

**TITLE: The Hawai'i Teacher Standards Board Executive Director's Evaluation
Recommendation for 2025-2026**

The Hawai'i Teacher Standards Board (HTSB) approves an overall performance rating of **commendable** for HTSB's Executive Director Felicia Villalobos for the period of July 1, 2025, through June 30, 2026. This rating is based on the results of the attached evaluation, which includes feedback from all Board members, HTSB staff, and the Executive Director.

Determination of Overall Rating

The overall rating of Commendable was determined based on evaluation results from two groups: Board Members and Staff. Board Members yielded a total of 392 points across 16 components with an average score of 2.45, while Staff yielded 401 points across 16 components with an average score of 2.78. The combined average across both evaluator groups exceeds the 2.5 threshold, which corresponds to a Commendable rating, indicating performance that goes beyond the requirements of the position. This rating reflects the Personnel Committee's recommendation for Executive Director Villalobos for the 2025-2026 evaluation cycle.

Rationale/Background:

Standard 1: Leadership

Executive Director Villalobos exceeds expectations in providing leadership to the Board and HTSB organization. She advances HTSB's mission through active engagement at the local, state, and national levels, including legislative advocacy, national conference participation, and stakeholder collaboration. Her leadership of the five-year Strategic Plan, the Registered Teacher Apprenticeship Program, and multiple workgroups demonstrates a forward-thinking, mission-driven approach that consistently elevates the teaching profession in Hawai'i.

Standard 2: Communications

Executive Director Villalobos is accessible seven days a week, meets individually with committee chairs before each board meeting, and ensures staff are informed through regular team meetings. Her broad outreach across state agencies, Educator Preparation Programs (EPPs), and national organizations reflects a communication style that is proactive, inclusive, and consistently mission-focused.

Standard 3: Professionalism

Executive Director Villalobos consistently models professionalism and integrity in all interactions. She actively pursues professional growth through national organizations and conferences, sharing current trends with the Board and staff. Her willingness to engage directly on difficult issues, while maintaining honesty and a clear sense of purpose, reflects a deep commitment to doing what is right for the profession and for Hawai'i's students, even when it is not the easiest path.

Standard 4: Administrative Responsibilities

Executive Director Villalobos manages HTSB's administrative responsibilities with exceptional knowledge and care. Her command of state statutes, administrative rules, and federal law ensures consistent organizational compliance. She has expanded HTSB's capacity through strategic staffing and grant funding, maintains sound fiscal oversight, and upholds rigorous standards for public record-keeping and data integrity. Her leadership has positioned HTSB to operate efficiently and effectively in service of its mission.

Cost:

There is no cost associated with this New Business Item.

Submitted by: Kristi Miyamae

Referred to: Budget, Personal, and Strategic Planning Committee

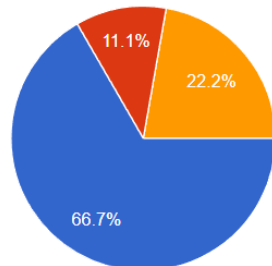
2025 -2026 HTSB Executive Director Evaluation - Board Members

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

Develops, communicates, and implements the vision and mission of the HTSB.

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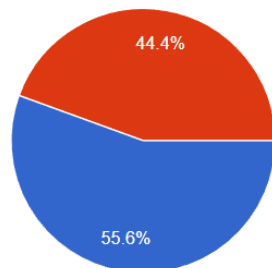


- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

Develops policy and utilizes multiple resources to support the priorities of the HTSB.

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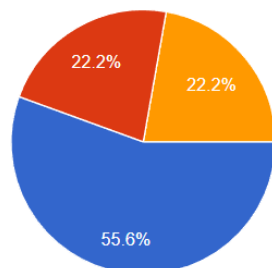


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Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

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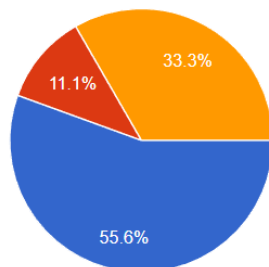
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2025 -2026 HTSB Executive Director Evaluation - Board Members

Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

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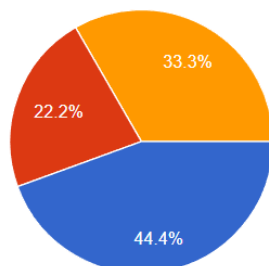


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Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives.

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9 responses



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Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB)

organization. Evaluator's Comment(s) (Optional)7 responses

The ED director is an effective leader, though at times her efforts seem misdirected.

Executive Director provides strong direction to HTSB.

Executive Director Villelobos has an approach that does not meet several functions under Standard 1. While she has been focused on policy and accountability, processes for NBI submission and program review are unclear, which has led to growing frustration over time. HTSB barriers have made it difficult to fulfill the mission of increasing the numbers of qualified teachers. Executive Director Villelobos does not facilitate conversation to address these barriers, but rather advocates for hard lines and punitive actions. The Board does not have the time or space to reflect, nor does she encourage multiple perspectives with balanced dialogue. Opportunities to advance the teaching profession, including the facilitation of new licensure pathways, are met with scrutiny that extend beyond HTSB's purview for program review. Director Villelobos directs responsibilities to the EPPs that would be more efficiently and effectively handled by HTSB itself, such as case with the transfer of PII, however

2025 -2026 HTSB Executive Director Evaluation - Board Members

she insists that resources are unavailable, and alternatives unattainable. One major concern is clear guidance for review committees (e.g., procedures, evaluation criteria). A positive step forward may be a proposed NBI 25-32: Establish Committee to Strengthen Program Review Process, which is on the agenda for an upcoming HTSB meeting. Director Villelobos has not demonstrated this standard's expectation for "maintaining effective relations with other organizations" by demonstrating leadership, assuming a listening stance, or focusing on the perspectives of stakeholders who share interests and outcomes with HTSB.

Executive Director Villalobos has assembled an excellent staff and has distributed responsibilities effectively, matching talent and skill demonstrated by the specialists and clerks to the tasks they are assigned. Her support of the board's work is extensive and informed.

Executive Director Villalobos has demonstrated exceptional leadership by implementing the HTSB vision and supporting the advancement of the teaching profession in Hawaii. She proactively navigates complex government relations and advocates for the Board's interests with high-level insight about teacher licensing. Her commitment to high expectations and professional excellence makes her an invaluable asset to the organization.

When questions are asked by a board member Felicia is always able to answer and is able to provide evidence for us to look at so that we can make decisions based upon the laws/rules set for us to carry out our responsibilities.

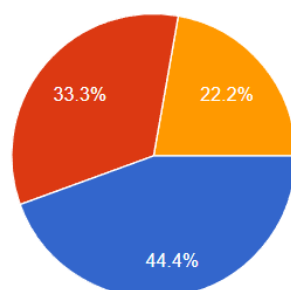
Executive Director Villalobos has demonstrated exemplary leadership at local, state and national levels this year. She attends and represents Hawai'i at numerous conferences and engages in conversations with other states to understand and share the current national trends in educator preparation and licensure. She has had meetings with legislators and is committed to advancing HTSB's priorities. She has also met with stakeholders numerous times to collaborate on advancing the Registered Teacher Apprenticeship Program, as well as Educators Rising. Executive Director Villalobos supports active participation in the National Board Certified Teacher collective and organizes multiple workgroups including Hawaiian, Early Childhood Education, Cooperating Mentor Teacher and Career and Technical Education. This past year, her efforts to bring stakeholders together to develop the five year Strategic Plan aligns with HTSB's long term goals.

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Communicates, interacts, and seeks input effectively with board and partner (i.e. EPP's).

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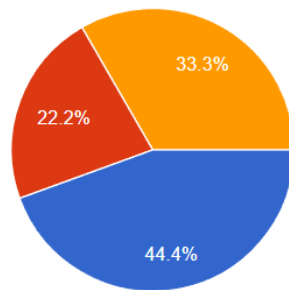
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2025 -2026 HTSB Executive Director Evaluation - Board Members

Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.

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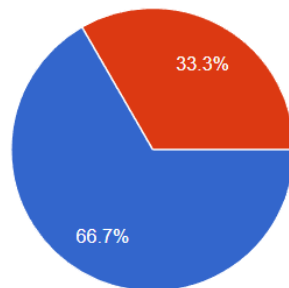


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Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations.

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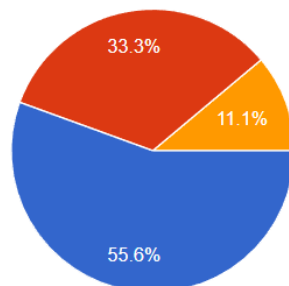


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Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies, objectives, and goal

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9 responses



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2025 -2026 HTSB Executive Director Evaluation - Board Members

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Evaluator's Comment(s) (Optional) 7 responses

While the ED is an effective communicator, she often creates more friction than is necessary with external partners and legislators. Her decision-making and problem-solving strategies do not align with a common goal of facilitating reasonable licensure pathways for educators.

1) I don't find the Executive Director's report to the Board to be useful. It's information overload. A list of all of the ED's meetings attended does not convey the accomplishments, milestones or progress. Also, the summary of each staff member's activities is not useful to the Board as it is ED's responsibility to review staff activities. Instead, the ED's report should reflect HTSB staff's collective progress or challenges. 2) HTSB is not working well with key stakeholders. Stakeholders have expressed their frustration at HTSB (re: Hawaiian workgroup), Board of Education (re: program review), and legislature (re: individual teacher situations). Senate Education Committee's denial of Chair Kristi Miyamae's confirmation is evidence of legislators' frustration with HTSB. Also, HTSB Executive Director and staff have had contentious exchanges with legislators regarding bills this session.

Executive Director Villelobos has an approach that does not meet several functions under Standard 2. Importantly, her communication style makes it difficult to resolve conflict: she deflects problems to the actions of her predecessor, defending actions with an approach that is not solution oriented. She highlights words and actions out of context as justifications for punitive actions. She also makes predictions about litigious outcomes that inspire fear but not solutions. Although it is not represented in this survey, item 2.8 under this standard, "Maintains a collaborative working relationship with Hawai'i teacher education institutions and other education stakeholders on current issues relating to teacher quality" is particularly concerning.

Executive Director Villalobos effectively manages communication with key role players in the arena of teacher licensure, including the Board of Education, EPPs, Hawai'i Department of Education, and other groups. She regularly collaborates with national organizations on initiatives that support growing our own teachers in Hawai'i.

Executive Director Villalobos demonstrates an exceptional ability to cultivate and maintain high-level collaborative relationship across the entire spectrum of Hawaii's education community. She remains steadfastly open and proactive in building these bridges even when faced with stakeholders who may be resistant or reluctant to engage, ensuring that the Board's mission always takes precedence over these challenges. She seeks diverse input and establishes an environment of transparent communication. She utilizes conflict resolution and problem-solving strategies to provide service to teachers, board members, and partner agencies.

Felicia has always been professional with regards to responding promptly; even past her work hours. She has been transparent and welcomes everyone to ask anything at anytime.

