations among stakeholders. Importantly, she asks critical questions to encourage EPPs to reflect upon the the quality, efficiency, and efficacy of programs. In my interactions, I have found Executive Villalobos to be candid and supportive. She has shared valuable information with members and will seek out additional sources of information, as needed.

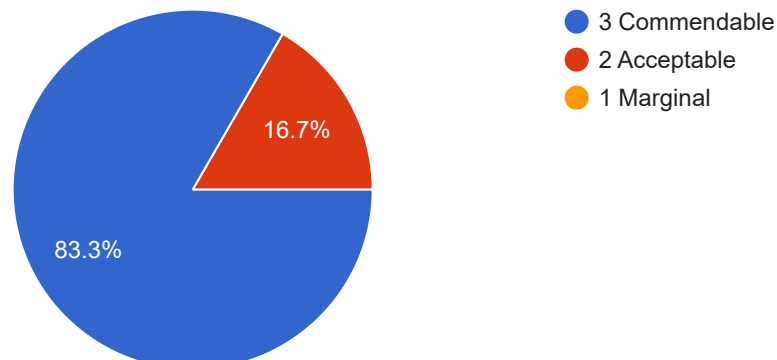
Executive Director Villalobos is an excellent communicator. She's transparent and upfront with everything she does. She constantly communicates with board members and keeps everyone informed.

Standard 3: Maintains high standards of professionalism

Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices.

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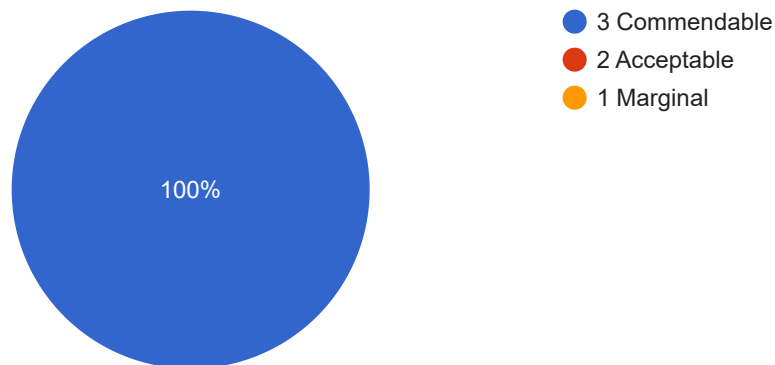
12 responses



Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.



12 responses



Standard 3: Maintains high standards of professionalism. Evaluator's Comment(s) (Optional)

6 responses

Our executive director is a positive role model for the whole board. She conducts all of our meetings professionally. Her interactions with other organizations is fair and equitable.

Attends National-level conferences and workshops to keep abreast with and participate in matters affecting the work and directions of the HTSB.

Executive Director Villalobos ALWAYS maintains the highest standards in performing her duties.

Executive Director Villalobos keeps current and abreast of national trends in teacher education. This is evident not only in her willingness to travel and attend national events/conferences but in her follow-through with sharing of information with others. She has been instrumental in having nationally recognized individuals connect with members of our HI community (e.g., university and college faculty, HIDOE, State legislators, etc).

I don't have enough knowledge of her professional pursuits to answer commendable.

Executive Director Villalobos is the true epitome of a life-long learner. She has taken leadership courses and other professional development courses to further develop her skills. This is a reflection of her growth mindset.

Through her awesome communication skills, she has developed relationships with many stakeholders across the United States. She is in constant contact with other Executive Directors from other jurisdictions and tracks national trends in an effort to help better HTSB's license and practices.

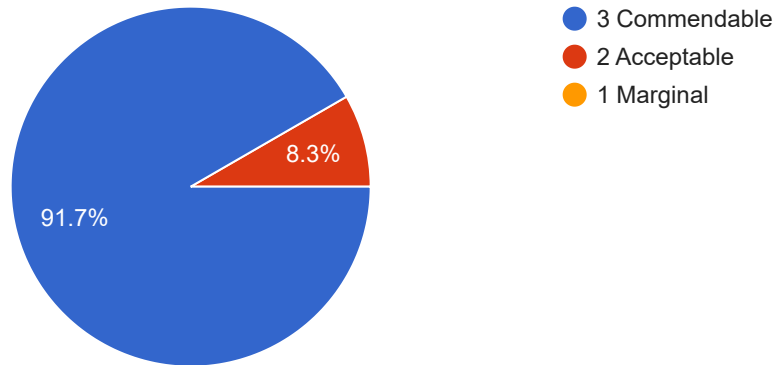


Standard 4: Manages the full scope of Board Administrative Responsibilities

Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters

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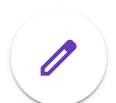
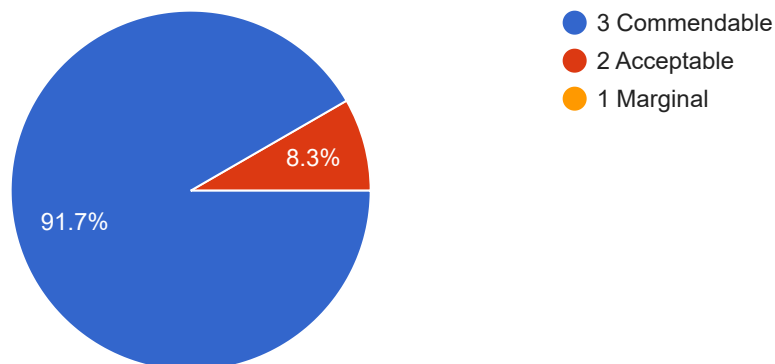
12 responses



Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings.

