

New Business Item 24-35

Introduced April 25, 2025

Approved April 25, 2025

**TITLE: The Hawai'i Teacher Standards Board Executive Director's Evaluation
Recommendation for 2024-2025**

The Hawai'i Teacher Standards Board (HTSB) has approved an overall performance rating of commendable for the Executive Director for the period of July 1, 2024, through June 30, 2025. This rating is based on the results of the attached evaluation, which includes feedback from all Board members, HTSB staff, and the Executive Director.

HTSB also affirms the continued appointment of Felicia Villalobos as Executive Director for the 2025–2026 school year.

Rationale/Background:

Executive Director (ED) Felicia Villalobos demonstrates commendable leadership through her steadfast commitment to HTSB's mission of ensuring highly qualified licensed teachers for Hawai'i's students. She leads with vision and integrity, proactively addressing teacher shortages through innovative approaches such as teacher apprenticeships and internships. Her ability to engage at both strategic and operational levels reflects her deep understanding of the complex systems impacting educator licensure and effectiveness in the state.

ED Villalobos empowers the HTSB Board and staff by fostering a culture of professionalism, collaboration, and respect. She communicates openly and effectively, keeping the Board well-informed while encouraging autonomy in decision-making. Her leadership style exemplifies transparency and inclusiveness, enabling the Board to fulfill its duties with clarity and purpose.

Under ED Villalobos' direction, HTSB has significantly improved its internal systems, procedures, and communications, as seen through clear agendas, timely notifications, and responsive action on educator concerns. Her attention to detail in managing New Business Items and adherence to Hawaii Administrative Rules ensures HTSB operates with integrity and precision, enhancing public trust and accountability.

ED Villalobos is a strong advocate for educators, engaging with local and national stakeholders to elevate teacher voice and improve licensure pathways. Her participation on the Praxis Advisory Committee and presence at legislative hearings underscore her role as a knowledgeable and respected representative of HTSB. Her efforts to raise awareness about teacher shortages reflect not just advocacy but action-oriented leadership.

ED Villalobos is deeply committed to professional growth, both personally and for her team. She encourages attendance at national conferences, supports the advancement of NBCTs, and regularly assesses strengths and areas for improvement. While challenges remain in managing internal stress and communication with staff, her ongoing efforts to address these reflect a growth mindset and a desire to lead with empathy and excellence.

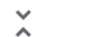
Cost:

There is no cost associated with this NBI.

Submitted by: Kristi Miyamae

Referred to: Budget, Personnel, and Strategic Planning Committee

2024 - 2025 HTSB Executive Director Evaluation - Board Members



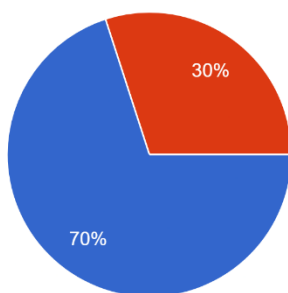
B *I* U

Name: Felicia Villalobos
Office: Hawaii Teachers Standards Board
Position: Executive Director
Evaluation Period: July 1, 2024 - June 30, 2025
Evaluated by: Hawaii Teacher Standards Board

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.

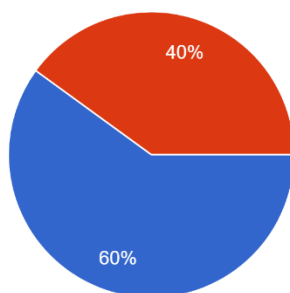
10 responses



- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

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

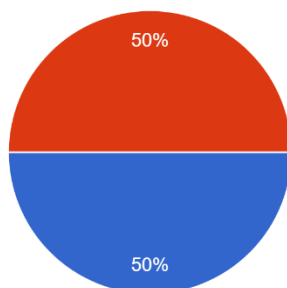
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Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

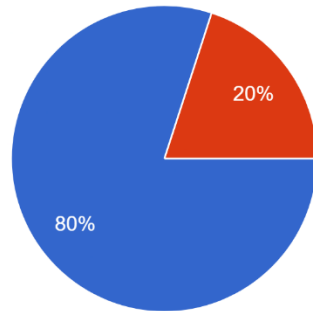
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Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

10 responses

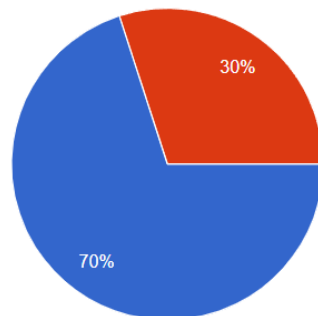


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Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public 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.