Executive Director Villalobos has consistently had her staff share licensing information at the HSTA Teacher Institute, Chapter Representative Assemblies, and the university and college administrators' meetings. She provides a report at every board meeting to share meetings and conferences she has attended. Prior to board meetings, Executive Director Villalobos meets with the Chair and Committee Chairs individually to discuss new business items. The Board reports show consistent high teacher satisfaction for customer service. When issues arise, Executive Director Villalobos is available seven days a week to answer questions and share her licensing experience.

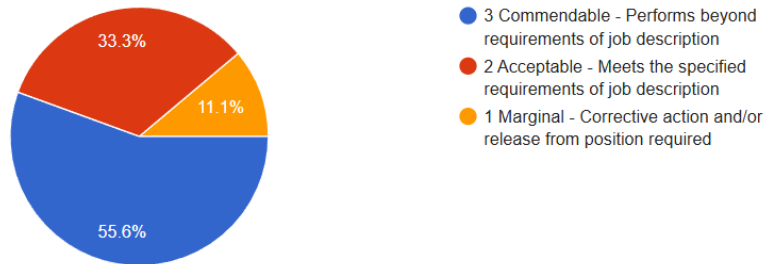
2025 -2026 HTSB Executive Director Evaluation - Board Members

Standard 3: Maintains high standards of professionalism

Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices.

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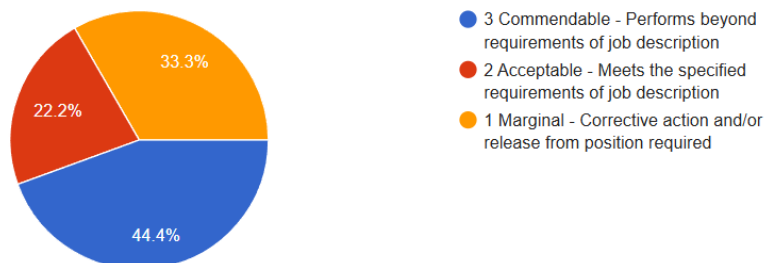
9 responses



Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

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9 responses



Standard 3: Maintains high standards of professionalism. Evaluator's Comment(s) (Optional) 7 responses

She was often combative during the 2026 legislative session. She also does not seem to receive feedback well, given the lack of change within the HTSB processes.

I did not have sufficient information to respond well regarding the standard of pursuing professional improvement activities. However, I can comment that self-assessment seems weak given the poor relationships with stakeholders. At HTSB meetings, I have not seen information presented about current trends in standards and licensing. However, Executive Director's professionalism in interacting with stakeholders was not evident at the legislature this year. At one hearing, I observed the Executive Director to be combative with a legislator. And subsequently she was rarely present even though she had consistently attended in prior years and prior to the combative exchange with a legislator.

Under Standard 3, Executive Director Villalobos does not demonstrate self-reflective practice as an indicator of professionalism. While her administrative and professional development activities are apparent, she has not monitored the impact of her actions and words on others, or indicated a willingness to reflect on critical dynamics of professional relationships. She has not been responsive

2025 -2026 HTSB Executive Director Evaluation - Board Members

to concerns that have been communicated directly to her. Recounting past leadership failures as a primary motivator for change can undermine accountability and forward momentum an organization like the HTSB needs. While acknowledging history has value, repeatedly pointing to prior problems can be counterproductive for several reasons including, (a) anchoring the organization in the past instead of the future, (b) eroding ownership and accountability, and (c) creating a reactive rather than a proactive culture. Concerns stemming from prior leadership have contributed to a more stringent and, at times, punitive review of program proposals. The Executive Director conveys strong commitment to quality and rigorous preparation of educators; however, there appears to be limited flexibility in allowing EPPs to adapt or innovate within their programming.

Executive Director Villalobos clearly outlines her work and its alignment to the standards established for her in her monthly reports. She provides extensive insight and reflection into the work of HTSB through her reports, especially as it pertains to national trends concerning teacher standards and licensing.

She models a commitment to ethics, honesty, and professional integrity in all of her interactions. She proactively pursues professional growth and stays at the forefront of national trends in teacher standards and licensing, ensuring that the HTSB's practices are informed by the most current information available. Even in high pressure situations or complex stakeholder engagements, she maintains a level of professionalism that fosters a cultural of mutual respect.

Along with attending meetings and conferences, Felicia continues to communicate with other agencies, stakeholders, etc. to keep up and know what is happening in other states. She then makes sure that what is learned is shared with the board.

Executive Director Villalobos has consistently promoted high standards of professionalism throughout the reporting period. She actively participates in national conferences as a way of strengthening her leadership skills and as a way of understanding national trends. One of ED Villalobos's most notable qualities is her willingness to stand behind decisions that are right for the profession, even when they are not popular. Whether maintaining high standards in accordance with Hawai'i's revised statutes and administrative rules , or pushing back on pressure to lower the bar in response to workforce shortages, she consistently puts the integrity of the licensure process above the path of least resistance. She understands that maintaining high standards is not about being rigid, it is about protecting students, supporting teachers, and preserving public trust in the profession.

When tough conversations are needed with legislators, preparation programs, or other stakeholders, ED Villalobos does not avoid them. She engages directly and honestly, with respect and a clear sense of purpose. This willingness to do what is right over what is easy speaks volumes about her character and her genuine commitment to elevating the teaching profession in Hawai'i.

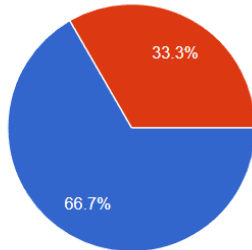
2025 -2026 HTSB Executive Director Evaluation - Board Members

Standard 4: Manages the full scope of Board Administrative Responsibilities

Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters

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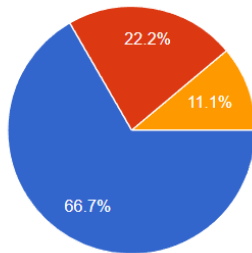


- 3 Commendable - Performs beyond requirements of job description
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- 1 Marginal - Corrective action and/or release from position required

Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings.

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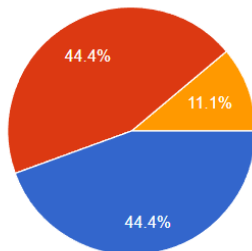


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Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board

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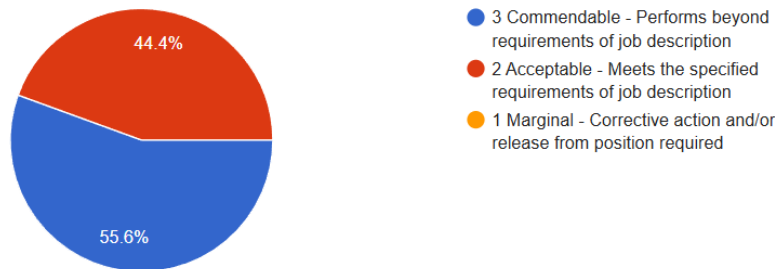
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2025 -2026 HTSB Executive Director Evaluation - Board Members

Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

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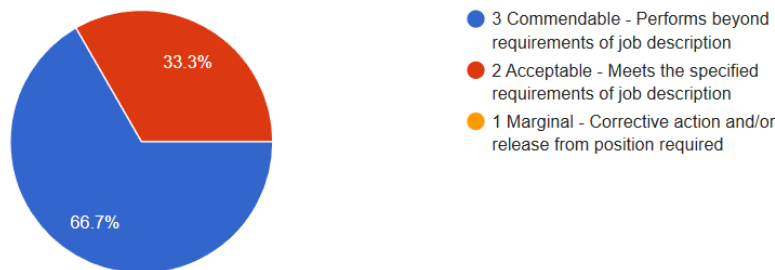
9 responses



Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

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9 responses



Standard 4: Manages the full scope of Board Administrative Responsibilities. Evaluator's Comment(s)
(Optional) 6 responses

Based on my observation of the HTSB budget discussions, Executive Director does not seem to have a strong grasp of the state's legislative budgeting and fiscal processes and the impact on HTSB. As best as I can tell, Executive Director is following the rules. However, Executive Director's interpretations have been rigid. And Executive Director has led the staff and Board to focusing on "quality" and increasingly high standards without regard for the context in which teachers are being certified. When the Senate Education Committee declined to recommend confirmation of HTSB Chair Kristi Miyamae, Senator Hashimoto said that HTSB has not been solutions-oriented. At the January 2026 Board of Education presentation on the HTSB review process, one of the Educator Preparation Programs said that HSTB's treatment of EPPs discouraged innovation in EPPs.

The Executive Director often interprets policy in narrow terms, leaving little room for dialogue or solution. She cites lack of resources as an issue. Director Villelobos directs responsibilities to the EPPs that would be more efficiently and effectively handled by HTSB itself, such as the case with the collection and sharing of PII, however she insists that resources are unavailable, and alternatives unattainable. Protocols, procedures, and guidelines for program review and modification are absent, consequently, EPPs are asked to provide additional evidence and respond to additional questions, some of which do not pertain to program rigor and quality. The submission for approvals, whether for

2025 -2026 HTSB Executive Director Evaluation - Board Members

a new program or a modification has been time and resource intensive. Finally, as a leader, Director Villalobos is responsible for setting the tone for teacher licensure in the state of Hawai'i.. A strong commitment to teacher quality is both clear and appropriate; however, the current tone from the Executive Director and her team, at times, comes across as more adversarial than collaborative. Strong leadership is needed to establish clear guidelines and expectations, improve communication, and actively foster a positive and collaborative culture.

Executive Director Villalobos follows HTSB's administrative rules and Hawai'i Revised Statutes carefully. Her knowledge of governance parameters is extensive. She secured a Department of Labor grant to establish teacher apprenticeships for those individuals completing clinical practice. She has also built the capacity of HTSB by securing additional staff to support our work. Executive Director truly values the impact of National Board Certified Teachers in Hawai'i's classrooms as demonstrated by her commitment to various programs providing support and recognition for candidates seeking and attaining National Board certification.

Executive Director Villalobos has a deep understanding of the full scope of HTSB's administrative and governance responsibilities and ensures compliance with state and federal mandates. She has developed and implemented budgets that maximize the benefit of available resources for teachers and staff. Under her leadership, she has been able to expand the staff to better align with the Board's growing needs which significantly streamlined operations and increased overall organizational efficiency. Her leadership has fostered a stable, orderly, and secure workplace where data integrity and public record-keeping are held to the highest standards.

In every component of Standard 4 Felicia continues to work effectively in managing a full scope of Board Administrative Responsibilities. She has demonstrated that she is very qualified for this position through her knowledge.

ED Villalobos has done an excellent job keeping HTSB running smoothly and in compliance with all applicable state statutes, federal laws, and administrative rules throughout the reporting period. She also stayed on top of technical issues within the Licensing Management System by maintaining regular coordination with Business Solution Technologies, making sure problems were addressed before they could impact service. She invites BST to share information with the board of how to improve the licensing system. The planning of the Summer Summit was a strong example of intentional, forward thinking.

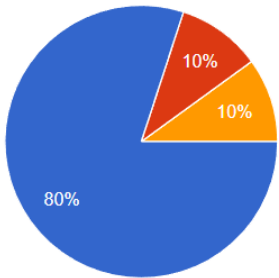
2025-2026 HTSB Executive Director Evaluation - Staff

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

Develops, communicates, and implements the vision and mission of the HTSB.