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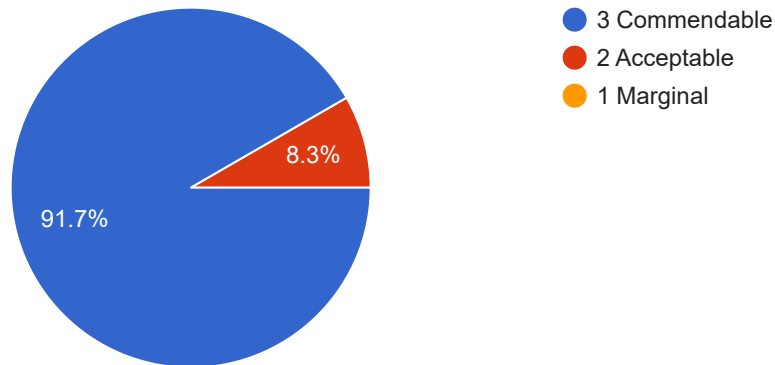
12 responses



Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board

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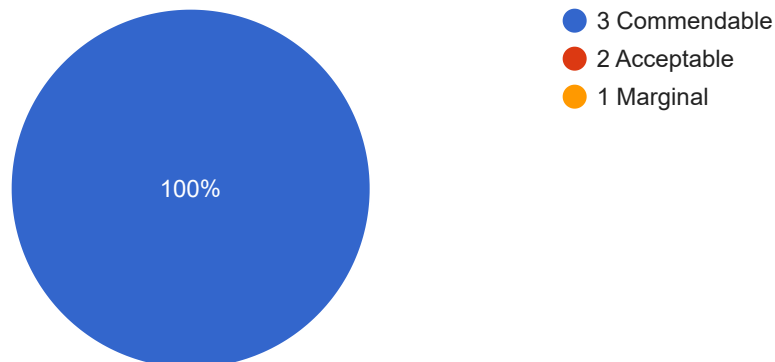
12 responses



Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

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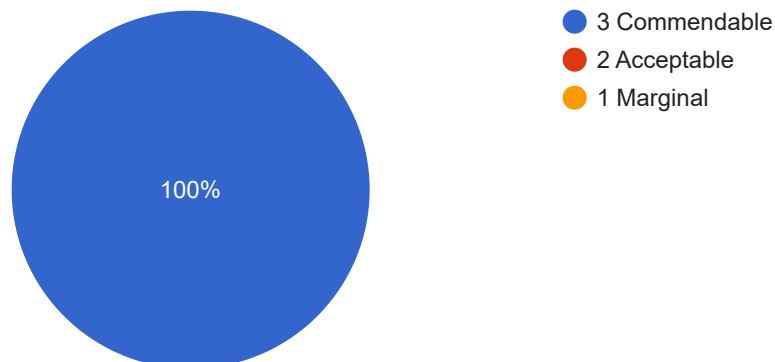
12 responses



Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

 Copy

12 responses



Standard 4: Manages the full scope of Board Administrative Responsibilities.

Evaluator's Comment(s) (Optional)

4 responses

As a leader, she demonstrates that leadership in her knowledge and everyday professionalism. Her passion for integrity and support of our schools is above and beyond. She makes sure that our policies and procedures are successfully supporting our schools. She is willing to make changes and correct issues that address teaching concerns. We are very fortunate to have such a responsible and strong director for our organization.

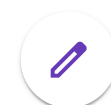
Executive Director Villalobos has the skills and perspectives to provide leadership within the scope of her duties and responsibilities. She is well-respected by external and internal publics.

Executive Director Villalobos has done an outstanding job with providing oversight and maintaining the functions of the HTSB even with the challenge of having vacancies, which could have potentially stymied progress. Through this year I have seen HTSB continue to define and refine processes, which has supported clarity of the importance of the work that needs be accomplished in this very important field of Education. I believe that Executive Director Felicia Villalobos has provided excellent leadership, and she clearly conveys and demonstrates commitment to quality education for all children.

Director Villalobos goes above and beyond the call. She has a high level of professionalism and strives for excellence in supporting the integrity of teacher education and quality.

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2023-2024 HTSB Executive Director Evaluation - Staff

9 responses

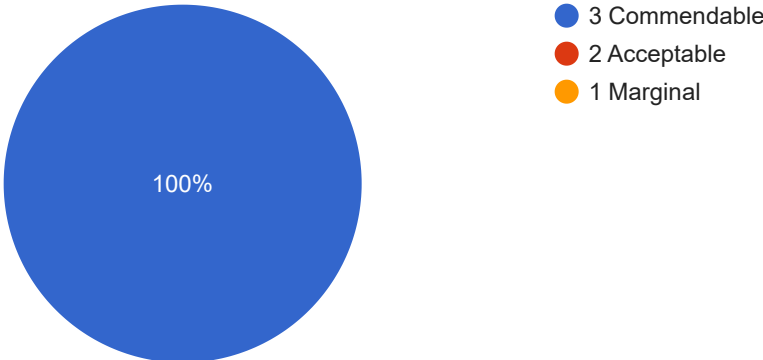
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Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

Develops, communicates, and implements the vision and mission of the HTSB.

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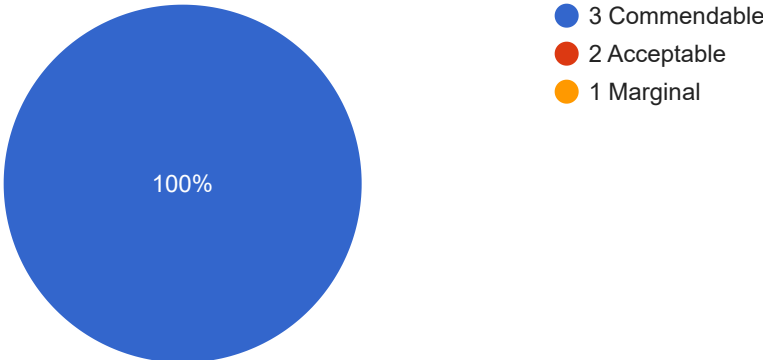
9 responses



Develops policy and utilizes multiple resources to support the priorities of the HTSB.

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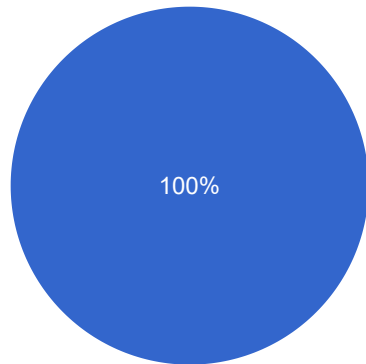
9 responses



Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

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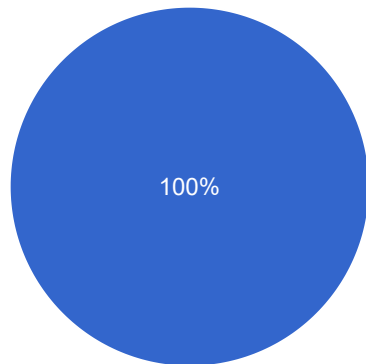