Copy chart

10 responses



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

3 responses

ED Villalobos continually strives to follow the mission and vision of ensuring highly qualified licensed teachers for Hawai'i's children. She is a leader who looks outside the box when finding ways to fill the shortage of teachers. ED Villalobos manages staff with respect and is not afraid to delegate tasks to make the office run efficiently.

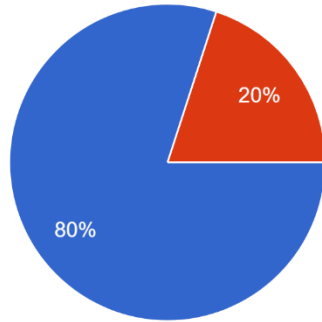
Executive Director Villalobos has empowered her board and staff to improve the HTSB systems that protect and enhance the learning in the classroom. She has been an amazing leader.

Executive Director Villalobos is an exceptional leader. She knows and is engaged in all aspects of the work of HTSB at both the 35,000 foot and granular levels.

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).

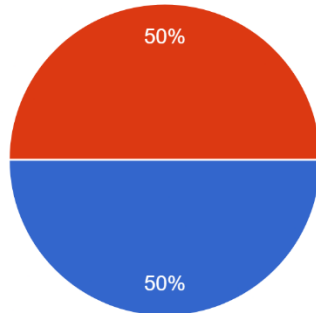
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Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide ...chers, members of the board, and various agencies.

10 responses

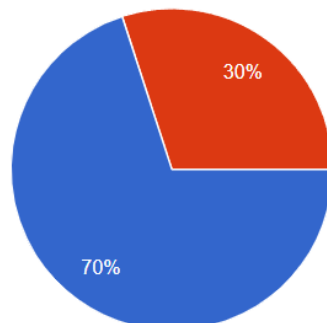


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Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations.

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10 responses

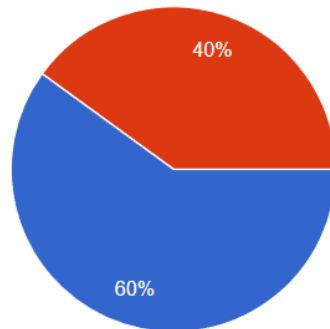


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Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment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

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

4 responses

ED Villalobos is honest and forthright when talking to individuals in the teaching profession, legislators, or high level officials. She is a problem solver who communicates well with the board to keep us informed. She will find answers to questions quickly and is upfront with all of the HTSB's operations. She leads with a high degree of professionalism. I appreciate her willingness to share her insights while allowing the board to make the decisions.

Felicia listens and takes action when it is needed. She researches and provides guidance. She collaborates very well with staff and the HTSB board members.

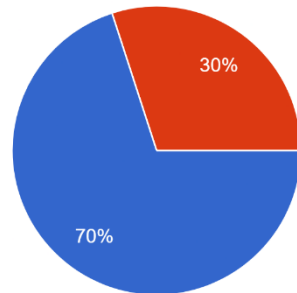
Executive Director Villalobos strongly supports her staff in their important work. She communicates with stake holders regularly in a clear, direct manner. The board is regularly updated on issues vital to its work.

I encourage the Executive Director to take a more collaborative and solution-focused mindset when engaging with stakeholders. Being more open to input and willing to explore a range of options can strengthen relationships and lead to more effective, shared outcomes. Embracing this approach can also foster greater trust and alignment across teams, ultimately supporting the success of public school students in the State of Hawai'i.

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.