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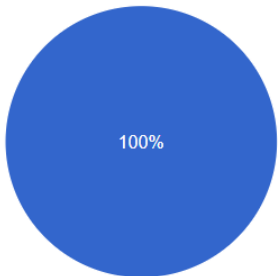


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Develops policy and utilizes multiple resources to support the priorities of the HTSB.

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10 responses

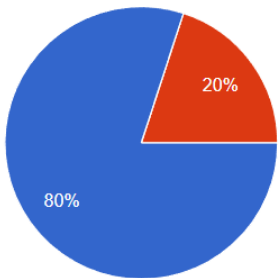


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2025-2026 HTSB Executive Director Evaluation - Staff

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10 responses

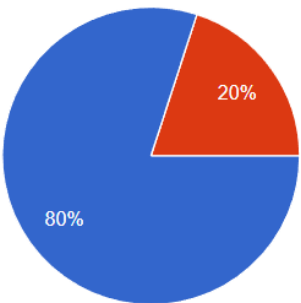


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Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Staff Comment(s) (Optional)8 responses

Executive Director Felicia Villalobos has provided leadership to the Hawaii Teacher Standards Board Organization by fighting to provide positions to help support the Board to be in compliance with licensing and provide support to the our teacher candidates to become licensed teachers to help the current teacher shortage here in Hawaii. Executive Director Felicia Villalobos Has also helped spearhead in educating the

2025-2026 HTSB Executive Director Evaluation - Staff

public and EPP's about Hawai'i licensing and bringing the clarity to incorrect licensing practices here in Hawai'i.

Executive Director Villalobos lives and breathes HTSB's Mission and Vision. Her passionate and unwavering dedication to Hawai'i's students and to maintaining high teacher standards and quality is admirable, especially in the face of so much animosity. She also holds high standards and expectations for herself and staff, challenging us to improve ourselves and grow outside our comfort zones. HTSB is a regulatory agency, yet Executive Director Villalobos still seeks open communication and collaboration with stakeholders when it is not a requirement. Looking back at previous executive director leadership and past practice, Executive Director Villalobos is STILL cleaning up the messes that were left behind and dealing with that fallout, all while trying to push HTSB forward and upward. Through all of this, she is still morally sound, steadfast, driven, fearless, knowledgeable, and outspoken.

Executive Director (ED) Villalobos has extensive experience in providing leadership. As documented in her ED reports, she has engaged in leadership activities with various stakeholders, including the Hawaii DOE, UH Manoa staff, and national stakeholders (e.g., AAQEP, NASDTEC).

Executive Director Villalobos truly believes in the vision and mission of the HTSB. She works very hard in carrying out her role as an executive director when it comes to this standard.

Executive Director Villalobos has demonstrated exemplary leadership for both the Board and its staff. She has remained steadfast in advancing HTSB's mission and vision, consistently prioritizing teacher quality. Her work reflects a strong commitment to maintaining high standards and elevating teaching as a respected and valued profession.

Felicia Villalobos truly understands her role as the Executive Director of HTSB. Because she has previously served as the HTSB Board Chair she has a wealth of knowledge and experience in navigating the board meeting process. Despite her wealth of knowledge and experience in her "past life" as Executive Director, Felicia always makes certain to include Board Chair Kristi Miyamae on all matters affecting the Board and when appropriate will also include the Committee Chairs of respective committees to apprise them of upcoming matters/problems. Felicia should be commended for her outstanding commitment and dedication to fully implement the mission and vision of HTSB. I have never experienced an individual who has as much integrity and honesty as Felicia. These characteristics are coupled with her impeccable work ethic. I am accustomed to this type of drive as I am carved from the same mold as Felicia. Felicia makes certain to include all staff, and we have weekly licensing specialist meetings whereby we discuss many different issues, brainstorm ideas and create new office policies which are memorialized in writing via "meeting minutes". As I told Felicia many times in the past and present, I am loyal to her because of her integrity and character, and vision to make HTSB a highly credible regulatory body. I applied for my current position because of Felicia. If it were anyone else I would not be here. That is how vital and valuable Felicia is to the complexion and foundation of HTSB.

While the mission remains clear, the current methods of navigating staff and board responses require adjustment to promote better organizational outcomes. Cultivating a more inclusive advocacy style will likely increase the willingness of others to align with and work toward HTSB's high standards.

Demonstrates strong leadership to both the Board and the HTSB staff by using clear communication, vision, and guidance with strategic priorities. Leads with integrity and heart.

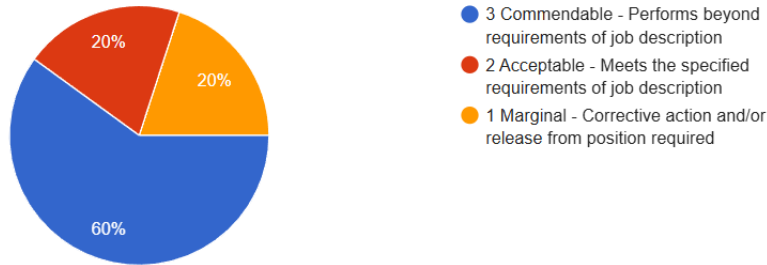
2025-2026 HTSB Executive Director Evaluation - Staff

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Communicates, interacts, and seeks input effectively with staff, board, teachers, and partners.

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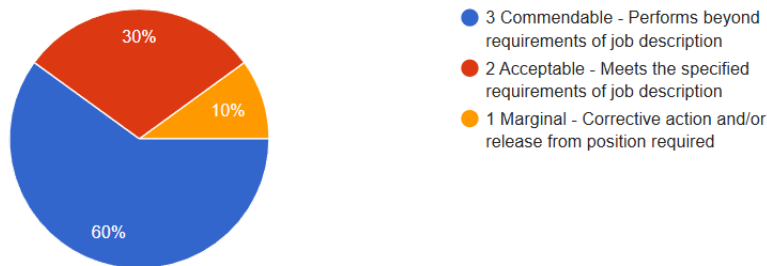
10 responses



Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.

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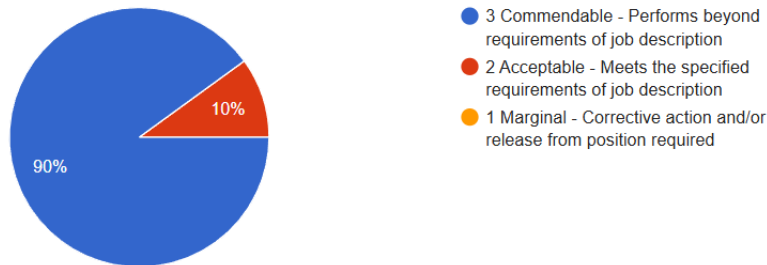
10 responses



Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations.

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10 responses

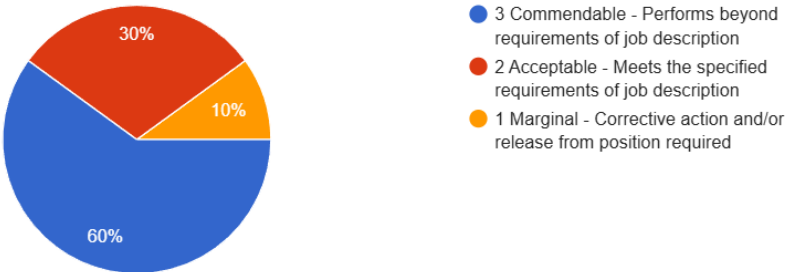


2025-2026 HTSB Executive Director Evaluation - Staff

Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies , objectives, and goal

 Copy chart

10 responses



Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Staff Comment(s) (Optional)8 responses

There is a clear opportunity to improve, refine, and strengthen how we effectively interact with one another in a positive manner.

Executive Director Villalobos is always available for Board Members, and she always encourages open communication and urges internal meetings amongst staff so that everyone is kept abreast. She also promotes positive and effective communications with the Hawai'i Board of Education, national organizations and accreditors, and state and federal agencies such as the U.S. Department of Education and Hawai'i Department of Labor and Industrial Relations. Additionally, contrary to testimony, she promotes positive and effective communications with the Hawai'i Department of Education, teacher education institutions, educational stakeholders, and community partners.

Executive Director (ED) Villalobos has positive and effective communication with staff, teachers and staff. Some examples include conferring with Board's Deputy Attorney General (DAG) (August 2025), HTSB staff and Licensing Specialists Team meeting (ongoing), HTSB Board meetings (ongoing), Hawaii State Teachers Association New Teacher Hire (August 2025), Educator Rising Meetings (May, June, November, December 2025), and Teacher Education Coordinating Committee (ongoing).

Executive Director Villalobos spends a lot of time communicating with everyone. She's prepared and knowledgeable of what is expected of her role.

Executive Director Villalobos is consistently accessible to all stakeholders. She places a high value on collaboration and actively seeks input to inform her decisions, fostering an inclusive and transparent leadership approach.

Felicia is all about open communication with the Board, teachers, stakeholders, and HTSB staff. Everyone should be on the same page and always aware of any changes to policies, procedures or new state and Federal laws that impact licensure. Felicia schedules weekly meetings with licensing specialists and at minimum once a month meetings with the entire staff. This is to ensure that all are kept abreast of any and all changes and have a vested interest and say in the decision-making of HTSB in-house. Felicia always welcomes collaboration with anyone who is interested and is the first to give credit where it is due. Felicia is a

2025-2026 HTSB Executive Director Evaluation - Staff

perfectionist and a stickler for detail which is vital to the sustainability of her job as Executive Director. As an attorney I appreciate the fact that she makes certain that there is explicit documentation with supporting evidence to back up what she says. Felicia is sensitive to the needs of the staff and has an open-door policy. She is transparent. There is no pretense or superficiality. Felicia is the real deal.

To fully realize HTSB's vision and mission, there is a need for more nuanced communication and navigation of board and staff relations. Strengthening these interpersonal interactions will foster a more collaborative environment, encouraging stakeholders to become more active advocates for the organization's long-term goals.

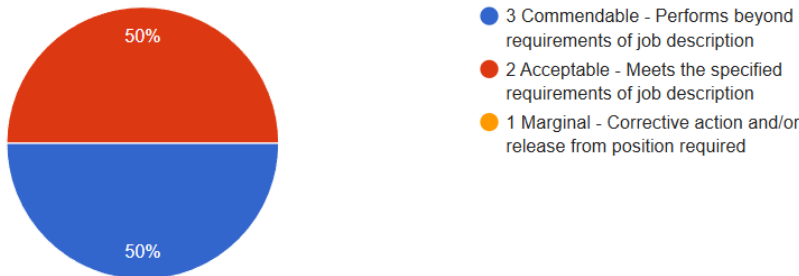
Maintains open, transparent communication with staff, Board members and the general public (teachers) when need be. Communicates expectations, updates, and decisions as much as possible. Encourages collaboration and creates a positive environment where stakeholders feel informed, supported and engaged.

Standard 3: Maintains high standards of professionalism

Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices.