- 3 Commendable
- 2 Acceptable
- 1 Marginal

Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

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9 responses



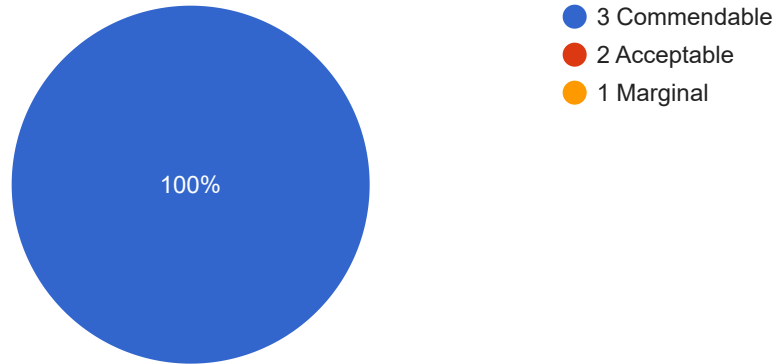
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9 responses



Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Staff Comment(s) (Optional)

6 responses

Felicia Villalobos provides tremendous leadership and support to everything HTSB stands for. She ensures that goals are met, questions are answered, and that all staff is on task and focused, as well as understanding more complex situations that require our attention. She brings information and questions for consideration to the Board, while also keeping staff in the loop so we will understand the directions from the Board. Great communication!

Executive Director Felicia Villalobos provides commendable leadership to HTSB and to all HTSB's staff by not only taking the initiative to pioneer difficult untapped terrain such as teacher apprenticeship wherein she has encountered numerous resistance and opposition by agencies and departments, and legislators who are unwilling to accept change or unwilling to work for change, but she has the humility to listen to each and every staff person and heed the comments and suggestions made by them to better the agency. I truly know that she appreciates each staff member and each board member and holds each person in high esteem. That is the mark of a successful leader.

Executive Director Villalobos leads with integrity and honesty. She stays informed about critical issues, shares information, and creates opportunities to make a difference. She encourages our board members and staff to be leaders. She is available and willing to meet with stakeholders providing HTSB with a strong foundation to take on leadership roles.

Director Villalobos is apprised of existing licensure practices according to Hawaii Administrative Rules, federal and state policies, and research practices. In addition, Director Villalobos has a presence with national licensing agencies, national accreditors, and national experts in the educational field. She articulates this information to the HTSB Board, educator preparation programs, the Hawaii Department of Education, other educational agencies (e.g., Hawaii State Teacher Association, Hawaii Public Charter Schools, the Office of Early Learning) and the HTSB staff.

Executive Director Villalobos takes HTSB's Mission and Vision to heart and works tirelessly to achieve HTSB's goals. Speaking as a member of office staff, ED Villalobos's honesty and transparency, trust, and confidence in each staff member is empowering. She encourages growth and urges staff to step outside of their comfort zones. She is truly dedicated to HTSB's work and it is inspiring to see all the mountains she is trying to move.

As I have only been here for 2 months, it is evident how important it is for her at having a positive work environment. The team-building and bonding activities and focus on work-life balance contributes our office with a healthy and enjoyable workplace. I appreciate how she provides clear direction and support for our team. Her open communication skills with us are great!

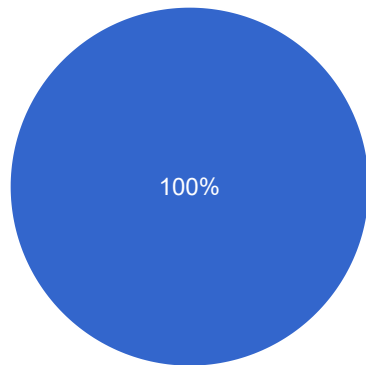





Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Communicates, interacts, and seeks input effectively with staff, board, teachers, and partners.

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9 responses

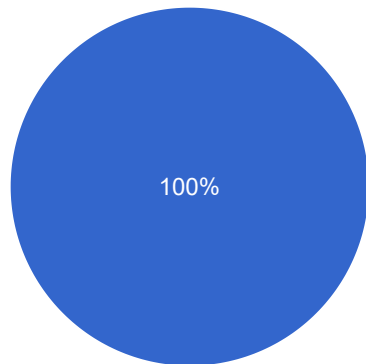





-  3 Commendable
-  2 Acceptable
-  1 Marginal

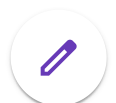
Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.

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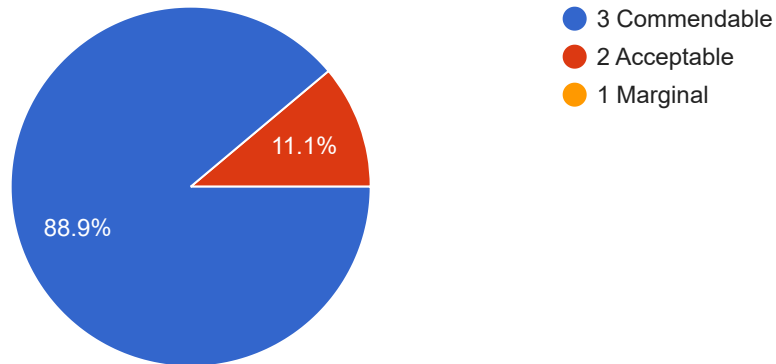
-  3 Commendable
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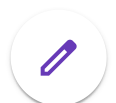
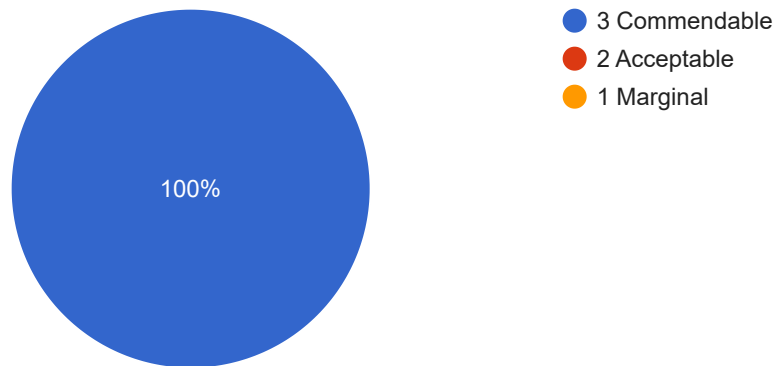
9 responses



Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies , objectives, and goal



9 responses



Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Staff Comment(s) (Optional)

4 responses

Felicia Villalobos is incredibly knowledgeable about HTSB goals, mission, etc. and knows how to connect and communicate well with other educational stakeholders with relevant information they, or we, may need. She keeps everyone in the loop and informed of business we are all working on.

Felicia is all about open communication with all stakeholders, board members, and HTSB staff. Felicia keeps HIDOE, the Charter School Commission, Public Charter Schools, HSTA, DLIR, BOE, the Deputy AG, and legislators constantly apprised of the latest developments related to HTSB. Felicia is all about building positive relationships and maintaining them.

