



HAWAI'I TEACHER  
STANDARDS BOARD

# **Strategic Plan**

**July 1, 2011 – June 30, 2014**



**The Honorable Neil Abercrombie  
Governor, State of Hawai`i**

**Hawaii Teacher Standards Board**

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# 2011- 2014 Strategic Plan Hawai`i Teacher Standards Board

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## INTRODUCTION

Two years ago, the Hawai'i Teacher Standards Board was at the most important juncture in its history. Following a scathing report by the State Auditor in March of 2009, the Board took stock and began a valiant march forward. It started an intensive self-study that has resulted in strengthened operations, revised policy, and an emerging renewal of confidence and trust from teachers and the public. The Board is now poised to move forward to achieve four 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 will be used to provide a framework to guide the Board committees and Executive Director to accomplish these goals between July 1, 2011 and June 30, 2014.

## 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 after two years of implementation.
- 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.

## 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”.
- Indicators
  - Mantis call/email ticket tracking showing time to resolution
  - Audit of mail log and online record tracking showing email notification of receipt of documents
  - Tally of comment cards and implementation of online customer service survey

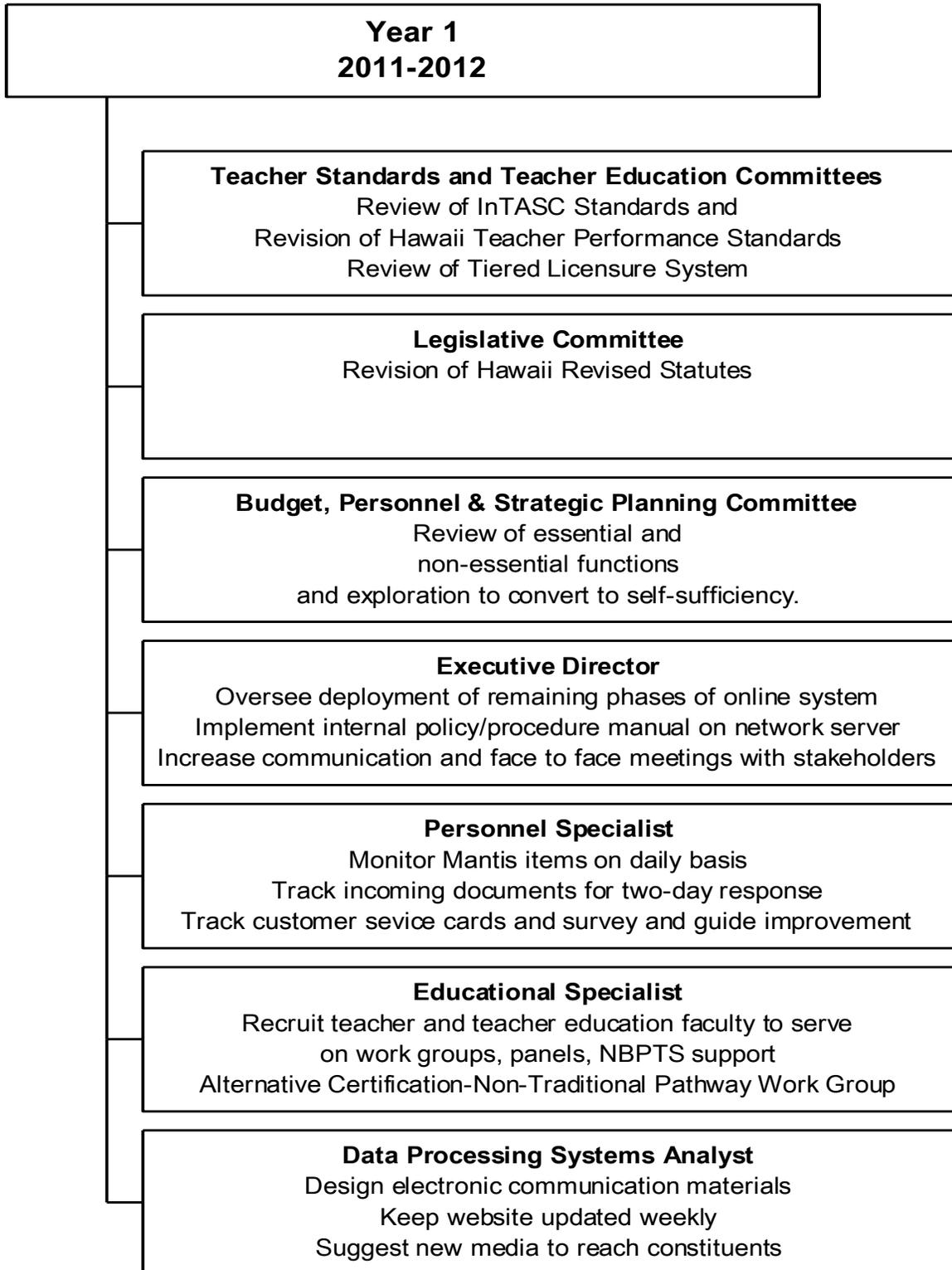
### GOAL 3: Strengthen relationships with stakeholders.

- 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.
- 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

### GOAL 4: Develop operations which maximize effectiveness.

- Objectives
  - Deploy remaining phases in online system and monitor for usability and value.
  - Interface with other organizations to work toward data interface.
  - Review of essential and non-essential functions.
  - Conduct internal audit of operational procedures and staff effectiveness.
  - Deploy policy and procedure manual on networked server to expedite communication among staff and to ensure policies are consistently and appropriately implemented.
  - Review license fee structure and budget requirements to enable HTSB to become self-sufficient based on license fees.
- Indicators
  - Quarterly report to Board on status on online system phase deployments
  - Participation in data warehouse or interface among P-20 stakeholders and SATEP
  - Termination of non-essential functions
  - Report of audit on operations, procedures and staffing
  - Posted policies, staff meeting agendas, memos, emails on policy/procedure program
  - Revised fee structure which fully funds HTSB operations

TIMELINE AND ASSIGNMENT FOR PLAN IMPLEMENTATION



**Year 2  
2012-2013**

**Teacher Education**  
Review of licensure tests  
Review of license fields

**Teacher Standards**  
Review of license renewal  
process and audit

**Legislative**  
Revision of Administrative Rules

**Budget, Personnel & Strategic Planning**  
Review of  
license fee structure

**Executive Director**  
Conduct internal  
audit of operational procedures  
and staff effectiveness

**Personnel Specialist**  
Conduct focus groups  
to improve customer service  
with Aloha

**Educational Specialist**  
Coordinate work group  
to investigate alternative ways  
to document content expertise

**Year 3  
2013-2014**

**Teacher Education**  
Review of CAEP Standards  
Revision of SATEP  
Unit and Program Standards

**Teacher Standards**  
Review of national  
professional fitness  
best practices

**Legislative**  
Review of policies to align with  
statute and administrative rules

**Budget, Personnel & Strategic Planning**  
Review of online system  
and data systems

**Executive Director**  
Interface with  
DOE, P-20 and IHEs  
on data interface

**Personnel Specialist**  
Survey of other  
NASDTEC agencies  
on current Professional Fitness practices

**Educational Specialist**  
Compile manual for Board and IHE  
use of new CAEP  
policies and procedures