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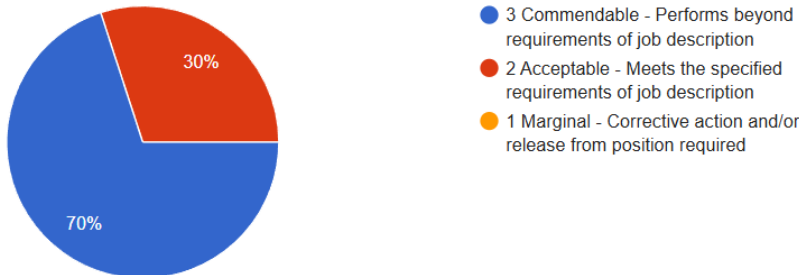
10 responses



Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

 [Copy chart](#)

10 responses



2025-2026 HTSB Executive Director Evaluation - Staff

Standard 3: Maintains high standards of professionalism. Staff Comment(s) (Optional) 8 responses

There is a clear opportunity to improve leadership and professionalism skills by tweaking it in a positive manner.

One can always improve on leadership skills, including Felicia's. Sometimes Felicia lets her emotions affect our work environment where staff have to tiptoe around her. This sometimes makes staff feel uncomfortable. Luckily, this doesn't happen all the time but it happens enough. However, Felicia's generosity, passion, and hard work outweigh some of these moments and she does appreciate her staff.

Question 1: I am not aware of ANY support that HTSB staff receives for professional improvement unless we are directly subscribed to notifications for trainings/courses that we are already aware of. For this reason, Executive Director Villalobos is rated Acceptable, though this is by no fault of her own. Question 2: If there was a rating higher than Commendable, I would select it. Executive Director Villalobos actively ensures that she is well-informed and knowledgeable of current national trends pertaining to teacher standards, licensure, and quality. Contrary to testimony, Executive Director Villalobos is indeed collaborative and she has always been willing to openly communicate, provide support, and work together with stakeholders.

Related to both questions, it should also be noted that even for some stakeholder events/convenings that HTSB should have a presence at, HTSB is often left by the wayside and not invited despite being available to provide pertinent licensing information and support.

Executive Director Villalobos demonstrated high standards of professionalism. As documented in the ED report, she meets with HTSB committee chairs before each Board meeting, serves in leadership roles on national organizations such as Educational Testing Service (ETS) (monthly), Professional Educator Standards Board Association (PESBA), National Association of State Directors of Teacher Education and Certification (NASDTEC), she meets with Educator Preparation Program staff and interested EPP. Most importantly, Executive Director Villalobos follows the Hawaii Revised Statutes, Hawaii Administrative Rules, and New Business Items. There are potential lawsuits that she has helped avoid by simply following the law. (e.g., IDEA, professional misconducts, teachers not being prepared and hired for the teaching field there were licensed in).

Executive Director Villalobos is committed to continuous learning and professional growth. She encourages staff and Board members to attend conferences and national meetings to stay informed and engaged. Demonstrating strong dedication, she works diligently and often works beyond the standard workday to remain current on national trends and best practices.

Felicia's expectations of herself and her staff are lofty, but they are justified. She has told many individuals that she hired the best of the best, the brain trust, experts in their respective fields because she is not well-versed in all aspects of licensure and permitting. Felicia doesn't just talk she walks the talk. I put in many extended hours because I believe in the philosophies that Felicia holds, her attitude towards excellence, her commitment and dedication, and her honesty and highest degree of integrity.

While leadership demonstrates a clear commitment to high licensing standards and student outcomes, there is a noted need for greater self-reflection regarding interpersonal dynamics. Adopting a more collaborative tone would ensure that interactions with staff, board members, and stakeholders remain professional and aligned with HTSB's values.

Consistently maintains high standards of professionalism in all interactions. Demonstrates accountability and strong communication, engaging positively with the Board members and HTSB staff.

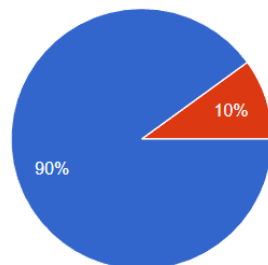
2025-2026 HTSB Executive Director Evaluation - Staff

Standard 4: Manages the full scope of Board Administrative Responsibilities

Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters

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10 responses

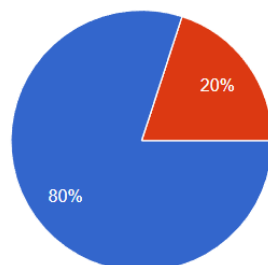


- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings.

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10 responses

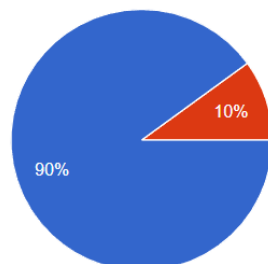


- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board

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10 responses



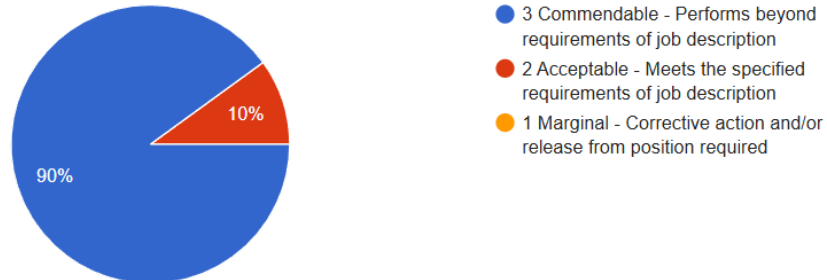
- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

2025-2026 HTSB Executive Director Evaluation - Staff

Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

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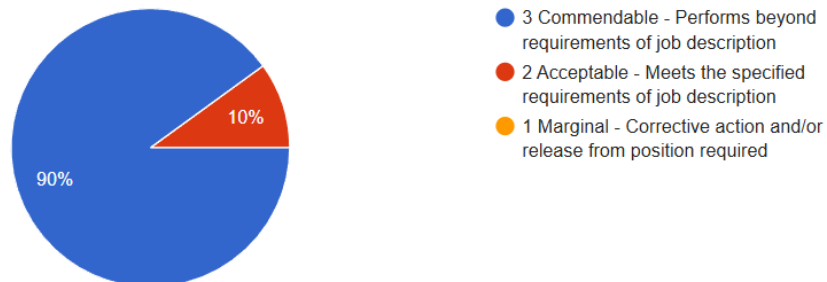
10 responses



Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

 [Copy chart](#)

10 responses



Standard 4: Manages the full scope of Board Administrative Responsibilities. Staff Comment(s) (Optional)

9 responses

Exceptional

Felicia is a very hard worker with commendable morals and I support her wholeheartedly.

Especially for Question 1, if there was a rating higher than Commendable, I would select it. Executive Director Villalobos is incredibly aware of and knowledgeable about Hawaii Revised Statutes, Hawaii Administrative Rules, and HTSB New Business Item policies. She also recognizes the importance of National Board Certified Teachers in Hawai'i, especially in relation to teacher quality and retention. Along with this, she recognizes the value of establishing a registered teacher apprenticeship program in Hawai'i to serve as an alternate pathway for teacher licensure while still maintaining quality and addressing retention. As the current Executive Director and previously the Board Chairperson, she takes HTSB's Mission and Vision, HTSB's role as a regulatory agency, and HTSB's administrative responsibilities very seriously.

Executive Director (ED) Villalobos is commendable for managing the full scope of Board administrative responsibilities. As reflected in the ED reports, she has clearly identified the activities to meet Standard 4. ED

2025-2026 HTSB Executive Director Evaluation - Staff

Villalobos continues to abide by Hawai'i Revised Statutes, Hawai'i Administrative Rules, and HTSB policies. Board members and individuals must understand the unintended consequences of violating laws and policies. Board members who participate in Executive Session should be especially aware of these implications. I am concerned that some Board members have not consistently attended or remained for the entirety of Board meetings, do not follow Sunshine Laws, are unfamiliar with Robert's Rules of Order, and rely on designees who are not familiar with the HTSB vision and mission. Additionally, several Board members appear uncertain about which stakeholder group they represent and treat testimony as fact without seeking evidence or inviting all individuals to participate in real time discussion. HTSB's mission is to ensure that every child in Hawai'i is taught by a qualified teacher. HDOE Strategic Plan Goal 2.1 states that all students should be taught by effective teachers who are committed to quality teaching and learning for all. I do not understand why the Board of Education (BOE) and Hawai'i DOE Board members support five-year Emergency Hire Teacher Permits or allow the Office of Talent Management (OTM) to recruit teachers from Kenya. These actions contradict both ne'epapa and the HDOE strategic plan. Instead, these decisions appear to undermine efforts to build and sustain a qualified local educator workforce.

Standard 4 is where Executive Director Villalobos shows her true strength. She dedicates so much time and energy in doing the right thing and following the law. It's frustrating to see her fight these daily battles with those that don't care to do what's right in protecting our children and making sure that they receive a quality education.

Executive Director Villalobos effectively manages the full scope of her responsibilities with professionalism and expertise. She demonstrates a strong understanding of state and federal laws, ensuring that all requirements are consistently met. Her oversight of the budget reflects clarity, transparency, and fiscal responsibility. Her unwavering support for National Board Certification in Hawai'i has elevated the program to new heights. The statewide National Board Collective, composed of NBCTs from across the islands, is a testament to her vision and leadership. She has empowered individual directors to create meaningful opportunities within their communities to build awareness and promote National Board Certification. Under her leadership, the annual recognition ceremony has become a truly memorable event, honoring the achievements of Hawai'i's accomplished teachers and celebrating their dedication and impact.

Felicia does indeed manage the full scope of Board Administrative Responsibilities, inclusive of the fiscal and budget responsibilities, rules and regulations, policies and procedures, NBCT, Sara Law, and all records' request. Because I am an attorney Felicia always consults with me whenever there is a matter/issue that presents as legal in nature. Felicia never sleeps because her commitment to the excellence of HTSB is her life. It is not just a job for her so the board would be inane not to nominate her once again for reappointment as the Executive Director for HTSB. Only with Felicia's leadership skills can the board make continued monumental gains to the betterment of our keiki in Hawaii.

While the current working environment presents challenges, the staff remains committed to HTSB's high standards. Maintaining a culture of mutual respect is essential to ensuring that employees feel valued as they strive toward shared organizational goals.

Demonstrates strong ownership and accountability in managing the full scope of Board administrative responsibilities. Consistently ensures that meeting logistics, documentation, and communications are handled with accuracy, timeliness, and attention to detail. Effectively coordinates with board members and stakeholders, maintaining organization and professionalism while supporting smooth and efficient board operations.

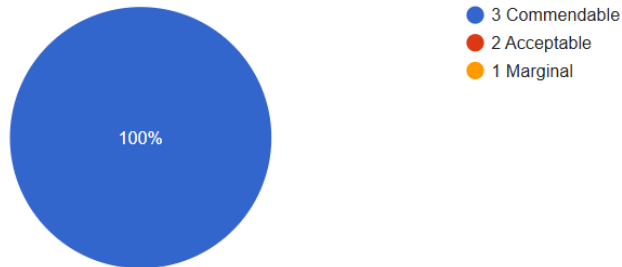
2025-2026 HTSB Executive Director Evaluation - Executive Director

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

Develops, communicates, and implements the vision and mission of the HTSB.