Executive Director Villalobos communicates with all stake holders. She schedules regular meetings and is open to meet with anyone. Executive Director Villalobos listens to our ideas and suggestions and values our input as staff members. When she speaks, she is honest and straightforward and expects the same from others.

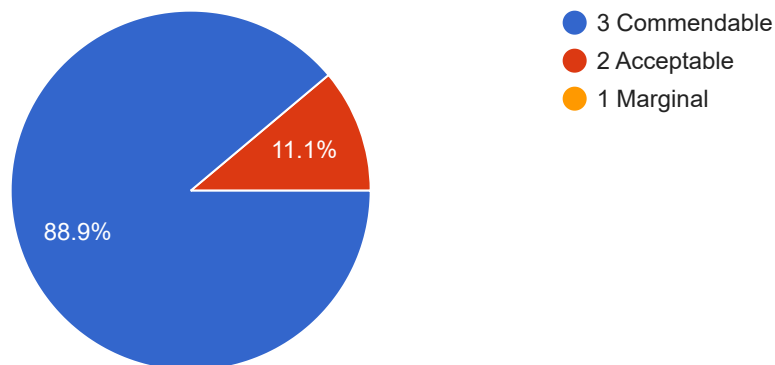
My previous comments from section 1 are also addressed in section 2. Other examples of communication include delivering licensing presentations at principal or complex area meetings and recently at the Board of Education meeting. When issues occurred with one Educator Preparation Program, Executive Director Villalobos met and communicated with the Office of Special Education and Rehabilitative Services at the US Department of Education. Prior to and after each HTSB Board Meeting, Executive Director Villalobos meets with staff to discuss responsibilities and completion of actionable items.

Standard 3: Maintains high standards of professionalism

Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices.

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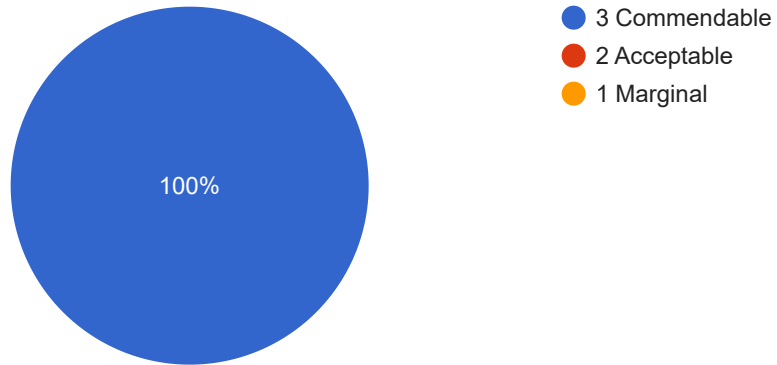
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Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

 Copy

9 responses



Standard 3: Maintains high standards of professionalism. Staff Comment(s) (Optional)

5 responses

Felicia Villalobos maintains extremely high standards of professionalism. I am not sure she ever takes a day off. She is incredible. We really need to duplicate her.

Felicia maintains the highest standards of professionalism in handling difficult personnel matters and in her daily interactions with outside agencies, departments, and the legislators. I commend her ability to maintain her integrity and honesty during her interactions with HIDOE, other agencies, our Deputy AG, and legislators while still remaining courteous and respectful. That is a skill and characteristic that is found in an exemplary leader.

Executive Director Villalobos has actively pursued opportunities for professional development and leadership for both her and our staff. We had the opportunity to attend a Leadership workshop together and use the knowledge gained to improve the way we work. She works harder than anyone I have known to stay current on educational trends in teacher preparation and licensing. She is connected with local and national experts.

Executive Director Villalobos maintains high standards of professionalism for herself and staff. After each meeting with stakeholders or external presentations, she will reflect with those involved on what went well and what could be improved for the next time. For example, she delivered a professional learning session on the Model Code of Educator Ethics (MCEE) with an Educator Preparation Program. After the session, she met with all the Licensing Specialists to discuss the content and delivery of MCEE (MCEE). She encouraged all Licensing Specialists to be involved in future MCEE sessions, as educator ethics is a part of the Hawaii Administrative Rules (HAR). Executive Director Villalobos will frequently ask staff to clarify information or processes regarding specialized knowledge (e.g., National Board, Educator Preparation Program, Legislation, Law, DOE Hiring Practices, financial systems).

Regarding my rating for the first question of Standard 3, Executive Director Villalobos is open with staff regarding her leadership and is not shy to comments or suggestions. However, I don't know how often leadership training opportunities come up for ED Villalobos to be able participate in.

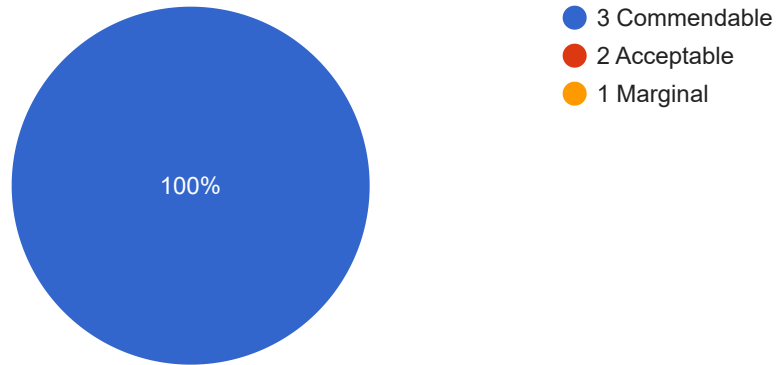
Standard 4: Manages the full scope of Board Administrative Responsibilities



Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters

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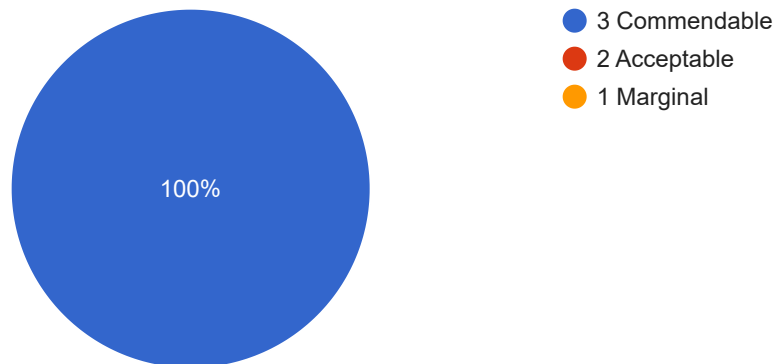
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Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings.