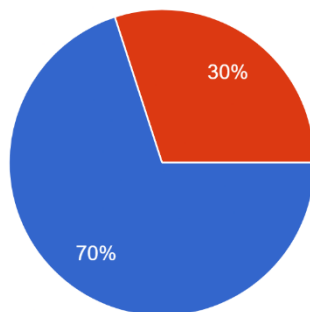
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Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

10 responses



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

4 responses

Aware of conferences but not enough knowledge of PD activities to give a higher rating.

ED Villalobos is continually assessing her strengths and weaknesses. She encourages staff and the board to attend conferences to keep up with national issues and values the importance of dialoging with other states.

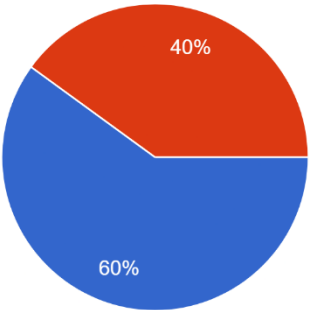
Ms. Villalobos has integrity in everything she does for our state. She puts herself out there to create new programs and support the teaching in the classroom.

Executive Director Villalobos' efforts to attend professional meetings relates directly to her strong capacity to do her job. Her knowledge of trends (e.g., teacher internships and Educators Rising) shows her commitment to addressing teacher shortages in Hawai'i.

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

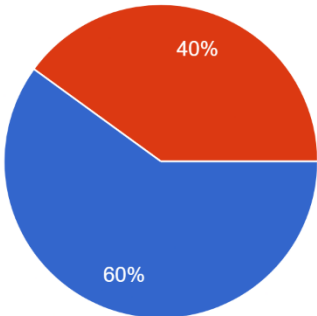
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Secures and uses resources to attain HTSB’s goals and objectives. Maintains standards for a safe, orderly effective working environment and strives t...d, including written minutes of all Board meetings.

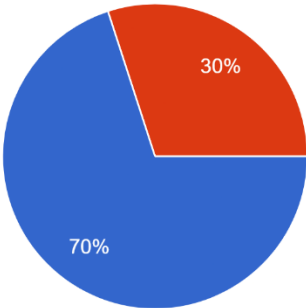
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Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implem...s policies, procedures and programs of the Board

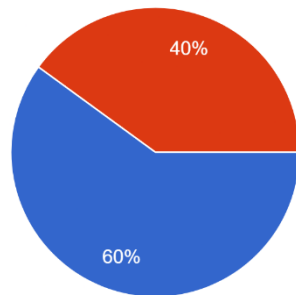
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Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

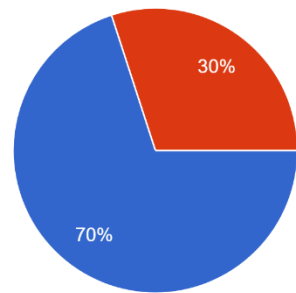
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Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

10 responses



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

5 responses

Would be good to intentionally touch on some of the rating areas so we are better able to assess (especially commendable) in each area of responsibility. Overall she is an amazing and driven leader.

ED Villalobos understands the importance of following the HAR and the HRS guidelines when bringing the new business items to the board. She taps into the strengths of her staff to help maintain daily operations with efficiency and creates documents and agendas that are clear and detailed. The NBCT is one of the positive highlights of the HTSB and not only does it honor the candidates, but it allows for major stakeholders, like HDOE officers and state legislators, to share in the wonderful accomplishments of the candidates. ED Villalobos is a valuable asset to the HTSB who should be praised for her leadership skills.

Felicia does an outstanding job leading HSTB. She is incredibly hardworking, deeply committed, and highly organized. She is consistently conscientious in her work, thoughtfully analyzes current practices, identifies gaps or areas for improvement, and follows through with thorough, motivated action.

Felicia goes above and beyond, working nights and weekends to support the teaching and professionalism in our state. She is an amazing person and we are so lucky to have her at the helm. She is our moral compass!

