

**New Business Item 13-45**

Introduced 6/13/14

Approved 6/13/14

**TITLE:** Strategic Plan Revision and Update

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The Hawaii Teacher Standards Board approves the attached revisions to the Strategic Plan and directs the Executive Director to prepare an updated document for the September 2014 meeting.

**Submitted by:** Terry Lynn Holck

**Referred to:** Committee of the Whole



HAWAI'I TEACHER  
STANDARDS BOARD

# **Strategic Plan**

**July 1, 2011 – June 30, 2017**



The Honorable Neil Abercrombie  
Governor, State of Hawai'i  
Hawaii Teacher Standards Board

Terry Lynn Holck, Chairperson  
Charter School Data Coach for the Nānākuli Wai'anae Zones of Innovation

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for Don Horner, Chairperson, Hawaii Board of Education

Kerry Tom, Designee  
for Kathryn Matayoshi, Superintendent, Hawaii Department of Education

Justin Mew  
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Carolyn Gyuran  
Educational Specialist

# 2011- 2017 Strategic Plan

## Hawai`i Teacher Standards Board

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## INTRODUCTION

In 2010 the Hawaii Teacher Standards Board started an intensive self-study that has resulted in strengthened operations, revised policy, and an emerging renewal of confidence and trust from teachers and the public. The Board has made significant progress in achieving four main goals:

- Support rigorous, progressive teacher preparation and licensure standards and policies.
- Enhance efficient customer service with Aloha.
- Strengthen relationships with stakeholders.
- Develop operations which maximize staff effectiveness.

This Strategic Plan provides a framework to guide the Board committees and Executive Director to accomplish these goals. This plan was implemented July 1, 2011 and extends to June 30, 2017.

## OVERVIEW

### History of HTSB

Act 240 of the Eighteenth Legislature, State of Hawaii, established the Hawaii Teacher Standards Board in 1995. The Board originally consisted of nine members, including four licensed teachers, three educational officers, the chairperson of the Board of Education, and the Dean of the University Of Hawaii College Of Education. That membership has been expanded to include two additional teachers and two members of the public. The HTSB has full responsibility for establishing teacher, school counselor and school librarian licensing standards, and issuing licenses to education professionals who meet the criteria. The Board issues three tiers of licenses and two kinds of special permits. The Board approves Hawaii based state approved teacher, counselor and librarian education programs (SATEP); reports to the federal government on licensing and teacher education programs; and approves, validates and adopts licensure tests. The Board also participates in efforts related to teacher quality, including support for National Board for Professional Teaching Standards (NBPTS) candidates. In addition, the Board establishes penalties for teacher misconduct that may result in the suspension or revocation of a license.

## Vision and Mission

The HTSB envisions a highly esteemed public education system with rigorous professional teacher standards that foster student success. Our mission is to collaboratively set high teacher licensing and credentialing standards to:

- Provide every child with qualified teachers.
- Promote professionalism and teaching excellence.
- Build public confidence in the teaching profession.
- Provide more accountability to the public.

### **GOAL 1: Support rigorous, progressive teacher preparation and licensure standards and policies.**

- Objectives
  - Generate revised state standards that reflect rigor and current best practice based on review of new national teacher education and teacher performance standards.
  - Organize and revise statute, administrative rules and policies so they are streamlined and user friendly.
  - Evaluate Professional Fitness procedures to ensure public school keiki are protected.
  - Revise existing licensure tests and additional options for validating content expertise.
  - Revision of license renewal criteria and audit processes based on feedback.
  - Revision of provisional teacher preparation program approval process with enhanced training for reviewers and inclusion of out of state reviewers.
- Indicators
  - Revised State Approval of Teacher Education Standards
  - Revised Hawaii Teacher Performance Standards
  - Revised HRS
  - Revised Administrative rules
  - Revised policies which align with statute and administrative rules
  - Revised policies and procedures for investigation and evaluation of Professional Fitness files.
  - Revised licensure tests and implementation of additional methods of validating content expertise.
  - Revised SATEP Manual for provisional approval of new units and programs.