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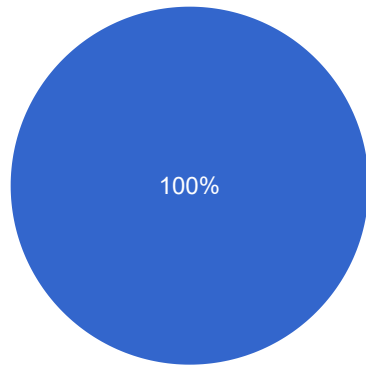
9 responses



Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board

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9 responses

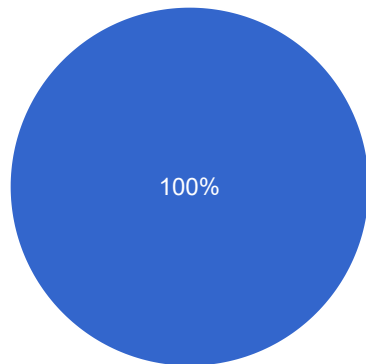


- 3 Commendable
- 2 Acceptable
- 1 Marginal

Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

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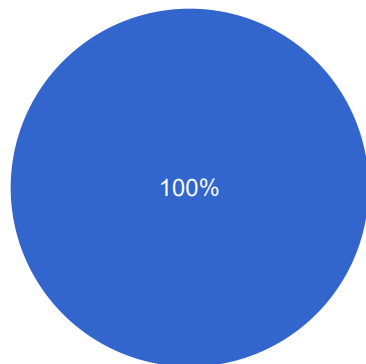


- 3 Commendable
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Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

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9 responses



- 3 Commendable
- 2 Acceptable
- 1 Marginal



Standard 4: Manages the full scope of Board Administrative Responsibilities. Staff Comment(s) (Optional)

4 responses

Felicia Villalobos manages the full scope of Board Administrative Responsibilities. She takes her job, and the Board, very seriously, and holds us all to very high standards as she knows that licensing is part of supporting high-quality teachers we have, and need, in our state, to help the teaching profession thrive. She knows fiscally what we need, and now has a secretary to help with all the fiscal tasks, thank goodness. She ensures that public records are available, accurate, and accessible. She absolutely support NBCT programs and NBCT teachers!

Felicia is keenly aware of the full scope of Board Administrative Responsibilities. She is always fiscally responsible and makes certain that all necessary items are budgeted for and utilized appropriately. Felicia meets regularly with staff to review all relevant statutes both Federal and State as well as all relevant administrative rules, and policies to maintain the integrity of the Board. It is also Felicia's intent and goal to revise the administrative rules to incorporate the language contained in the NBI's so that pertinent language contained in the current NBI's are formulated into law.

I have assisted Felicia in reaching this goal by meeting regularly with the other licensing specialists as well as independently formulating new language pertaining to a legal process for teachers and administrators who are teaching without a license or a permit before being fined \$500 and formulating new language regarding mandated reporting of violations. Felicia is clearly a visionary with lofty expectations of herself, the Board, and each staff member which I find commendable.

There is so much on Executive Director Villalobos's plate, but she is able to balance it all with grace. She is conscious of our roll as a state regulatory agency and has worked hard to close loopholes created in the past that do not benefit the state of Hawaii and its taxpayers. She listens to the board and supports their decisions working to ensure that we stay true to the mission and vision of HTSB. She is fair yet firm in ensuring the budget is aligned with our goals and responsibilities. Executive Director Villalobos supports and encourages our office to increase support and opportunities for National Board Certified Teachers. With her leadership, our NBPTS network affiliate Hawaii NBCTs maintains a website with National Board resources and communicates regularly with NBCTs, Candidates and other stake holders. Our HTSB presentations to EPPs, New Teachers, and other organizations now include information about National Board certification and how it benefits both teachers and students. Without question, Executive Director Villalobos recognizes the value our NBCTs bring to Hawaii schools and provides opportunities for them to use and further develop them skill sets.

Executive Director Villalobos manages the full scope of Board Administrative Responsibilities, as evident in the Board Meetings (e.g., complying with Sunshine Laws and posting agendas and minutes). Despite HTSB being an independent state agency, being administratively attached to the Department of Education presents challenges (e.g., the hiring process, justifying budget based on Hawaii Revised Statute §302A-803 Powers and duties of the board. (a) In addition to establishing standards for the issuance and renewal of licenses and



certificates and any other powers and duties authorized by law, the board's powers shall also include: (1) Setting and administering its own budget).

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2023-2024 HTSB Executive Director Evaluation - Executive Director

1 response

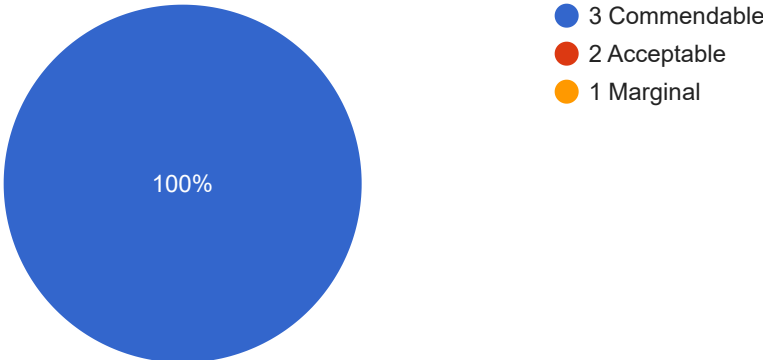
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Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

Develops, communicates, and implements the vision and mission of the HTSB.

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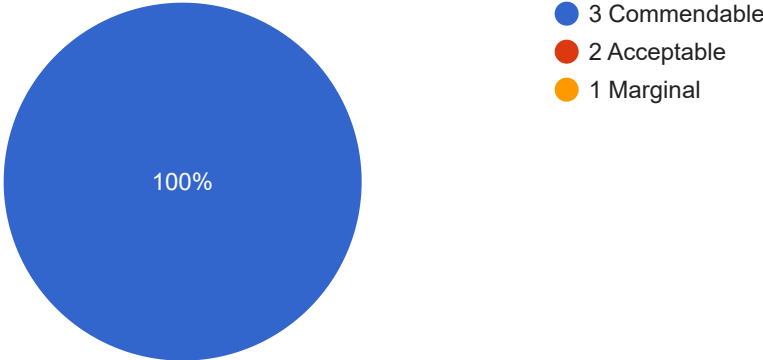
1 response



Develops policy and utilizes multiple resources to support the priorities of the HTSB.