Executive Director Villalobos' commitment to performing her duties is inspiring! She is aware of laws, provisions, and procedures that encompass the work of HTSB. Her knowledge of the budgeting process is strong and she sets high professional standards for herself. As an NBCT, I am so pleased that she is committed to supporting National Board candidates.

2024 - 2025 HTSB Executive Director Evaluation - Staff

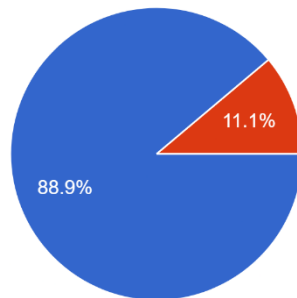


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Position: Executive Director
Evaluation Period: July 1, 2024 - June 30, 2025
Evaluated by: Staff

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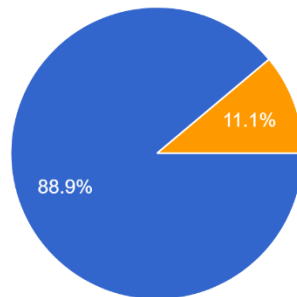
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Develops policy and utilizes multiple resources to support the priorities of the HTSB.

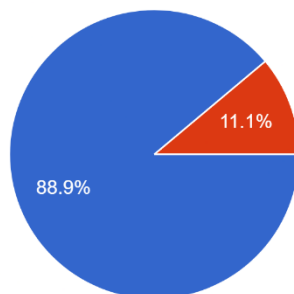
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Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

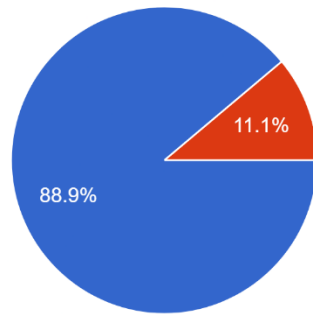
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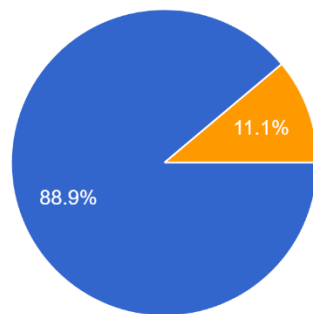
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Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Staff Comment(s) (Optional)

4 responses

Executive Director Villalobos lives and breathes HTSB's Mission and Vision. She takes her responsibilities very seriously, and is determined to fight for students and for what is right. I wholeheartedly commend her for never giving up despite all the obstacles HTSB constantly faces. Staff morale may often be negatively affected by these numerous obstacles, but Executive Director Villalobos' determination and leadership are reasons for hope.

Executive Director Villalobos provided leadership to the Board and HTSB organization by representing HTSB's mission and work at the national level (e.g., presenter at NASTDEC, National Grow Your Own conferences), at the state level (e.g., Ready Keiki, Hawaii P-20, Teacher Education Coordinating Committee), and at the Board meetings.

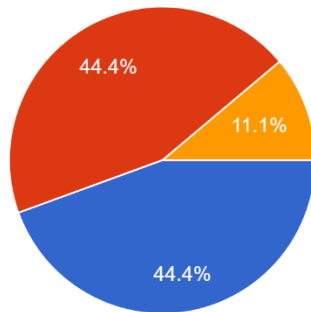
Executive Director Villalobos is an exemplary leader who keeps the Board informed regarding all matters related to the Board's duties and responsibilities. She truly understands her role as Executive Director and has been instrumental in making the Board more active in decision making and in participating in NASDTEC conferences and events.

Felicia works hard to be informed and shares that knowledge with both the board and staff.

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.

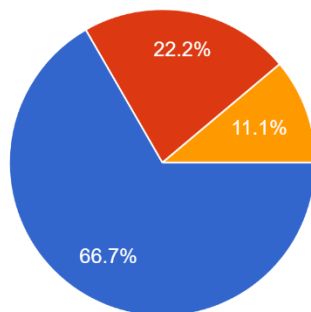
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Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide ...chers, members of the board, and various agencies.