## **GOAL 2: Enhance efficient customer service with Aloha.**

- Objectives
  - Acknowledge telephone and email inquiries within two business days and resolve issues within five business days.
  - Process incoming documents within two business days including notification of receipt.
  - Improve percentage of customers marking service as “professional, friendly, and knowledgeable”.
  - Development of Operations Handbook for HTSB staff for reference and to better meet needs of customers.
- Indicators
  - 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
  - HTSB Operations Handbook

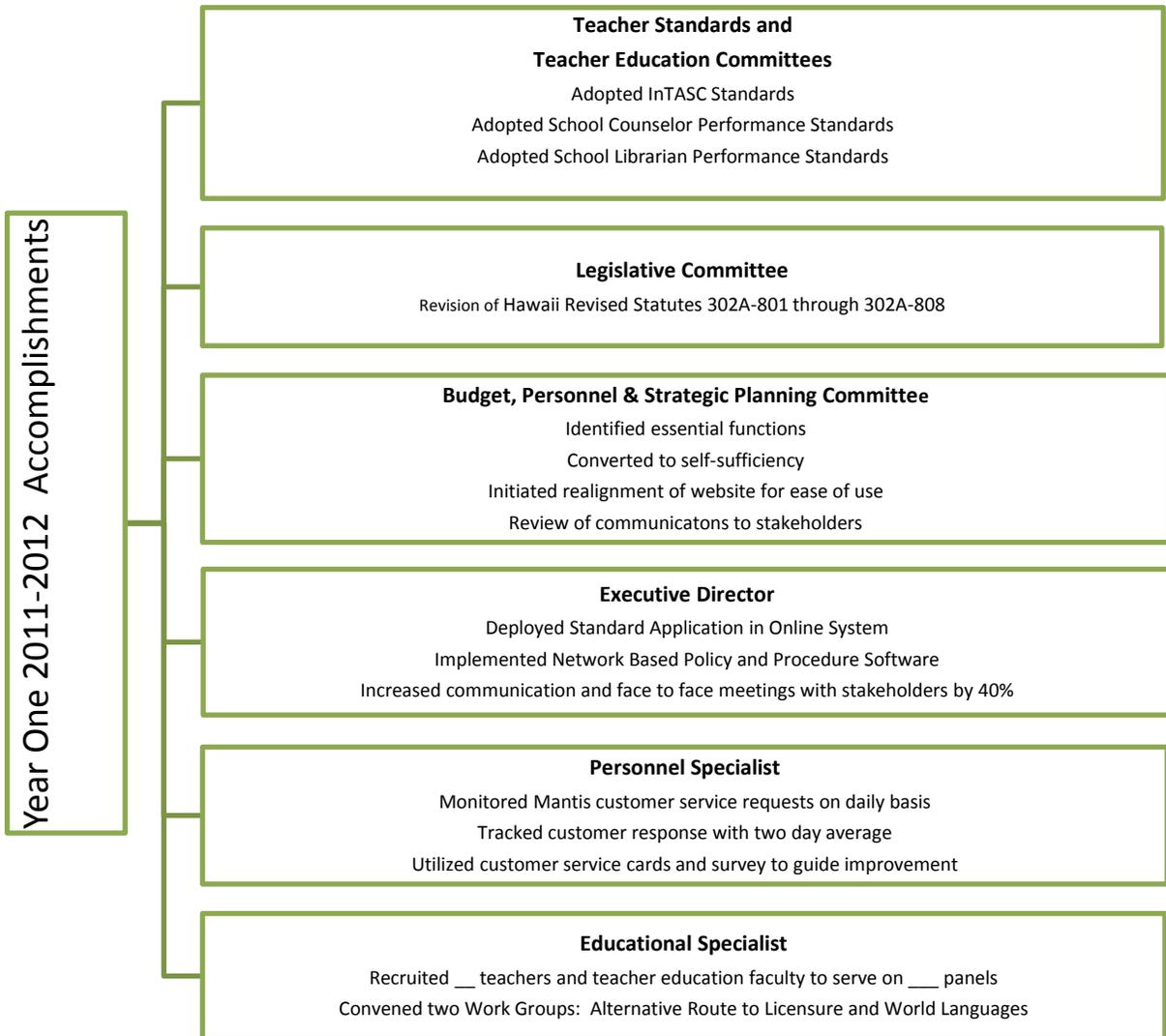
## **GOAL 3: Strengthen relationships with stakeholders.**

- Objectives
  - Provide opportunities for teachers and teacher education faculty to give direct feedback to the Board to influence policy. (e.g., Work Groups, Standard Setting Panels, NBPTS candidate support)
  - Utilize electronic media to effectively publicize HTSB information to teachers.
  - Increase and sustain regular communication with the Legislative Education Committees, the Department of Education, Hawaii State Teacher’s Association, state approved teacher education programs.
  - Comprehensive survey of applicants and licensees at three year mark of Strategic Plan for feedback on successes and areas for improvement.
- Indicators
  - Number of teachers and teacher educators serving on work groups, panels and as NBPTS support providers
  - Record of memorandum, newsletters, reports, New Business Items, Executive Director reports posted on website
  - Record of contacts with stakeholders showing increase over time
  - Survey results and analysis of data for program improvements.

