



EXECUTIVE CHAMBERS  
HONOLULU

NEIL ABERCROMBIE  
GOVERNOR

December 12, 2011

EXECUTIVE MEMORANDUM

MEMO NO. 11-12

To: All Executive Branch Departments and Agencies

Fr: Governor Neil Abercrombie

Subject: Great Teachers Great Leaders Task Force is Established as an Advisory Body to the Hawai'i State Superintendent of Education

Education has always held a preferred position in Hawai'i's hierarchy of values. So important is education that our State constitution provides that the "State shall provide for the establishment, support and control of a statewide system of public schools." Education must be a community effort and our community has a wealth of professionals who are willing to share their expertise in improving and reforming our school system.

Working together with the Superintendent of Education, The Great Teachers Great Leaders (GTGL) Task Force is hereby collaboratively formed as an advisory group to support the State's strategic reforms to increase student learning and attain the performance goals articulated in the Department of Education's Strategic Plan and federal Race to the Top plan. Members will be drawn from across the business, community, philanthropy, labor and education sectors. The GTGL Task Force will lend professional expertise to the Department regarding the identification and development of highly effective teachers and leaders as the Department transitions to a more strategic approach to human resource management.

**I. PURPOSE AND ROLE**

- a. The GTGL Task Force will help the State to advance student achievement through a best in class performance management system that is driven by student learning results.
- b. The GTGL Task Force will provide feedback, advice, and support to the Superintendent of Schools for the design and implementation of a

performance management system and all related enabling conditions (e.g. legislation, collective bargaining, regulation) throughout the design, pilot, and scaling of the new teacher and principal evaluation system scheduled for statewide implementation in school year 2013-2014.

- c. The GTGL Task Force will also provide guidance on the related design of a broader human resource management system.
- d. The Task Force will conclude by December 2013 unless the Superintendent deems necessary to extend.

## **II. WORKING PRINCIPLES**

- a. Advancing student learning and achievement is the primary purpose of the Department of Education.
- b. The most important means to advance student learning is by investing in improvement in the effectiveness of teachers and principals.
- c. All efforts to improve the effectiveness of teachers and principals must be guided by a strong performance evaluation system.
- d. Strong performance evaluation systems identify clear expectations, provide quality feedback to facilitate professional growth and improve effectiveness, focus on student learning, and have impact on personnel decisions. The evaluations should provide honest, fair, and improvement-oriented feedback.
- e. Evaluations should be fair, transparent, timely, rigorous and valid. They should be based on the latest practices and cutting edge research. They should, at a minimum, improve upon current practice.
- f. The evaluation design articulated in Hawaii's Race to the Top plan must serve as a minimum level of rigor towards meeting the State's goal to place an effective teacher in every classroom and an effective principal in every school.
- g. The evaluation design will be more effective when developed and implemented in collaboration with educators and other stakeholders, including teacher and principal associations.

## **III. DELIVERABLES**

To consider options and provide input and feedback to the Superintendent regarding an evaluation framework consistent with the Race to the Top plan, and to make recommendations regarding

- a. Redesign of the teacher and principal evaluation systems.

- b. Relationship of evaluation to the broader approach to strategic human resource management including key personnel decisions:
  - i. Professional teaching status (e.g. tenure),
  - ii. Career advancement through professional learning, a teacher leadership career ladder and professional growth plans,
  - iii. Compensation and incentives for performance, assuming additional roles and responsibilities, and for high need (e.g., hard to staff, priority) schools, and
  - iv. Dismissal and demotion
- c. Statutory, regulatory or collective bargaining changes necessary to enable strategic human resource reforms.
- d. Implementation of two-year pilot and continuous improvement of system of support.

#### **IV. MEMBERSHIP**

- a. Initial members will be selected and invited jointly by the Governor and Superintendent.
- b. In the event of a vacancy, the Superintendent shall appoint a replacement.

#### **V. MEETINGS**

- a. The GTGL Task Force shall meet at least three (3) times per year.
- b. The GTGL Task Force shall inform the Superintendent of the issues discussed at its meetings, along with all related analysis, feedback and advice. Notes from all GTGL Task Force discussions shall be publicly posted by the Department.
- c. The GTGL Task Force shall be staffed by the Department.
- d. The Chair of the GTGL Task Force may call a special meeting of the GTGL Workgroup upon due notice to all GTGL Task Force members and to the Superintendent.

All state departments and agencies shall cooperate and assist the Department in meeting the objectives established in this Executive Memorandum.