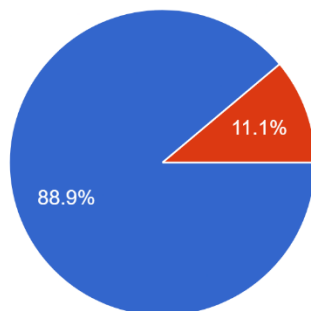
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Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Bo...l relevant information affecting Board operations.

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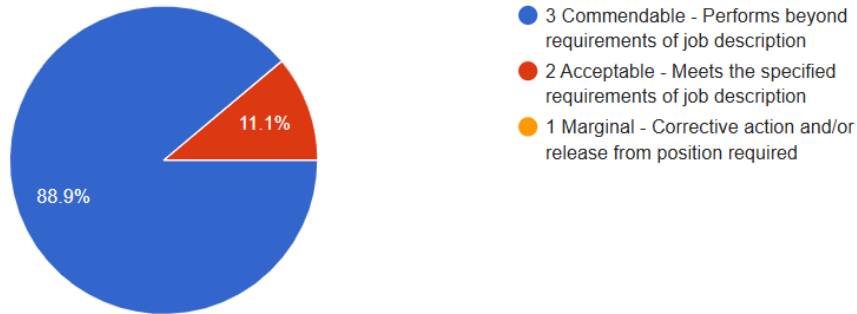


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Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment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

 Copy chart

9 responses



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

4 responses

Executive Director Villalobos's communication with Board Members, teachers, and educational stakeholders is "Commendable," as it always seems to be open and effective. Communication with staff is "Acceptable" because there is room for improvement, but it is a two-way street and staff's communication with Executive Director Villalobos also has room for improvement.

With the high amount of activities going on at the same time, the stress level can be high among the staff. With better stress management, situations can be handled better when something doesn't go as planned.

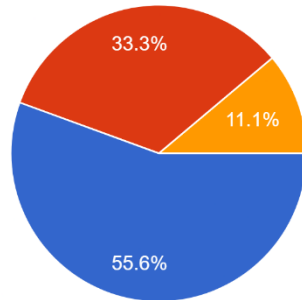
Executive Director Villalobos is commended for promoting positive and effective communication with teachers, board members, and staff. Examples include ensuring HTSB Board agenda and minutes meet Sunshine Laws, notifications of licensure renewals are sent in advance, teacher complaints about educator preparation programs are responded in a timely manner, and staff meetings are held with minutes documented.

Executive Director Villalobos makes every effort to communicate effectively with teachers and members of the Board. With respect to staff Executive Director Villalobos could work on communicating with staff regarding deadlines that she has for them so that staff doesn't always think that every task is an emergency which must be completed immediately. This can cause undue stress when staff is working on completing a requested task that is urgent but must drop completing that task to get to the new requested task

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.

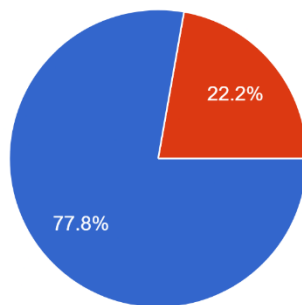
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Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

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

4 responses

Executive Director Villalobos is quite the fearless leader and everything she does for HTSB is for the right reasons. Her leadership is inspiring. She has passion for and is wholeheartedly invested in HTSB and its Mission and Vision.

Executive Director Villalobos is commendable for maintaining high standards of professionalism. She consistently refers to Hawaii Administrative Rules and New Business Items to ensure the high-quality teachers and teacher preparation programs. She is on the Educational Testing Service Praxis advisory committee to learn and contribute to national trends in education. She attends the Board of Education or legislative hearings to ensure stakeholders are informed of licensure requirements or to be available for questions.

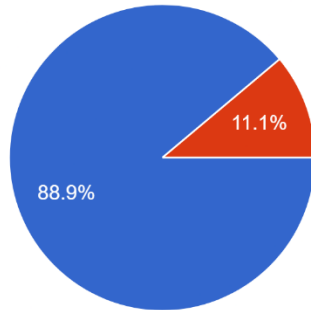
Executive Director has high standards of professionalism for herself and of this agency. She expects the highest level of professionalism and honesty because she has been faced with sometime insurmountable obstacles to overcome in her efforts to gain back the integrity of this agency.