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

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

# TIMELINE AND ASSIGNMENT FOR PLAN IMPLEMENTATION



Year Two 2012-2013 Accomplishments

**Teacher Standards Committee**

Review of license renewal process and audit  
Review of implementation plan for new standards

**Teacher Education and Teacher Standards Committees**

Review of tiered licensure structure  
Review and make recommendations for licensure tests and additional options for validating content expertise  
Review of licensure fields and levels  
Review of license renewal process and audit

**Legislative and By-Laws Committee**

Revision of Administrative Rules

**Budget, Personnel & Strategic Planning Committee**

Review of fee structure and renewal period  
Self sufficiency budget and maintaining self sufficiency  
Establish a data bank on NBIs  
Customer service review/communication review and development of an Action Plan  
Development of 2013-2014 Budget Develop policy and procedures for evaluation of Executive Director

**Executive Director**

Conduct internal audit of operational procedures and staff effectiveness and provide recommendations to BPSPC  
Evaluate online system functionality and support

**Educational Specialist**

Conduct training for Hawaii SATEP on teacher dispositions

**Legislative and By-Laws and Teacher Education Committees**

Proposed content for Administrative Rules relating to standards for approving teacher education programs

Year Three 2013-2014 Accomplishments

**Teacher Education Committee**

Adoption of CAEP EPP Unit and Program Review Standards  
Revision of SATEP Unit and Program Standards

**Teacher Standards Committee**

Review of national best practices for Professional Fitness of teachers,  
school counselors and school librarians  
Review of the Code of Ethics

**Legislative Committee**

Completed revision of Administrative Rules  
Monitoring legislative bills related to HTSB

**Budget, Personnel & Strategic Planning Committee**

Review of fee structure and renewal period  
Customer Service /Communication Review ; development of Action Plan and  
Implementation Plan  
Self-sufficiency budget and maintaining self sufficiency  
Development of 2014-2015 Budget  
Adopt staff and operational improvement recommendations

**Executive Director**

Implement staff and operational improvements from 2012-13 audit approved by  
Board  
Coordinated training for Board Members on Professional Fitness Hearings and  
Code of Ethics and Conduct  
Produce video for all license applications  
Convened Work Groups for New License Fields: Literacy Specialist, Online  
Teaching, Teacher Leader  
Conduct Focus Group for supporting customer service with Aloha

**Personnel Specialist: VACANT**

**Educational Specialist**

Generated online modules for new standards

Year Four 2014-2015

**Teacher Education Committee**

Approval of new SATE Manual developed by Education Specialist

**Teacher Standards Committee**

Begin revision of Code of Ethics and development of Code of Conduct  
Review and take action on criteria for Hawaiian standards and dual licensure  
Review of DOE EES for alignment with license renewal

**Legislative and By-Laws Committee**

Convene Public Hearings for Administrative Rules Once Approved by Governor and Attorney General  
Review HTSB By-Laws and Committee Structure  
Monitoring legislative bills related to HTSB

**Budget, Personnel & Strategic Planning Committee**

Customer Service/Communication Review ; updates to Action Plan; deploy Implementation Plan  
Deploy fees allowed in HAR  
Self sufficiency budget and maintaining self sufficiency

**Executive Director**

Develop Operations Manual for HTSB staff  
Conduct statewide survey for feedback on customer service  
Conduct Work Groups on Hawaiian Standards and Licensure and Dual Licensure  
Development of alternative route to licensure internship program for DOE and Charter teachers

**Personnel Specialist**

Train in all aspects of licensing and professional fitness

**Educational Specialist**

Revise manual for Board and IHE EPP use of new CAEP and SATEP policies and procedures and hold trainings for provisional team reviewers  
Develop new forms and timeline for provisional review of new units and programs