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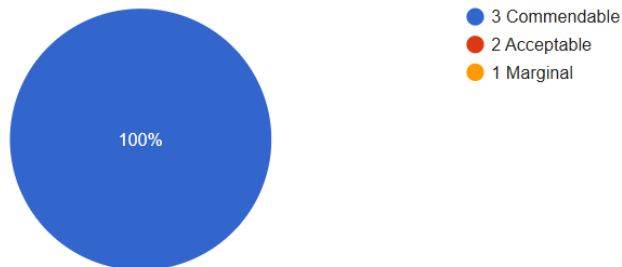
1 response



Develops policy and utilizes multiple resources to support the priorities of the HTSB.

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1 response



Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.

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1 response

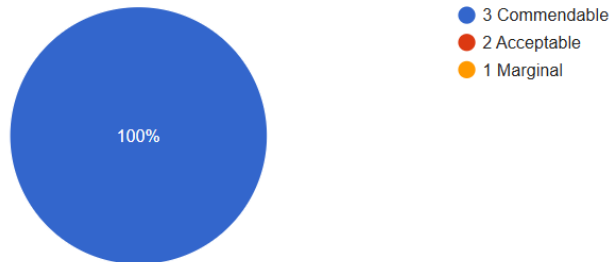


2025-2026 HTSB Executive Director Evaluation - Executive Director

Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.

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1 response



Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives.

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1 response



Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB)

organization. Executive Director's Comment(s) (Optional) 1 response

I have demonstrated commendable leadership by not only implementing the HTSB vision but also by actively helping the Board shape the future of the teaching profession in Hawai'i. My leadership is characterized by a proactive approach to the teacher pipeline, evidenced by my direct involvement in helping the Board bring Educators Rising and the development of pre-apprenticeship pathways to the state. I have consistently advocated for high expectations in teaching through rigorous oversight of EPP Annual Meetings and program reviews. My leadership extends beyond internal operations to state-level policy, where I have represented HTSB's interests to the Legislature and the Board of Education, and facilitated high-level strategic planning sessions. By introducing research on national trends from organizations such as NASDTEC, CAEP, and AAQEP, I ensure the Board is positioned as a leader in public policy, ultimately advancing teacher quality and the licensing process across the

2025-2026 HTSB Executive Director Evaluation - Executive Director

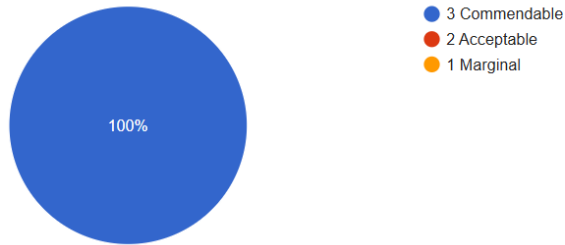
state. Please refer to the attached Excel worksheet, which outlines the Executive Director Standards addressed for the 2025-2026 evaluation cycle.

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

Communicates, interacts, and seeks input effectively with staff, board, teachers, and partners.

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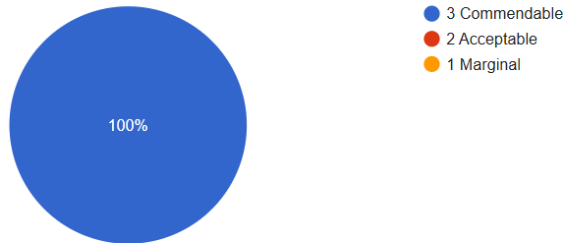
1 response



Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.

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1 response



Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Licensing Specialists.

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1 response



2025-2026 HTSB Executive Director Evaluation - Executive Director

Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Licensing Clerks.

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1 response



Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Secretary 4.

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1 response



Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations.

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1 response



2025-2026 HTSB Executive Director Evaluation - Executive Director

Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies , objectives, and goal

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1 response



Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Executive Director's Comment(s) (Optional) ^{1 response}

I have established a robust communication framework that prioritizes transparency and institutional trust, ensuring all stakeholders are synchronized with the HTSB mission. By maintaining a continuous, high-level dialogue with Committee Chairs and a variety of Educational Stakeholders, I ensure leadership remains fully apprised of operational conditions and emerging needs. My inclusive approach is driven by a diverse array of specialized workgroups, including Hawaiian Education, CTE, Early Childhood, and Mentor/Cooperating Teaching, which serve as critical conduits for community input. Furthermore, I have bridged the gap between policy and practice by providing direct support to teacher candidates and EPPs through ETS Office Hours and targeted HSTA orientations. This comprehensive strategy has successfully aligned stakeholders at every level, from the Lt. Governor's office to local complex areas, while reinforcing HTSB's reputation for unwavering accessibility and presence, whether in-person or virtual. Please refer to the attached Excel worksheet, which outlines the Executive Director Standards addressed for the 2025-2026 evaluation cycle.

Standard 3: Maintains high standards of professionalism

Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices.

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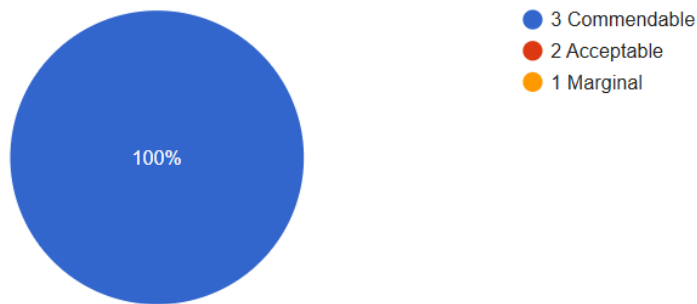
1 response



Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

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1 response



Standard 3: Maintains high standards of professionalism. Executive Director's

Comment(s) (Optional) 1 response

My performance is rooted in exemplary professionalism and dedication to continuous improvement. I serve as a model of ethical leadership, ensuring that HTSB operations remain transparent and grounded in integrity. To maintain our position as a leader in teacher standards, I stay abreast of national trends through consistent engagement with NASDTEC, PESBA, and other national organizations/conferences. My ability to reflect on and improve administrative practices is demonstrated through my collaborative work with all of HTSB's specialized workgroups and the NBCT Collective, where I focus on optimizing support for Hawai'i's educators. Whether

2025-2026 HTSB Executive Director Evaluation - Executive Director

through national accreditation work with CAEP and AAQEP or local pipeline support for Educators Rising/Registered Teacher Apprenticeship, I consistently deliver leadership that is informed, reflective, and mission-driven. Please refer to the attached Excel worksheet, which outlines the Executive Director Standards addressed for the 2025-2026 evaluation cycle

Standard 4: Manages the full scope of Board Administrative Responsibilities

Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters

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1 response



Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings.

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1 response

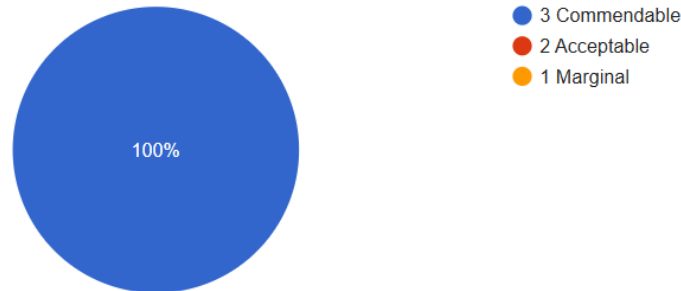


2025-2026 HTSB Executive Director Evaluation - Executive Director

Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board

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1 response



Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget.

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1 response



Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001)

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1 response



Standard 4: Manages the full scope of Board Administrative Responsibilities.

Executive Director's Comment(s) (Optional) 1 response

I have demonstrated commendable administrative management by spearheading the modernization of HTSB's operations while maintaining 100% compliance with all state and federal mandates. I led the digital transformation of our core services, notably overseeing critical upgrades to the BST Licensing Management System (LMS) and implementing automated licensure recommendation imports to increase accuracy and speed. Recognizing the importance of accessibility, I directed the complete modernization of the HTSB website to enhance the user experience for Hawai'i's educators. My fiscal stewardship is marked by the meticulous management of the operating budget and the safeguarding of state funds for National Board Candidate Support. Through strategic office build-outs, the implementation of AED safety training, and a successful campaign to expand our staffing to meet HTSB's mission, I have built a high-functioning, safe, and transparent organization that operates with maximum efficiency. Please refer to the attached Excel worksheet, which outlines the Executive Director Standards addressed for the 2025-2026 evaluation cycle.

STANDARD 1: PROVIDES LEADERSHIP TO THE BOARD AND HAWAII TEACHER STANDARDS BOARD (HTSB) ORGANIZATION										
1.1	Develops, communicates, and implements the vision and mission of the HTSB.									
1.2	Advocates high expectations for teaching.									
1.3	Demonstrates commitment to attain optimal performance of the Board.									
1.4	Utilizes multiple resources to support the priorities of the HTSB.									
1.5	Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.									
1.6	Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.									
1.7	Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in									
1.8	Represents and advocates for the interests and positions of the Hawaii Teacher Standards Board to the Legislature, the general public, and other public agencies and private organizations.									
1.9	Introduces research, trends, initiatives to inform the Board's discussions and development of policy.									
Activites		1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9
Monthly Board Meetings				X		X				X
Meetings with Board Committee Chairs		X		X		X				X
Meeting with Educational Testing Services (ETS) Jason Dietrich					X			X		X
Participated in an ETS Webinar										X
Attended Professional Educator Standards Board Association (PESBA) meeting								X		X
In-person Career and Technical Education (CTE) Workgroup Meeting		X			X					X
Attended Professional Educator Standards Board Association (PESBA) meeting										
Attended Ka Lama Hō'ikee		X					X		X	
HTSB Staff Meetings		X		X						
Attended Workgroup for Student Recruitment to University of Hawaii Education Program		X			X		X			X
In-person Hawaiian Workgroup meeting		X					X			X
In-person and virtual meetings with ETS and Stakeholders across the state					X			X		
In-person Meeting with the University of Hawaii at Mānoa (UH Mānoa)		X			X		X			X
Advancing Quality in Educator Preparation (AAQEP) regarding Teach Away							X	X		X
ETS and iTeach regarding program							X	X		X
Educators Rising and Kahuawaiola regarding pre-apprenticeship pathway for Hawaiian Language Immersion		X		X			X	X		X
Educators Rising check-in meeting		X					X	X	X	
Educators Rising school visits (awards)			X				X		X	
Teacher Educators Coordinating Committee (TECC) meeting (Monthly)							X	X		X
Attended Early Childhood State Plan Community Engagement Forum		X					X	X		X
Business Solutions Technologies (BST) Licensing Management System (LMS)					X		X			
UH Mānoa regarding cooperating teachers			X				X			X
National Association of State Directors Teacher Education and Certification (NASDTEC) webinar							X	X		X
Praxis Advisory Board meeting							X	X		X
Board of Education Meeting- Kaua'i								X	X	
TFA licensing presentation			X				X		X	
Heidi Armstrong regarding Educators Rising							X	X	X	
TFA and ETS regarding Title II reporting					X		X	X		X
P-20 regarding updates		X					X	X		X
AAQEP and Teach Away regarding teach-out							X	X		X
P-20 Data team meeting					X		X	X		
Teach Away regarding teach-out progress			X				X	X		
Ready Keiki meeting at Lt. Governor's Office		X					X	X	X	
iTeach licensing presentation		X					X		X	
AAQEP cross-state monthly meeting							X	X		X
HTSB Summer Summit (HSS)-2 days		X			X	X				X
NASDTEC Annual Conference- Charlotte, NC						X	X	X		X
Board of Education meeting								X	X	
BST regarding LMS					X		X			X
HPU regarding possible additional programs			X				X			X
Women Leading Education meeting							X	X	X	
Meeting with Teach Away teacher candidates			X				X		X	
Ka Lama Advisory Committee meeting		X					X			X
HTSB participating in HSTA Institute Day Licensure Presentations		X					X			
Meeting with iTeach regarding teacher candidates and Special Education program			X				X			X
Roundtable: The Role of Higher Education in Advancing Hawaii's Early Childhood		X					X	X		X
Notary for Department of Labor and Industrial Relations (DLIR) State Apprenticeship Expansion Formula (SAEF) Grant					X		X	X		
Leeward Community College (LCC) Special Education Preparation Provider (EPP) Annual Meeting			X				X			X
The University of Hawaii at West O'ahu (UHWO) EPP Annual Meeting			X				X			X
Professional Educator Standards Board Association (PESBA): Leadership in Action Meeting						X		X		X
State Planning Committee Early Childhood		X				X		X	X	
Association for Advancing Quality in Educator Preparation (AAQEP) Meeting with Sungti Hsu						X	X			X