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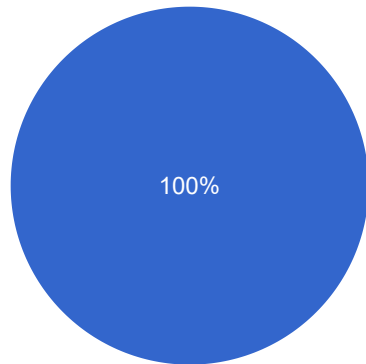
1 response



Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

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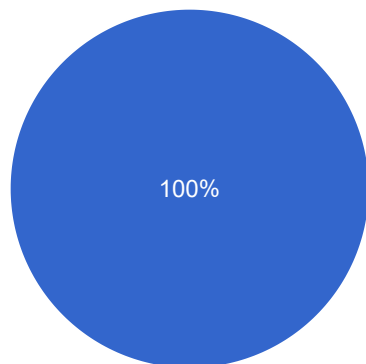


- 3 Commendable
- 2 Acceptable
- 1 Marginal

Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

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1 response



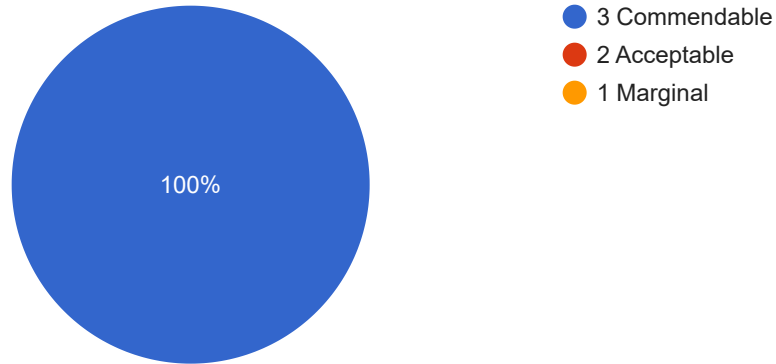
- 3 Commendable
- 2 Acceptable
- 1 Marginal



Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives.

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1 response



Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Executive Director's Comment(s) (Optional)

1 response

This past year, I have prioritized reaching out to as many educational stakeholders to provide licensing information as well as answer any questions stakeholders may have regarding licensure. Presentations to stakeholders is a way HTSB staff can build that bridge and provide an opportunity to help stakeholders understand HTSB's role and responsibilities, provide up-to-date information, and answer any questions they may have. It is also a great opportunity to receive feedback.

Compared to previous years, the HTSB staff has expanded their presentations to include many more educational stakeholders. HTSB's presentations included: Complex Area Principals Meetings, Personnel Regional Officer Meetings, Charter Schools, Charter Commission Meetings, Board of Education Meeting, Lt., Governor's Ready Keiki Meeting, and a Community Meeting with Legislators. My team and I continue to present to HTSB's Educator Preparation Programs, new teacher orientations, and thanks to knowledgeable staff, we even expanded to presenting information to Special Education preparation programs and co-teaching Model Code of Ethics for Educators lessons with HTSB's Educator Preparation Programs.

I am also excited to report, that in partnership with Hawaii's Department of Labor and Industrial Relations (DLIR) we submitted a federal grant for \$4.9 million to stand up a Registered Teacher Apprenticeship Program in Hawaii. This type of work will take the partnership of various educational stakeholders and I am looking forward to working with all these partners to ensure we have qualified teachers in our public schools.

2024-2025 Goal(s):

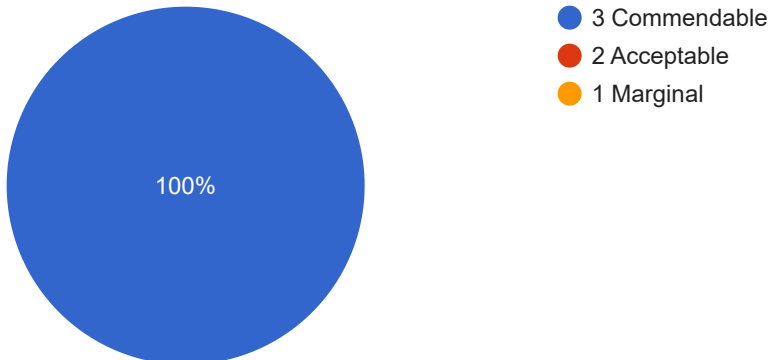
- Work towards presenting at each Complex Area Principals meeting annually.
- Continue to expand HTSB's partnerships to stand up a statewide Registered Teacher Apprenticeship Program.

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Communicates, interacts, and seeks input effectively with staff, board, teachers, and partners.



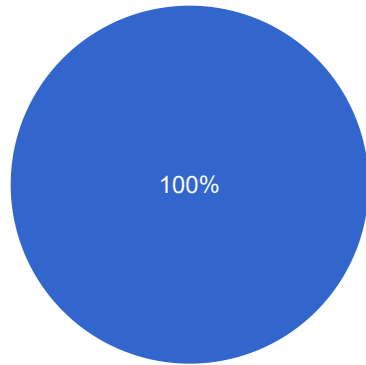
1 response



Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.



1 response

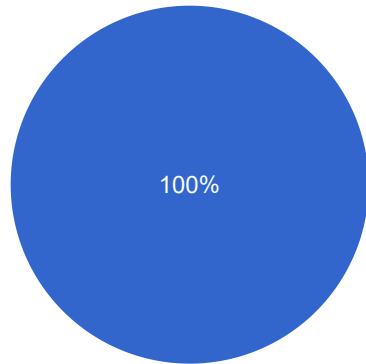


- 3 Commendable
- 2 Acceptable
- 1 Marginal

Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Licensing Specialists.



1 response



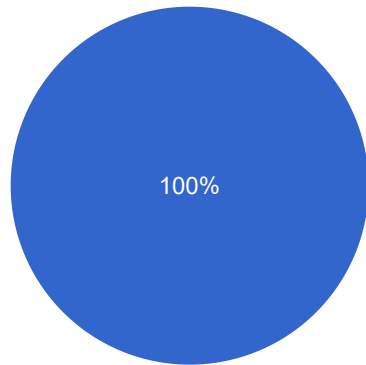
- 3 Commendable
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- 1 Marginal






Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Licensing Clerks.

