State of Hawai‘i
Department of Education

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

November 2026

Act 100, Session Laws of Hawai‘i 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

Hawai‘i’s public schools are the heart of our communities, shaping the future by empowering students, supporting educators, and inspiring success.

In 2022, the Hawai‘i State Board of Education (Board) embarked on a journey to create a clear, forward-thinking roadmap for our public schools. The Board and the Hawai‘i State Department of Education (Department) completed a rigorous strategic planning process that included comprehensive data analysis, extensive stakeholder outreach, and reviews of educational research and evidence-based practices to inform the plan. The result is the 2023–2029 Strategic Plan, a comprehensive vision to elevate student success and strengthen Hawai‘i’s public education system over six years.

Approved in two phases, the Strategic Plan, Phase I, sets high-level goals including the mission, vision and core values, and new goals and desired outcomes organized under three overarching priorities for the state’s K-12 public education system. The Department’s accompanying Implementation Plan, Phase II, approved in May 2023, details how we will bring these goals to life in schools across the state and metrics that will be used to achieve the Board-approved goals and measure progress.

State of Hawaii Public Education 2023-2029 Strategic Plan: Phase I

Phase I of the 2023-2029 Strategic Plan may be viewed electronically at:
https://boe.hawaii.gov/joint-strategic-plan/

Our Vision

The Board envisions an exemplary statewide system of public schools where students are engaged in an inspiring, personalized, and culturally responsive education that fosters creative and critical thinkers prepared for college and career success and community and civic engagement.

Our Mission

The Board leads the public education system through strategic direction, transparent policymaking, effective oversight, comprehensive systems, meaningful engagement, and vigorous advocacy.

Our Core Values

The Board believes in a public education system that is accountable to itself, to the students and families it serves, and to the communities that support and depend on public schools. We value:

- He pili wehena ‘ole. (A relationship that cannot be undone.)* Connections to and engagement with people and places as important drivers of action.
- Ma ka hana ka ‘ike ma ka ‘imi ka loa‘a. (In working one learns, through initiative one acquires.)* Initiative to perform motivated by a sense of kuleana and accountability to self and others.
- ‘A‘ohe ‘ulu e loa‘a i ka pōkole o ka lou. (There is no success without preparation.)* Nurturing individual strengths, increasing proficiencies and abilities to be able to serve, and fostering excellence in ourselves and those we serve.
- E ‘ōpū ali‘i. (Have the heart of a chief.)* Reciprocal partnering and sharing that calls forward a deep sense of aloha and generosity, especially towards those needing the most help in pursuit of equity.
- Ua ola loko i ke aloha. (Love is imperative to one’s mental and physical well-being.)* Pono

practices that prioritize balance.
- ʻO Hawaiʻi kuʻu ʻāina kilohana. (Hawaiʻi is my prized place.)* Hawaiʻi based processes to preserve, honor, and elevate the unique qualities that define and sets Hawaiʻi apart from the rest of the world.

* ʻŌlelo noʻeau and translations are from the Department's "Nā Hopena Aʻo Statements," which are based on ʻŌlelo Noʻeau: Hawaiian Proverbs & Poetical Sayings (by Mary Kawena Pukui, illustrated by Dietrich Varez, Honolulu, Hawaiʻi: Bishop Museum Press, 1983).

Priorities and Goals

Priority I: High-Quality Learning For All

- Goal 1.1: All students experience rigorous, high-quality learning that results in equitable outcomes for all learners.
- Goal 1.2: All students learn in a safe, nurturing, and culturally responsive environment.
- Goal 1.3: All students' graduate high school prepared for college and career success and community and civic engagement.

Priority II: High-Quality Educator Workforce in All Schools

- Goal 2.1: All students are taught by effective teachers who are committed to quality teaching and learning for all.
- Goal 2.2: All schools are fully staffed by effective support staff who are committed to providing quality services to support students.
- Goal 2.3: All schools are led by effective school administrators who are committed to supporting all staff and students.
- Goal 2.4: Complex area and state offices are comprised of effective staff whose work is aligned to support student learning.