National Council on Teacher Quality (NCTQ) Webinar: What's the Alternative?						X	X		X
Maui Complex Area New Hire Orientation		X				X		X	
Attended National Registered Teacher Apprenticeship Conference				X		X	X		X
Chaminade Teacher Education Annual EPP Meeting		X				X			X
Chaminade School Counseling Annual EPP Meeting		X				X			X
Hawai'i Pacific University (HPU) Annual EPP Meeting		X				X			X
Kaho'iwai EPP Annual Meeting		X				X			X
Pre Apprenticeship/Educational Assistant meeting with UHManoa and ED EOEL	X				X	X			X
Meeting with Oregon Teacher Standards and Practices Commission (TSPC)					X		X		X
Licensing Presentation to Hawai'i State Teachers Association (HSTA) Hilo Chapter New Hire Orientation		X				X		X	
Council for the Accreditation of Educator Preparation (CAEP) State Clinic and CAEP Conference					X	X	X		X
Hawai'i Department of Education (HIDOE) webinar with Atmos (Hawaiian/Alaska Airlines)					X		X	X	
Meeting with HIDOE regarding Data Sharing Agreement				X	X		X		X
Meeting with Board's Deputy Attorney General (DAG)					X		X	X	
Meeting with Pearson Testing Company					X	X	X		X
ETS Office Hours for HTSB-approved teacher candidates and other stakeholders		X				X		X	X
Edlio website meeting			X	X		X			
HIDOE, DLIR, HSTA, HTSB Meeting regarding RTAP				X	X		X		X
Interviews for HTSB staff			X						
Work with Staff on HTSB's Strategic Planning Document	X		X	X	X				
Meeting with Edlio Website meeting with BST	X			X				X	
UHWO Program Review		X				X			X
Alexander Brothers office build-out			X	X					
Attended NASDTEC Professional Practice Institute Conference					X		X	X	X
ETS State Partner Summit					X		X	X	X
Hawaiian Workgroup-Special Zoom Meeting	X				X	X		X	
Meeting with HSTA staff regarding Hawaiian Licensure and MCEE		X			X	X			X
Meeting with HIDOE regarding Literacy Added Field					X	X		X	X
HTSB's Cooperating/Mentor Workgroup		X				X			X
The Hunt Institute Webinar: Building a Sustainable Education Workforce					X		X		X
Mandatory All Staff Automated External Defibrillator (AED) Training			X	X		X			
HTSB Licensing Presentation HSTA Central Chapter RA	X					X		X	
Lt. Governor regarding Registered Teacher Apprenticeship and Pre-apprenticeship			X		X	X			X
Dive into Education Event	X		X			X		X	
Deputy Superintendent Heidi Armstrong regarding pre-apprenticeship					X	X	X		X
Meeting with Deputy Superintendent Oyadomari-Chun					X		X		X
CTE Workgroup Meetings		X			X	X			X
Meeting with Distance Education Accrediting Commission Executive Director				X	X		X		X
BST License Renewal meeting			X	X		X			
HIDOE State Leading and Learning Foundations in Operations (SLLFIO) training			X		X		X		
Hawaiian Workgroup Meeting	X		X		X	X			
BOE Member Dukelow regarding HTSB's Educator Preparation Program Review Process					X		X	X	X
Board of Education Presentation	X				X		X	X	
ETS Framework for the Next Generation Performance Assessment Review		X				X			X
Planning with UHM for Educators Rising State Conference & Competition		X				X		X	
National Board-Certified Teachers (NBCT) Collective meeting		X				X		X	
Attended Professional Educator Standards Board Association (PESBA) Winter Symposium						X	X		X
Attended National Association of State Directors of Teacher Education and Certification						X	X		X
Meeting with Public Charter Schools regarding Licensure						X		X	
NASDTEC Webinar: The Critical Issues Facing Teacher Licensure and State Program Approval						X	X		X
HTSB Early Childhood Education Workgroup						X			X
Providing testimony for HTSB Permitted Interaction Group							X	X	
Meetings with Legislators							X	X	
Volunteering and providing funding for the Educators Rising Conference & Competition Event		X		X		X		X	
HTSB Licensing presentation to iteach-Hawai'i staff and supervisors						X		X	
Collaborating with ETS and HTSB-approved School Counseling Programs						X			X
Meeting with Chaminade University's Teacher Education Program regarding licensure recommendation imports			X	X		X			
Meeting with the Hawai'i State Public Charter School Commission regarding licensure data collection				X			X	X	
Meeting with out-of-state EPPs regarding program approval and NC-SARA						X	X		X
Hawaiian Workgroup Meetings		X				X			X
Meeting with EPPs Regarding Program Modifications			X			X			X
Meetings with HTSB's Legislative Permitted Interaction Group							X	X	
Attending CERi and HI-ECE3 events at the UHM		X				X			X

STANDARD 2: PROMOTES POSITIVE AND EFFECTIVE COMMUNICATIONS WITH TEACHERS, MEMBERS OF THE BOARD, AND STAFF										
2.1	Develops effective public relations with teachers, board members, staff, students, and partners in the community.									
2.2	Communicates and interacts effectively with staff, board, teachers, and partners.									
2.3	Seeks input from stakeholders for improvements in communication, efficiency of the organization, and development of policies.									
2.4	Encourages and establishes open, effective communication.									
2.5	Utilizes effective strategies in setting performance expectations, planning, decisionmaking, problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.									
2.6	Encourages the development of community partnerships and utilizes resources effectively.									
2.7	Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office and are provided with all relevant information affecting Board operations.									
2.8	Maintains a collaborative working relationship with Hawai'i teacher education institutions and other education stakeholders on current issues relating to teacher quality.									
2.9	Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies, objectives, and goals.									
Activities		2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9
Meeting with The Institute for Native Pacific Education and Culture (INPEACE) and Leeward Community College Licensure Informational Session		X	X	X	X					
Monthly Board Meetings			X					X		X
Meetings with Board Committee Chairs			X			X		X		
Meeting with Educational Testing Services (ETS) Jason Dietrich			X							X
Participated in an ETS Webinar			X							X
Attended Professional Educator Standards Board Association (PESBA) meeting									X	X
In-person Career and Technical Education (CTE) Workgroup Meeting		X	X				X		X	
Attended Ka Lama Ho'iikee		X	X				X		X	
HTSB Staff Meetings			X		X	X		X		
Attended Workgroup for Student Recruitment to University of Hawai'i Education Program		X	X				X		X	
In-person Hawaiian Workgroup meeting		X	X				X		X	
In-person and virtual meetings with ETS and Stakeholders across the state		X	X						X	X
In-person Meeting with the University of Hawai'i at Mānoa (UH Mānoa)		X	X				X		X	X
Advancing Quality in Educator Preparation (AAQEP) regarding Teach Away							X		X	X
ETS and iTeach regarding program							X		X	X
Educators Rising and Kahuawaiola regarding pre-apprenticeship pathway for Hawaiian Language Immersion		X					X		X	X
Educators Rising check-in meeting		X		X			X		X	
Educators Rising school visits (awards)		X	X		X		X			
Teacher Educators Coordinating Committee (TECC) meeting (Monthly)							X		X	X
Attended Early Childhood State Plan Community Engagement Forum		X		X			X			X
Business Solutions Technologies (BST) Licensing Management System (LMS)				X		X		X		
UH Mānoa regarding cooperating teachers							X		X	X
National Association of State Directors Teacher Education and Certification (NASDTEC) webinar									X	X
Praxis Advisory Board meeting							X		X	X
Board of Education Meeting- Kaua'i		X	X				X			X
TFA licensing presentation		X	X						X	X
Heidi Armstrong regarding Educators Rising		X	X				X			X
TFA and ETS regarding Title II reporting		X		X					X	X
P-20 regarding updates		X					X		X	X
AAQEP and Teach Away regarding teach-out						X			X	X
P-20 Data team meeting				X		X		X		
Teach Away regarding teach-out progress			X			X		X		X
Ready Keiki meeting at Lt. Governor's Office		X					X			X
iTeach licensing presentation		X	X						X	X
AAQEP cross state monthly meeting							X		X	X
HTSB Summer Summit (HSS)-2 days		X	X				X	X		
NASDTEC Annual Conference- Charlotte, NC							X		X	X
HTSB participating in HSTA Institute Day Licensure Presentations		X	X		X				X	
Board of Education meeting		X	X					X		X
BST regarding LMS				X		X		X		
HPU regarding possible additional programs		X					X		X	X
Women Leading Education meeting		X					X		X	X
Meeting with Teach Away teacher candidates		X	X			X			X	
Ka Lama Advisory Committee meeting		X					X		X	X
Meeting with iTeach regarding teacher candidates and Special Education program			X			X			X	X
Roundtable: The Role of Higher Education in Advancing Hawai'i's Early Childhood		X					X		X	X
Notary for Department of Labor and Industrial Relations (DLIR) State Apprenticeship Expansion Formula (SAEF) Grant							X		X	X