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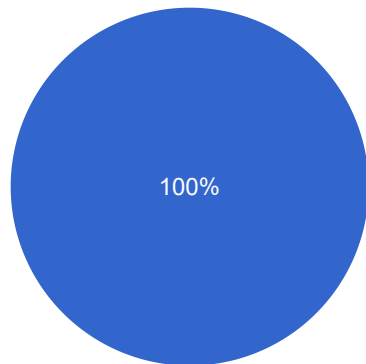





-  3 Commendable
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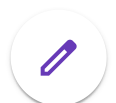
Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Secretary 4.

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1 response



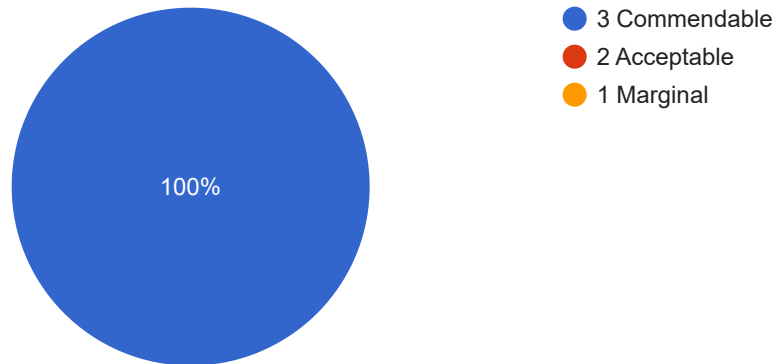
-  3 Commendable
-  2 Acceptable
-  1 Marginal



Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations.



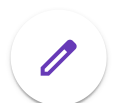
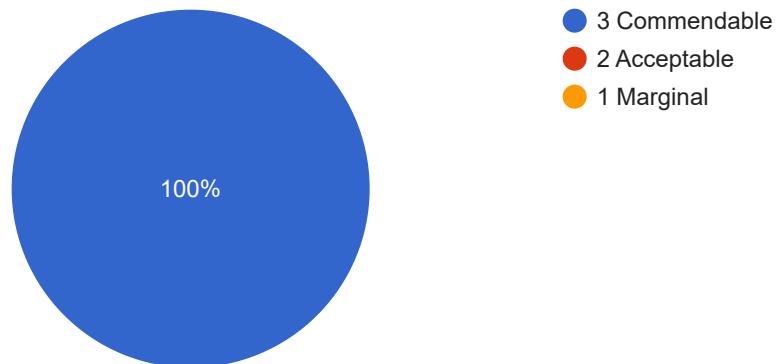
1 response



Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies , objectives, and goal



1 response



Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Executive Director's Comment(s) (Optional)

1 response

I am extremely lucky to have such a great team and they understand that communication with teachers and other educational stakeholders is an important part of our job. Providing excellent customer service has always been and continues to remain a priority. Many of the HTSB staff who have worked for HIDOE and/or have been teachers, including myself, understand the time constraints teachers have and the need for timely responses. As the Executive Director, I continue to look for ways to better support our teachers with licensure and as a team we are always looking for ways to make information readily available, accessible, and easy to understand.

As a former board member, I understand how vital communication and transparency is with the Board, the Board Chair, and the Committee Chairs. In between Board meetings, I provide the Board Chair or Committee Chair/s information that pertain to their committee and may need to be addressed at a future Board meeting. Having a great line of communication with them also affords me the opportunity to ask for their guidance on next steps.

At each public board meeting, HTSB's Licensing Specialists and I provide the Board our reports. These reports provide the HTSB staff the opportunity to effectively communicate with the Board what staff has been working on as well as concerns and information regarding licensure and initiatives the Board may want to take action on. Thanks to HTSB's licensing management system, I am also able to provide the Board and the public with various types of licensure data which allows the Board to make informed decisions on licensure trends.

Effective communication and transparency also means having tough conversations and addressing what is not working. During my tenure, I have found that many issues needed to be addressed immediately. During this process, I have discovered that change can make both people and systems uncomfortable. This discomfort or resistance to change can make the work very challenging. I am lucky to have staff that is dedicated and willing in to put in the work and long hours to ensure that the changes needed are made.

2024-2025 Goal(s):

- Continue to meet with stakeholders/partners to address changes to implement.
- Provide all staff professional development opportunities for growth.

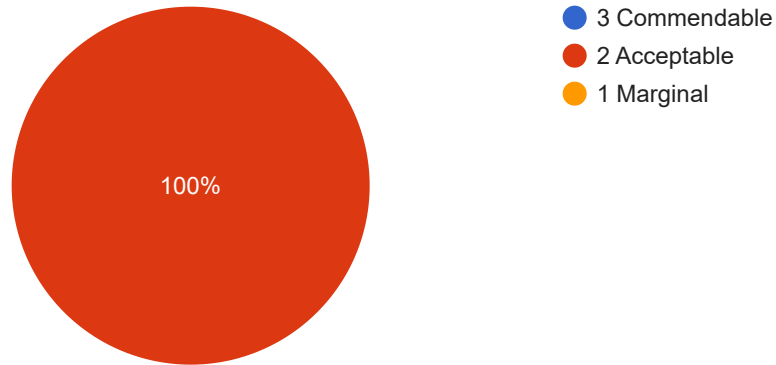
Standard 3: Maintains high standards of professionalism



Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices.

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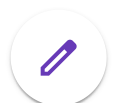
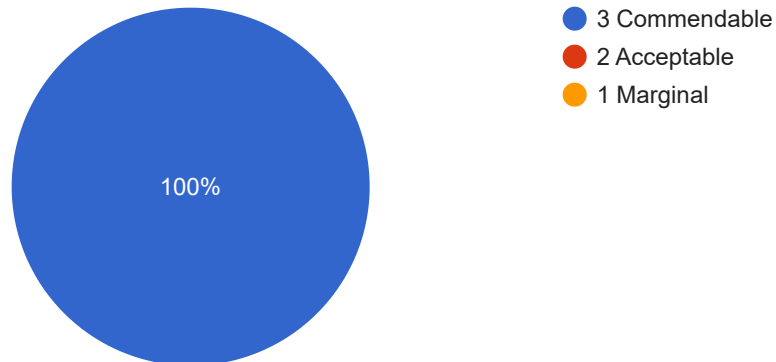
1 response



Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

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1 response



Standard 3: Maintains high standards of professionalism. Executive Director's

Comment(s) (Optional)

1 response

Attending national conferences is an integral part of my job. These national convenings allows me to develop relationships with other licensing agencies and educational stakeholders in all other U.S. states/jurisdictions. Keeping my finger on the pulse of what is happening nationally is one way I can keep the Board up to date and provide the Board information regarding new initiatives that other states are participating in. It is also a venue to ask questions and bring back answers to HTSB and their stakeholders. This past year I was invited to be part of a couple national panels that gave me the opportunity to discuss what is happening in Hawai'i with teacher licensure.