Priority III: Effective and Efficient Operations at All Levels

- Goal 3.1: All school facilities are safe, well-maintained, compliant with all laws and regulations, clean, and attractive to provide a positive and inviting learning environment for students and staff.
- Goal 3.2: All operational and management processes are aligned and implemented in an equitable, transparent, effective, and efficient manner.
- Goal 3.3: Families and staff are informed of and engaged in planning and decision-making processes affecting students in a meaningful and timely manner.

State of Hawaiʻi Public Education 2023-2029 Strategic Plan: Phase II Implementation Plan

Phase II of the 2023-2029 Strategic Plan may be viewed electronically at:
https://hawaiipublicschools.org/wp-content/uploads/2023-29-ImplementationPlan.pdf

The Department envisions a K-12 public education system that prepares all graduates to be globally competitive and locally committed. This means our students not only have the academic knowledge and skills to thrive and be successful, but also possess a special sense of responsibility to give back to our communities and island home. This vision will only be accomplished through a kākou effort between the Department, Board, government agencies, elected officials, families, community

organizations, employers, higher education and training partners. Preparing our graduates for Hawai‘i’s future depends on a united, collective effort — ne‘epapa — grounded in Nā Hopena A‘o and embraced by our communities, dedicated educators and support teams.

Key highlights of the Implementation Plan:

- Academic Achievement: Elevating student learning outcomes by ensuring that every student receives a quality education, supported by innovative teaching methods and a rigorous curriculum.
- Equity and Inclusion: Closing achievement gaps and providing all students, regardless of background, with access to the resources and opportunities they need to succeed.
- College, Career and Community Readiness: Preparing students for life beyond school, whether that means pursuing higher education, entering the workforce, or becoming active members of the community, is central to our mission.
- Teacher and Leader Excellence: Recognizing that great schools begin with great educators, we are focused on recruiting, retaining and supporting talented teachers and school leaders.
- Safe and Supportive Schools: Creating environments where students feel safe, supported and empowered to learn.

The Department has made progress and experienced some success since the inception of the Implementation Plan in 2023. The Department is actively reviewing and updating the Implementation Plan to reflect our continued progress and commitment to cultivating a responsive educational system. This revision ensures the plan remains a relevant, data-informed, and innovative tool for improving student learning.

Execution of the Implementation Plan

The implementation plan is organized around the Board-approved desired outcomes established in Phase I of the strategic plan. While the implementation plan is not comprehensive of all federal and state mandates and operational requirements, it identifies priorities and action items that the Department will implement to advance innovations and improvements.

The Department began creating and executing detailed work plans that align with the strategic plan goals and desired outcomes. These work plans include timelines, assessments, training, policies, procedures and clarification of the roles of the schools, complex areas and state offices. The Department has implemented new performance management systems to strengthen data-informed continuous improvement processes, monitor the progress of performance measures, and prioritize resources.

Performance and Accountability

The Department continues to report to the Board on progress on the strategic plan. Beginning on August 10, 2023 and planned to continue for the duration of the six-year strategic plan, the reports to the Board includes the following, based on the current structure of the committees:

- The Student Achievement Committee reviews the progress and effectiveness of the strategies related to the goals under Priority I: High-Quality Learning for All.
- The Human Resources Committee reviews the progress and effectiveness of the strategies related to the goals under Priority II: High-Quality Educator Workforce in All Schools.

- The Finance and Infrastructure Committee reviews the progress and effectiveness of the strategies related to the goals under Priority III: Effective and Efficient Operations at All Levels.

The Department reports are an important opportunity to communicate about key actions, context, plans, progress, successes and challenges. Reports include quantitative and qualitative information, including interim progress measures on KPIs, where applicable, and measures of desired outcomes.

Public Reporting of Performance Measures

The Department is committed to continuous improvement and accountability. Launched in school year 2023-2024, the educational data portal, LEI Kukui, provides regular updates on progress toward the Strategic Plan's desired outcomes. This dashboard may be viewed electronically at: *https://hidoedata.org*

The Department continues to track program performance through the Strive HI performance system. Strive HI reports may be viewed electronically at: *https://hawaiipublicschools.org/about/organization/strive-hi-dashboard/*.