Leeward Community College (LCC) Special Education Preparation Provider (EPP) Annual Meeting	X	X				X		X	X
The University of Hawai'i at West O'ahu (UHWO) EPP Annual Meeting	X	X				X			X
Professional Educator Standards Board Association (PESBA): Leadership in Action Meeting						X	X		X
State Planning Committee Early Childhood	X					X	X		X
Association for Advancing Quality in Educator Preparation (AAQEP) Meeting with Sungti Hsu						X		X	X
National Council on Teacher Quality (NCTQ) Webinar: What's the Alternative?						X		X	X
Maui Complex Area New Hire Orientation	X	X			X			X	
Attended National Registered Teacher Apprenticeship Conference	X					X		X	X
Chaminade Teacher Education Annual EPP Meeting	X	X				X		X	X
Chaminade School Counseling Annual EPP Meeting	X	X				X		X	X
Hawai'i Pacific University (HPU) Annual EPP Meeting	X	X				X		X	X
Kaho'iwai EPP Annual Meeting	X	X				X		X	X
Pre Apprenticeship/Educational Assistant meeting with UHManoa and ED EOEL	X					X		X	X
Meeting with Oregon Teacher Standards and Practices Commission (TSPC)						X		X	X
Licensing Presentation to Hawai'i State Teachers Association (HSTA) Hilo Chapter New Hire Orientation	X	X			X			X	
Council for the Accreditation of Educator Preparation (CAEP) State Clinic and CAEP Conference						X		X	X
Hawai'i Department of Education (HIDOE) webinar with Atmos (Hawaiian/Alaska Airlines)	X					X		X	
Meeting with HIDOE regarding Data Sharing Agreement					X		X	X	X
Meeting with Board's Deputy Attorney General (DAG)					X		X		X
Meeting with Pearson Testing Company					X			X	X
ETS Office Hours for HTSB-approved teacher candidates and other stakeholders	X	X			X			X	
Edlio website meeting	X	X			X		X		
HIDOE, DLIR, HSTA, HTSB Meeting regarding RTAP	X					X		X	X
Interviews for HTSB staff		X			X				
Work with Staff on HTSB's Strategic Planning Document		X	X		X				
Meeting with Edlio Website meeting with BST	X	X	X	X			X		
UHWO Program Review	X					X		X	X
Alexander Brothers office build-out		X			X				X
Attended NASDTEC Professional Practice Institute Conference					X			X	X
ETS State Partner Summit					X			X	X
Hawaiian Workgroup-Special Zoom Meeting				X		X		X	X
Meeting with HSTA staff regarding Hawaiian Licensure and MCEE		X		X		X		X	
Meeting with HIDOE regarding Literacy Added Field		X			X			X	X
HTSB's Cooperating/Mentor Workgroup				X		X		X	X
The Hunt Institute Webinar: Building a Sustainable Education Workforce					X			X	X
Mandatory All Staff Automated External Defibrillator (AED) Training		X			X		X		
HTSB Licensing Presentation HSTA Central Chapter RA	X	X		X		X		X	
Lt. Governor regarding Registered Teacher Apprenticeship and Pre-apprenticeship	X	X				X		X	
Dive into Education Event	X	X				X		X	
Deputy Superintendent Heidi Armstrong regarding pre-apprenticeship		X			X			X	X
Meeting with Deputy Superintendent Oyadomari-Chun		X			X			X	X
CTE Workgroup Meetings		X		X	X			X	
Meeting with Distance Education Accrediting Commission Executive Director		X			X				X
BST License Renewal meeting		X			X				X
HIDOE State Leading and Learning Foundations in Operations (SLLFIO) training					X		X		X
Hawaiian Workgroup Meeting	X			X		X		X	
BOE Member Dukelow regarding HTSB's Educator Preparation Program Review Process	X	X					X		X
Board of Education Presentation	X	X	X				X		
ETS Framework for the Next Generation Performance Assessment Review								X	X
Planning with UHM for Educators Rising State Conference & Competition	X					X		X	X
National Board-Certified Teachers (NBCT) Collective meeting	X		X					X	
Attended Professional Educator Standards Board Association (PESBA) Winter Symposium									X
Attended National Association of State Directors of Teacher Education and Certification									X
Meeting with Public Charter Schools regarding Licensure	X	X	X					X	X
NASDTEC Webinar: The Critical Issues Facing Teacher Licensure and State Program Approval								X	X
HTSB Early Childhood Education Workgroup			X		X			X	
Providing testimony for HTSB Permitted Interaction Group		X					X		X
Meetings with Legislators		X					X		X
Volunteering and providing funding for the Educators Rising Conference & Competition Event	X					X		X	
HTSB Licensing presentation to iteach-Hawai'i staff and supervisors	X	X						X	X
Collaborating with ETS and HTSB-approved School Counseling Programs	X			X				X	X

Meeting with Chaminade University's Teacher Education Program regarding licensure recommendation imports		X			X			X	
Meeting with the Hawai'i State Public Charter School Commission regarding licensure data collection		X					X	X	X
Meeting with out-of-state EPPs regarding program approval and NC-SARA	X							X	X
Hawaiian Workgroup Meetings			X		X			X	
Meeting with EPPs Regarding Program Modifications		X		X	X			X	
Meetings with HTSB's Legislative Permitted Interaction Group		X			X		X		
Attending CERl and HI-ECE3 events at the UHM	X							X	X

STANDARD 3: MAINTAINS HIGH STANDARDS OF PROFESSIONALISM						
3.1	Demonstrates and promotes high standards of ethics, honesty, and integrity.					
3.2	Pursues professional improvement activities to strengthen own leadership performance.					
3.3	Demonstrates professionalism in interactions with stakeholders.					
3.4	Demonstrates ability to self-assess and to reflect on administrative practices.					
3.5	Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.					
Activities		3.1	3.2	3.3	3.4	3.5
Monthly Board Meetings		X		X		
Meetings with Board Committee Chairs		X		X		
Educational Testing Services (ETS) Jason Dietrich				X		X
Participated in an ETS Webinar			X			X
Attended Professional Educator Standards Board Association (PESBA) meeting		X	X			X
In-person Career and Technical Education (CTE) Workgroup Meeting		X		X		X
Attended Ka Lama Hō'ikee				X		X
HTSB Staff Meetings		X		X	X	
Attended Workgroup for Student Recruitment to University of Hawai'i Education Program			X	X		X
In-person Hawaiian Workgroup meeting		X		X		X
In-person and virtual meetings with ETS and Stakeholders across the state		X		X		X
In-person Meeting with the University of Hawai'i at Mānoa (UH Mānoa)		X		X		X
Advancing Quality in Educator Preparation (AAQEP) regarding Teach Away		X				X
ETS and iTeach regarding program		X				X
Educators Rising and Kahuawaiola regarding pre-apprenticeship pathway for Hawaiian Language Immersion						X
Educators Rising check-in meeting				X		X
Educators Rising school visits (awards)				X		
Teacher Educators Coordinating Committee (TECC) meeting (Monthly)				X		X
Attended Early Childhood State Plan Community Engagement Forum			X	X		X
UH Mānoa regarding cooperating teachers				X		X
National Association of State Directors Teacher Education and Certification (NASDTEC) webinar			X			X
Praxis Advisory Board meeting		X				X
Board of Education Meeting- Kaua'i				X		X
TFA licensing presentation				X		
Heidi Armstrong regarding Educators Rising		X		X		
TFA and ETS regarding Title II reporting				X		X
P-20 regarding updates				X		X
AAQEP and Teach Away regarding teach-out		X		X		X
P-20 Data team meeting			X		X	X
Teach Away regarding teach-out progress		X		X	X	
Ready Keiki meeting at Lt. Governor's Office		X		X		X
iTeach licensing presentation				X		X
AAQEP cross state monthly meeting				X		X
HTSB Summer Summit (HSS)-2 days		X		X		X
NASDTEC Annual Conference- Charlotte, NC			X	X		X
HTSB participating in HSTA Institute Day Licensure Presentations				X		X
Board of Education meeting		X		X		X
BST regarding LMS					X	X
HPU regarding possible additional programs				X		X
Women Leading Education meeting			X	X		X
Meeting with Teach Away teacher candidates		X		X		X
Ka Lama Advisory Committee meeting				X		X
Meeting with iTeach regarding teacher candidates and Special Education program				X		X
Roundtable: The Role of Higher Education in Advancing Hawai'i's Early Childhood		X		X		X
Notary for Department of Labor and Industrial Relations (DLIR) State Apprenticeship Expansion Formula (SAEF) C		X		X	X	

Leeward Community College (LCC) Special Education Preparation Provider (EPP) Annual Meeting			X		X
The University of Hawai'i at West O'ahu (UHWO) EPP Annual Meeting			X		X
Professional Educator Standards Board Association (PESBA): Leadership in Action Meeting	X		X		X
State Planning Committee Early Childhood			X		X
Association for Advancing Quality in Educator Preparation (AAQEP) Meeting with Sungti Hsu	X		X		X
National Council on Teacher Quality (NCTQ) Webinar: What's the Alternative?		X			X
Maui Complex Area New Hire Orientation			X		X
Attended National Registered Teacher Apprenticeship Conference		X	X		X
Chaminade Teacher Education Annual EPP Meeting	X		X		X
Chaminade School Counseling Annual EPP Meeting	X		X		X
Hawai'i Pacific University (HPU) Annual EPP Meeting	X		X		X
Kaho'iwai EPP Annual Meeting	X		X		X
Pre Apprenticeship/Educational Assistant meeting with UHManoa and ED EOEL			X		X
Meeting with Oregon Teacher Standards and Practices Commission (TSPC)		X	X		X
Licensing Presentation to Hawai'i State Teachers Association (HSTA) Hilo Chapter New Hire Orientation			X		X
Council for the Accreditation of Educator Preparation (CAEP) State Clinic and CAEP Conference		X	X		X
Hawai'i Department of Education (HIDOE) webinar with Atmos (Hawaiian/Alaska Airlines)		X	X		
Meeting with HIDOE regarding Data Sharing Agreement	X		X	X	X
Meeting with Board's Deputy Attorney General (DAG)	X		X	X	
Meeting with Pearson Testing Company			X		X
ETS Office Hours for HTSB-approved teacher candidates and other stakeholders			X		X
Edlio website meeting		X		X	X
HIDOE, DLIR, HSTA, HTSB Meeting regarding RTAP	X		X		X
Interviews for HTSB staff	X		X		
Work with Staff on HTSB's Strategic Planning Document				X	X
UHWO Program Review			X	X	X
Attended NASDTEC Professional Practice Institute Conference	X	X	X	X	X
ETS State Partner Summit		X	X		X
Hawaiian Workgroup-Special Zoom Meeting			X		X
Meeting with HSTA staff regarding Hawaiian Licensure and MCEE			X		X
Meeting with HIDOE regarding Literacy Added Field			X		X
HTSB's Cooperating/Mentor Workgroup	X		X		X
The Hunt Institute Webinar: Building a Sustainable Education Workforce		X			X
Mandatory All Staff Automated External Defibrillator (AED) Training	X		X	X	
HTSB Licensing Presentation HSTA Central Chapter RA	X		X		X
Lt. Governor regarding Registered Teacher Apprenticeship and Pre-apprenticeship	X		X		X
Dive into Education Event		X	X		X
Deputy Superintendent Heidi Armstrong regarding pre-apprenticeship	X		X		X
Meeting with Deputy Superintendent Oyadomari-Chun			X		X
CTE Workgroup Meetings	X		X		X
Meeting with Distance Education Accrediting Commission Executive Director			X		X
BST License Renewal meeting	X			X	X
HIDOE State Leading and Learning Foundations in Operations (SLLFIO) training	X	X		X	
Hawaiian Workgroup Meeting	X		X		X
BOE Member Dukelow regarding HTSB's Educator Preparation Program Review Process			X		X
Board of Education Presentation	X		X		X
ETS Framework for the Next Generation Performance Assessment Review					X
Planning with UHM for Educators Rising State Conference & Competition			X		
National Board-Certified Teachers (NBCT) Collective meeting					X
Attended Professional Educator Standards Board Association (PESBA) Winter Symposium		X			X
Attended National Association of State Directors of Teacher Education and Certification		X			X
Meeting with Public Charter Schools regarding Licensure	X		X		