2024-2025 Goal(s):

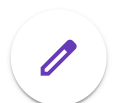
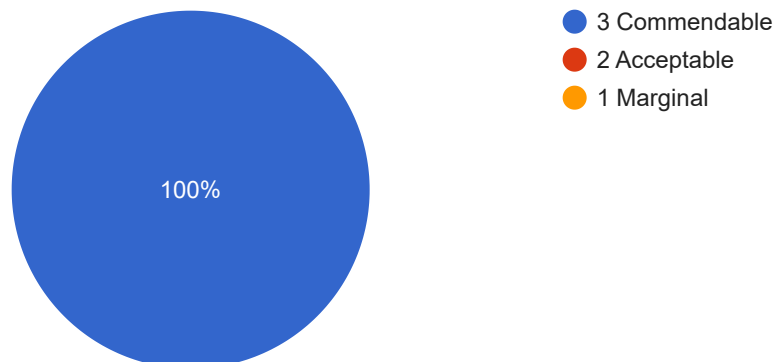
- Presenting/co-Presenting at National Conferences to showcase what is happening in Hawai'i.
- Find more formalized leadership opportunities that I can participate in.

Standard 4: Manages the full scope of Board Administrative Responsibilities

Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters

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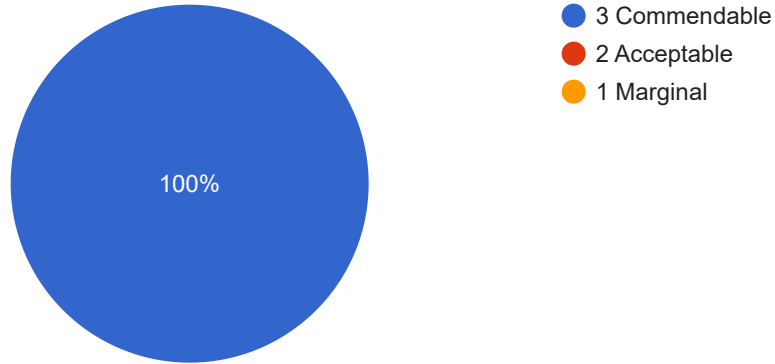
1 response



Secures and uses resources to attain HTSB's goals and objectives.
Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations.
Maintains public records of the Board, including written minutes of all Board meetings.



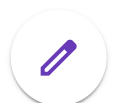
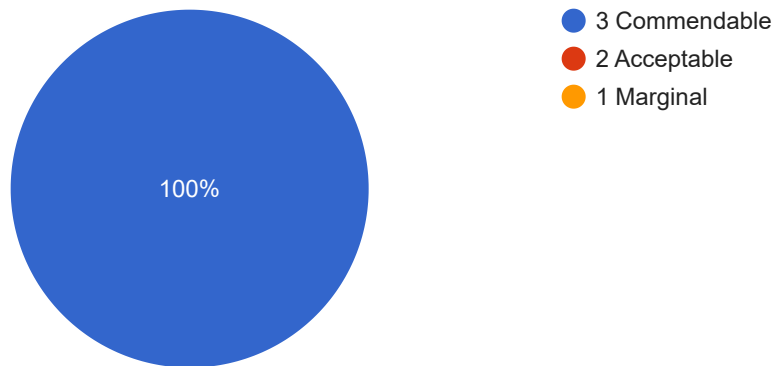
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Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board



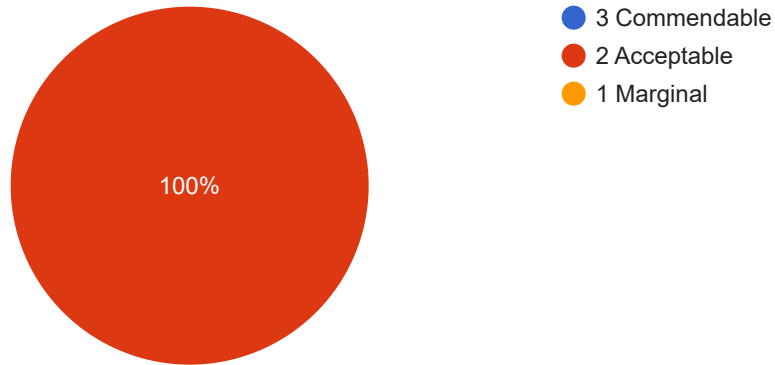
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Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

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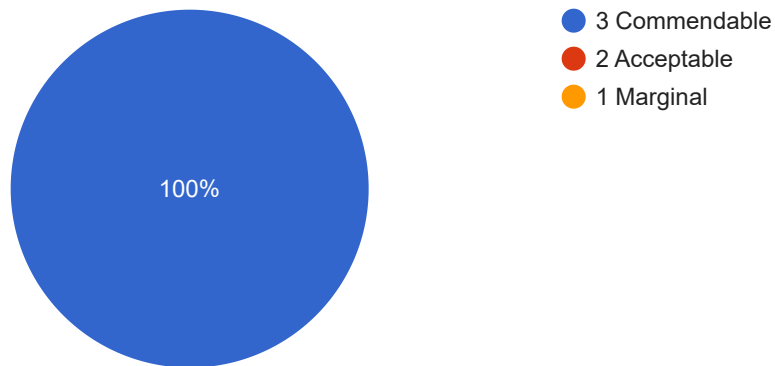
1 response



Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

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1 response



Standard 4: Manages the full scope of Board Administrative Responsibilities.

Executive Director's Comment(s) (Optional)

1 response

Since taking this job in 2021, it has been my goal and mission to ensure HTSB stays in alignment of state statutes, federal laws, and other regulations. I must give a lot of credit to the small but mighty HTSB staff. They play a vital role to help me manage the full scope of the Board's Administrative Responsibilities.

Prior to my tenure, many HTSB positions were cut. These position cuts have played a large role to the number of responsibilities each HTSB staff member has taken on. I have found that other Hawaii Department of Education attached agencies have a lot more support staff. I was able to successfully advocate and receive four (4) more positions, and I will continue to advocate for more positions as HTSB's responsibilities grow.

2024-2025 Goal(s):

- Advocate for additional positions that allow HTSB to grow while staying in alignment with state statutes, federal laws, and other regulations.

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