



**STATE OF HAWAII**  
**DEPARTMENT OF EDUCATION**

P.O. BOX 2360  
HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

December 17, 2021

The Honorable Ronald D. Kouchi, President  
and Members of the Senate  
State Capitol, Room 409  
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki, Speaker  
and Members of the House of Representatives  
State Capitol, Room 431  
Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

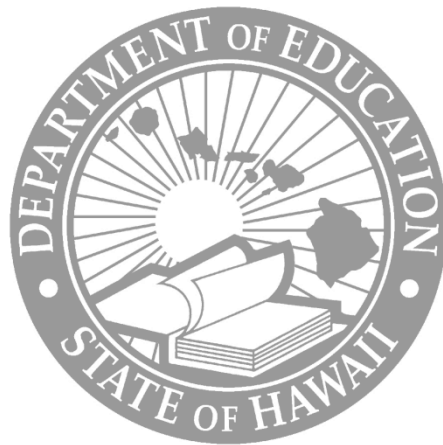
For your information and consideration, I am transmitting a copy of the annual report, Goals, Objectives, Policies, Action Plan, and Performance Measures, pursuant to Act 100, Session Laws of Hawaii 1999. In accordance with Section 93-16, Hawaii Revised Statutes, I am also informing you that the report may be viewed electronically at: <http://www.hawaiipublicschools.org/VisionForSuccess/SchoolDataAndReports/StateReports/Pages/Legislative-reports.aspx>.

Sincerely,

Keith T. Hayashi  
Interim Superintendent

KTH:bl  
Enclosure

c: Legislative Reference Bureau  
Hawaii State Public Library System  
University of Hawaii  
Office of Strategy, Innovation, and Performance



State of Hawaii  
Department of Education

**Annual Report on Goals, Objectives,  
Policies, Action Plan, and Performance  
Measures**

December 2021

Act 100, Session Laws of Hawaii 1999, requires every state department and agency to develop and submit an annual report that addresses what the department hopes to accomplish, how the goals will be accomplished, an action plan, and processes used to measure the performance of programs and services.

## **Goals, Objectives, Policies, Action Plan, and Performance Measures**

Act 100, Session Laws of Hawaii 1999, requires every state department and agency to develop and submit an annual report that addresses what the Hawaii State Department of Education (Department) hopes to accomplish, how the goals will be accomplished, an action plan, and processes used to measure the performance of programs and services.

In the absence of a Hawaii State Board of Education (Board) approved strategic plan, the Department is continuing to operate under its 2017 - 2020 strategic plan.

### **2017 - 2020 Strategic Plan**

The 2017 - 2020 Strategic Plan may be found at:

<http://www.hawaiipublicschools.org/DOE%20Forms/Advancing%20Education/SP2017-20.pdf>.

The three primary goals of Student Success, Staff Success, and Successful Systems of Support outlined below serve as an organizing framework for the Department and Board's 2017 - 2020 strategic plan. The objectives under each goal set a common statewide direction for implementation through school- and Complex Area-level implementation plans.

**Goal 1: Student Success:** All students demonstrate they are on a path toward success in college, career, and citizenship.

- Objective 1: Empowered. All students are empowered in their learning to set and achieve their aspirations for the future.
- Objective 2: Whole Child. All students are safe, healthy, and supported in school, so that they can engage fully in high-quality educational opportunities.
- Objective 3: Well-Rounded. All students are offered and engage in a rigorous, well-rounded education so that students are prepared to be successful in their post-high school goals.
- Objective 4: Prepared and Resilient. All students transition successfully throughout their educational experiences.

**Goal 2: Staff Success:** Public schools have a high-performing culture where employees have the training, support, and professional development to contribute effectively to student success.

- Objective 1: Focused Professional Development. Develop and grow employees to support student success.
- Objective 2: Timely Recruitment and Placement. Timely recruitment and placement of applicants to better serve all students to address achievement gaps and attain equity.
- Objective 3: Expanded Professional Pipeline. Expand well-qualified applicant pools for all Hawaii educator positions and expand the number of candidates who are prepared to support Student Success objectives.

**Goal 3: Successful Systems of Support:** The system and culture of public education work to effectively organize financial, human, and community resources in support of student success.

- Objective 1: Innovation. Foster innovation and scaling of effective instructional and operational practices to meet and exceed our educational goals.
- Objective 2: Adequate and Expanded Resources. Secure adequate resources to support school and community-based plans for student success.
- Objective 3: Efficient and Transparent Supports. Increase efficiency and transparency of instructional and operational supports to promote student learning and help schools while stewarding public education resources.

### **2017 - 2020 Strategic Plan Performance Measurements:**

To measure progress on the goals and objectives put forth in the 2017 - 2020 Strategic Plan, the Department annually reported data on 14 statewide indicators to the Board and posts the data for the public on the Strategic Plan Dynamic Report dashboard located at:

<http://www.hawaiipublicschools.org/VisionForSuccess/AdvancingEducation/StrategicPlan/Pages/SPDR-home.aspx>.

### **Program Performance:**

As an educational institution, the Department measures its student performance. The Department uses its Strive HI system to track student progress. The Strive HI website can be viewed at:

<https://www.hawaiipublicschools.org/VisionForSuccess/AdvancingEducation/StriveHIPerformanceSystem/Pages/home.aspx>.