Felicia attends national meetings and conferences. She has worked hard trying to bring teacher apprenticeship to Hawaii and unlike other stakeholders is doing more than just talking about the teacher shortage but trying to solve it.

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

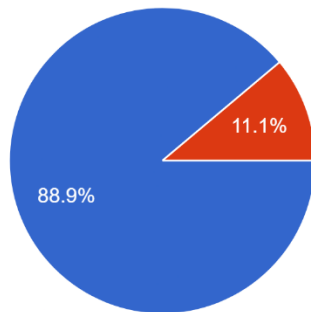
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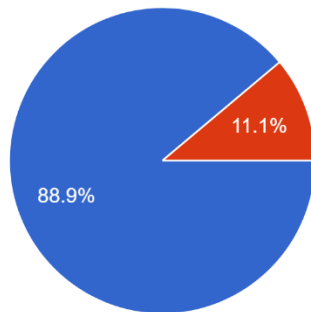
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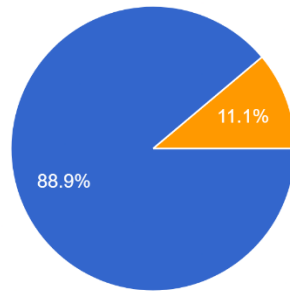
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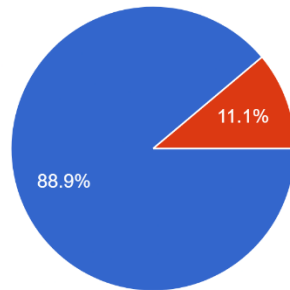
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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

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

9 responses



- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

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

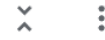
3 responses

Executive Director Villalobos is commendable for managing the full scope of Board Administrative Responsibilities. Evidence of the criteria include the HTSB Annual Report, HTSB Board Meeting Minutes, the New Business Items, and the Committee Reports. The Hawaii National Board Certified Teacher award ceremony is always a highlight, but the Hawaii Department of Education rarely gives credit to HTSB despite the Hawaii Revised Statutes clearly states HTSB is in charge of national board. The challenges she encounters result from being an attached agency to the Hawaii Department of Education, whose actions are not responsive or inconsistent despite Hawaii Revised Statutes stating the HTSB Board makes budgetary decisions. Examples include board members and staff travel reimbursement not being returned promptly, the current office facilities being inadequate for staff and Board meetings, staff required to pay for parking but encountering challenges finding new facilities, and HTSB does not have the fiscal and administrative staff as other attached agencies do.

Executive Director is top notch in fulfilling her leadership role as the Executive Director. She has the benefit of having been the HTSB Board Chair in the past, so she understands the responsibilities and obligations of the Board. She is transparent and always communicates with the Board in an effective manner.

Felicia works incredibly hard to ensure HTSB complies and exceeds all expectations and requirements of a state agency. Felicia's support of National Board Certification and the Hawaii NBCT Collective has empowered Hawaii's NBCTs to impact change.

2024 - 2025 HTSB Executive Director Evaluation - Executive Director



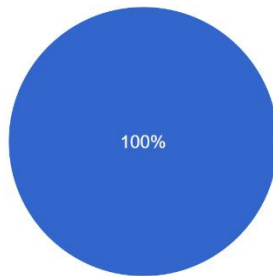
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Name: Felicia Villalobos
Office: Hawaii Teachers Standards Board
Position: Executive Director
Evaluation Period: July 1, 2024-June 30, 2025
Evaluated by: Self

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.