NASDTEC Webinar: The Critical Issues Facing Teacher Licensure and State Program Approval		X			X
HTSB Early Childhood Education Workgroup	X				X
Providing testimony for HTSB Permitted Interaction Group	X		X		
Meetings with Legislators			X		
Volunteering and providing funding for the Educators Rising Conference & Competition Event	X		X		
HTSB Licensing presentation to iteach-Hawai'i staff and supervisors			X		
Collaborating with ETS and HTSB-approved School Counseling Programs			X		X
Meeting with Chaminade University's Teacher Education Program regarding licensure recommendation imports			X		
Meeting with the Hawai'i State Public Charter School Commission regarding licensure data collection		X	X		
Meeting with out-of-state EPPs regarding program approval and NC-SARA			X		
Hawaiian Workgroup Meetings	X		X		X
Meeting with EPPs Regarding Program Modifications			X		X
Meetings with HTSB's Legislative Permitted Interaction Group	X		X		
Attending CERl and HI-ECE3 events at the UHM		X			X

STANDARD 4: MANAGES THE FULL SCOPE OF BOARD ADMINISTRATIVE RESPONSIBILITIES												
4.1	Complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions, and other governance parameters.											
4.2	Attends to all required administrative functions such as hiring, supervision, and evaluation of staff; maintenance of a well-functioning organization; sound fiscal operations and accounting of HTSB											
4.3	Manages available resources for optimum benefit to teachers, board, and staff.											
4.4	Manages problems and solutions as they arise in the office and with staff, and board.											
4.5	Secures and uses resources to attain HTSB's goals and objectives.											
4.6	Maintains standards for a safe, orderly, effective working environment and strives to maintain the security of HTSB files, data, and operations.											
4.7	Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures, and programs of the											
4.8	Evaluates current programs in terms of identified goals and objectives.											
4.9	Provides staff services to and assists the Hawai'i Teacher Standards Board in the establishment and review of teacher licensing standards.											
4.10	Develops the Hawai'i Teacher Standards Board operating budget and implements the approved operating budget.											
4.11	Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support.											
4.12	Maintains public records of the Board, including written minutes of all Board meetings.											
Activities	4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9	4.10	4.11	4.12
Monthly Board Meetings	X						X		X	X		X
Meetings with Board Committee Chairs	X			X			X			X		X
Educational Testing Services (ETS) Jason Dietrich	X								X			
Participated in an ETS Webinar									X			
Attended Professional Educator Standards Board Association (PESBA) meeting									X			
In-person Career and Technical Education (CTE) Workgroup Meeting							X		X			
Attended Ka Lama Hō'i'kee									X			
HTSB Staff Meetings		X		X		X			X			
Attended Workgroup for Student Recruitment to University of Hawai'i Education Program							X		X			
In-person Hawaiian Workgroup meeting	X								X			
In-person and virtual meetings with ETS and Stakeholders across the state	X								X			
In-person Meeting with the University of Hawai'i at Mānoa (UH Mānoa)					X		X		X			
Advancing Quality in Educator Preparation (AAQEP) regarding Teach Away									X			
ETS and iTeach regarding program							X		X			
Educators Rising and Kahuawaiola regarding pre-apprenticeship pathway for Hawaiian Language Immersion							X		X			
Educators Rising check-in meeting							X	X				
Educators Rising school visits (awards)							X	X				
Teacher Educators Coordinating Committee (TECC) meeting (Monthly)							X	X				
Attended Early Childhood State Plan Community Engagement Forum							X	X				
Business Solutions Technologies (BST) Licensing Management System (LMS)		X		X		X	X					
UH Mānoa regarding cooperating teachers							X		X			
National Association of State Directors Teacher Education and Certification (NASDTEC) webinar	X								X			
Praxis Advisory Board meeting							X		X			
Board of Education Meeting- Kaua'i	X						X					
TFA licensing presentation		X					X					
Heidi Armstrong regarding Educators Rising		X					X					
TFA and ETS regarding Title II reporting	X	X					X		X			
P-20 regarding updates							X		X			
AAQEP and Teach Away regarding teach-out	X			X			X		X			
P-20 Data team meeting		X				X		X	X			
Teach Away regarding teach-out progress	X			X			X	X				
Ready Keiki meeting at Lt. Governor's Office	X						X		X			
iTeach licensing presentation							X		X			
AAQEP cross-state conversations monthly meeting												
HTSB Summer Summit (HSS)-2 days	X						X	X	X			
NASDTEC Annual Conference- Charlotte, NC	X						X		X			
Board of Education meeting	X						X					
BST regarding LMS		X		X		X		X		X		
HPU regarding possible additional programs								X	X			
Women Leading Education meeting							X		X			
Meeting with Teach Away teacher candidates							X		X			
Ka Lama Advisory Committee meeting							X	X	X			
Meeting with iTeach regarding teacher candidates and Special Education program	X						X	X	X			
Roundtable: The Role of Higher Education in Advancing Hawai'i's Early Childhood							X	X	X			
Notary for Department of Labor and Industrial Relations (DLIR) State Apprenticeship Expansion Formula (SAEF) Grant	X	X				X			X			
Leeward Community College (LCC) Special Education Preparation Provider (EPP) Annual Meeting	X						X	X	X			
The University of Hawai'i at West O'ahu (UHWO) EPP Annual Meeting	X						X	X	X			

Professional Educator Standards Board Association (PESBA): Leadership in Action Meeting	X						X		X			
State Planning Committee Early Childhood	X						X	X	X			
Association for Advancing Quality in Educator Preparation (AAQEP) Meeting with Sungti Hsu	X						X	X	X			
National Council on Teacher Quality (NCTQ) Webinar: What's the Alternative?	X						X	X	X			
Maui Complex Area New Hire Orientation		X					X		X			
Attended National Registered Teacher Apprenticeship Conference	X						X	X	X			
Chaminade Teacher Education Annual EPP Meeting	X						X	X	X			
Chaminade School Counseling Annual EPP Meeting	X						X	X	X			
Hawai'i Pacific University (HPU) Annual EPP Meeting	X						X	X	X			
Kaho'iwai EPP Annual Meeting	X						X	X	X			
Pre Apprenticeship/Educational Assistant meeting with UHManoa and ED EOEL	X						X	X	X			
Meeting with Oregon Teacher Standards and Practices Commission (TSPC)	X						X		X			
Licensing Presentation to Hawai'i State Teachers Association (HSTA) Hilo Chapter New Hire Orientation		X					X		X			
Council for the Accreditation of Educator Preparation (CAEP) State Clinic and CAEP Conference	X						X	X	X			
Hawai'i Department of Education (HIDOE) webinar with Atmos (Hawaiian/Alaska Airlines)							X	X	X			
Meeting with HIDOE regarding Data Sharing Agreement	X				X	X		X	X			
Meeting with Board's Deputy Attorney General (DAG)	X				X	X	X		X			
Meeting with Pearson Testing Company	X		X				X	X	X			
ETS Office Hours for HTSB-approved teacher candidates and other stakeholders	X						X	X	X			
Edlio website meeting		X		X		X	X		X	X		
HIDOE, DLIR, HSTA, HTSB Meeting regarding RTAP	X	X					X		X			
Interviews for HTSB staff	X	X				X						
Work with Staff on HTSB's Strategic Planning Document		X			X		X	X				X
Meeting with Edlio Website meeting with BST		X	X									
HTSB participating in HSTA Institute Day Licensure Presentations			X						X			
UHWO Program Review	X						X	X	X			
Alexander Brothers office build-out		X	X		X	X				X		
Attended NASDTEC Professional Practice Institute Conference	X				X	X	X		X			
ETS State Partner Summit	X		X				X		X			
Hawaiian Workgroup-Special Zoom Meeting	X				X		X		X			
Meeting with HSTA staff regarding Hawaiian Licensure and MCEE	X				X		X		X			
Meeting with HIDOE regarding Literacy Added Field	X						X	X	X			
HTSB's Cooperating/Mentor Workgroup	X						X	X	X			
The Hunt Institute Webinar: Building a Sustainable Education Workforce	X						X	X	X			
Mandatory All Staff Automated External Defibrillator (AED) Training	X	X			X	X						
HTSB Licensing Presentation HSTA Central Chapter RA	X						X		X			
Lt. Governor regarding Registered Teacher Apprenticeship and Pre-apprenticeship			X				X		X			
Dive into Education Event							X	X	X			
Deputy Superintendent Heidi Armstrong regarding pre-apprenticeship	X						X	X	X			
Meeting with Deputy Superintendent Oyadomari-Chun	X		X						X			
CTE Workgroup Meetings	X						X		X			
Meeting with Distance Education Accrediting Commission Executive Director	X						X		X			
BST License Renewal meeting		X	X			X			X			
HIDOE State Leading and Learning Foundations in Operations (SLLFIO) training	X	X	X		X	X						
Hawaiian Workgroup Meeting	X						X	X	X			
BOE Member Dukelow regarding HTSB's Educator Preparation Program Review Process	X						X	X	X			
Board of Education Presentation	X		X				X		X			
ETS Framework for the Next Generation Performance Assessment Review							X		X			
Planning with UHM for Educators Rising State Conference & Competition		X				X			X			
National Board-Certified Teachers (NBCT) Collective meeting					X		X	X				
Attended Professional Educator Standards Board Association (PESBA) Winter Symposium							X				X	
Attended National Association of State Directors of Teacher Education and Certification					X				X			
Meeting with Public Charter Schools regarding Licensure	X						X		X			
NASDTEC Webinar: The Critical Issues Facing Teacher Licensure and State Program Approval							X		X			
HTSB Early Childhood Education Workgroup							X	X	X			
Providing testimony for HTSB Permitted Interaction Group	X						X					
Meetings with Legislators	X						X					
Volunteering and providing funding for the Educators Rising Conference & Competition Event			X		X		X			X		

HTSB Licensing presentation to Iteach-Hawai'i staff and supervisors							X		X			
Collaborating with ETS and HTSB-approved School Counseling Programs							X		X			
Meeting with Chaminade University's Teacher Education Program regarding licensure recommendation imports		X	X			X			X			
Meeting with the Hawai'i State Public Charter School Commission regarding licensure data collection	X	X				X			X			
Meeting with out-of-state EPPs regarding program approval and NC-SARA	X						X		X			
Hawaiian Workgroup Meetings	X						X		X			
Meeting with EPPs Regarding Program Modifications	X						X	X	X			
Meetings with HTSB's Legislative Permitted Interaction Group	X						X				X	
Attending CERi and HI-ECE3 events at the UHM							X		X			