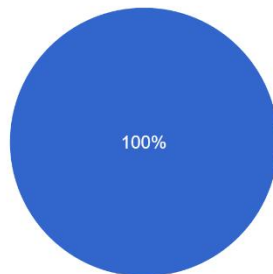
1 response



● 3 Commendable
● 2 Acceptable
● 1 Marginal

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

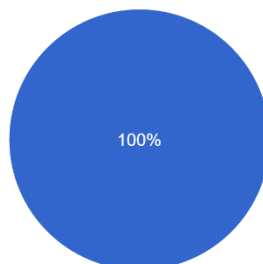
1 response



● 3 Commendable
● 2 Acceptable
● 1 Marginal

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

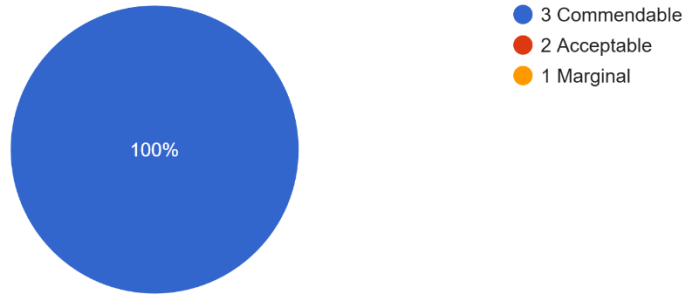
1 response



● 3 Commendable
● 2 Acceptable
● 1 Marginal

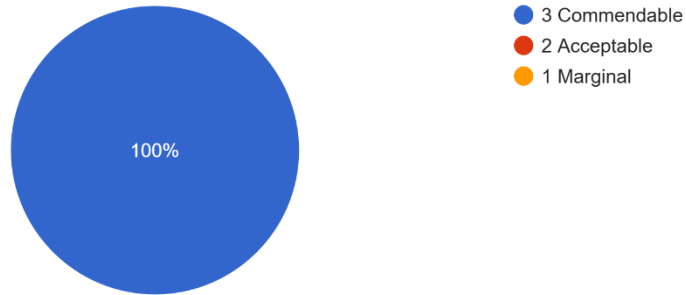
Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

1 response



Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications o...in accordance with Board policies and objectives.

1 response



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.

[Copy chart](#)

1 response



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

[Copy chart](#)

1 response



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

[Copy chart](#)

1 response



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

[Copy chart](#)

1 response



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.

[Copy chart](#)

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

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1 response



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.

 [Copy chart](#)

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 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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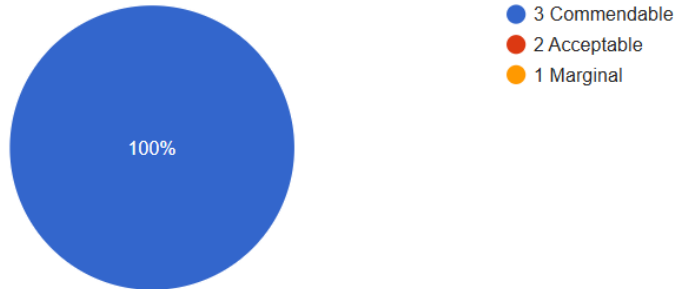
1 response



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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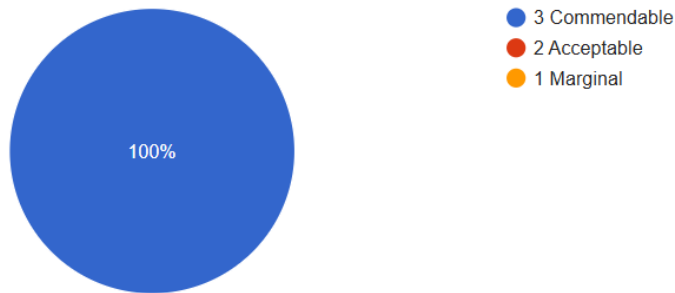
1 response



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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1 response



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

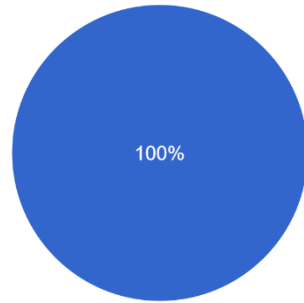
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1 response



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

1 response



- 3 Commendable
- 2 Acceptable
- 1 Marginal