



The Chuuk Advisory Group on Education Reform
c/o Graduate School USA, Pacific Islands Training Initiative
900 Fort Street Mall, Suite 1540, Honolulu, Hawaii 96734

May 15, 2013

Johnson Elimo, Governor, Chuuk State
Nikolao Pula, JEMCO Chair, US Government
Lorin Robert, JEMCO Vice-Chair, FSM Government

RE: Transmittal of the Second Report of the Chuuk Advisory Group on Education Reform

Dear Sirs:

The Chuuk Advisory Group on Education Reform would once again like to thank you, the Board of Education, the Acting Director of Education, the Consultant to the Acting Director, the CDOE staff, and both Houses of the Legislature for the strong support provided during the second meeting of the Chuuk Advisory Group on Education Reform, which convened in Weno from April 29, 2013 to May 3, 2013.

The Advisory Group is pleased to report a growing awareness and understanding of actions needed to improve education in Chuuk. Although advancement of the reform agenda was somewhat slow this past quarter, the selection of long-term reform consultants represents significant progress for the State of Chuuk, and current plans anticipate that the consultants will be fielded within the next six weeks. We remain optimistic that the pace of reform will accelerate once the reform team has been established.

The Advisory Group focused our meeting on the Ten High-Level Commitments that were made by the Chuuk Leadership in November, 2012. In addition, several practical recommendations were made to support implementation of those commitments. The commitments and our recommendations are detailed in the attached report. We again confirmed our simple and overriding concerns that 1) students must have safe and sanitary learning environments, 2) classrooms must have qualified teachers, 3) classrooms must have the necessary school supplies, 4) principals, teachers and students must be present for class and 5) learning must take place.

Within this context, the Board of Education and the Advisory Group focused our discussions on a number of critical topics, including:

- ❖ the need for continued work on the Chuuk High School Pilot Program,
- ❖ the acceleration of community involvement,
- ❖ the implementation of recommended Facilities Master Plan projects in FY2014,
- ❖ the completion of a number of primary school consolidations recommended by the Master Plan,
- ❖ the development of a contract system for Chuuk school teachers, and

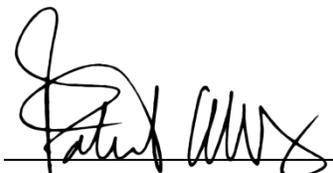
- ❖ the creation of a comprehensive school monitoring system to insure the attendance of principals, teachers and students on a daily basis.

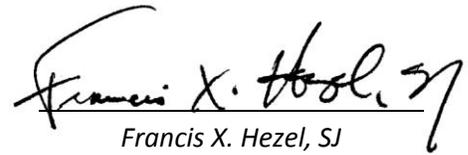
We are scheduled to return to Chuuk for the third meeting of the Chuuk Advisory Group on Education Reform for the period July 22 to 26, 2013. In addition to following up on the current High Level Commitments and Advisory Group Recommendations, we anticipate further specifying a work program with the long-term reform consultants in consultation with the principal parties, and reviewing the Chuuk Department of Education's FY2014 budget submission. As you are no doubt aware, the timing of that meeting will immediately precede the annual Joint Economic Management Committee (JEMCO) meeting, which will take place in Honolulu from August 22-23. The Advisory Group has been asked to provide a status report to JEMCO at that meeting, inclusive of any budget recommendations.

Governor Elimo, Director Pula, and Secretary Robert, we thank you for your continued commitment to education reform in Chuuk, and your ongoing support to the Chuuk Board of Education and our Advisory Group.

Sincerely,


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- Cc. Innocente Oneisom, Speaker of the Chuuk State House of Representatives
Mark Mailo, President of the Chuuk State Senate
Gardenia Aisek, Chuuk State Director of Education
Johannes Berdon, Chairman Chuuk Board of Education
Ryan Edgar, OIA Education Grants Manager

Attachments



Report of the Second Quarterly Meeting of the Chuuk Advisory Group on Education Reform

Findings and Recommendations

Weno, Chuuk, FSM
April 29, 2013 – May 3, 2013

The Chuuk Advisory Group on Education Reform was created following a November 2012 High-Level Meeting on Chuuk Education Reform, attended by three principal parties: Chuuk State, the FSM National Government, and the United States Government. Advisory Group members meet quarterly to review progress on education reform in Chuuk State. They include:

- *Thomas Bussanich, U.S. Department of the Interior Office of Insular Affairs, tom_bussanich@ios.doi.gov;*
- *Dr. Patrick Tellei, President of Palau Community College, tellei@palau.edu;*
- *Rev. Francis X. Hezel, SJ, Founder of Micronesia Seminar, fxhezel@gmail.com.*

The Advisory Group held its first quarterly meeting from January 28, 2013 to February 1, 2013 and issued a summary report. This report summarizes the Findings of the Advisory Group following their Second Quarterly Meeting held in Chuuk from April 29, 2013 to May 3, 2013. It has been developed with technical support from Graduate School USA consultant Larry Goddard (lgoddard@aloterre.com), shared with the three principal parties, and made available online at www.pitiviti.org/chuuk.

1. Background

The Chuuk Advisory Group on Education (the 'Advisory Group') arrived in Weno, Chuuk, on Monday April 29, 2013 and finalized its second set of quarterly meetings on May 3, 2013. The Advisory Group met with Chuuk State Leadership, including the Governor, the Speaker of the House of Representatives and the President of the Senate, the Chuuk Board of Education (CBOE), the Acting Director, Consultant to the Director and other staff of the Chuuk Department of Education (CDOE), and other parties interested in the progress of the Chuuk Education Reform Program. The Department of Education arranged for the Advisory Group to visit Sapuk Elementary School, Penia/Peniasene Elementary School and SHIP-HOOPS Akoyikoyi School.

The Advisory Group was assisted in its efforts throughout its visit by the Acting Director of CDOE, the Consultant to the Director of the CDOE (The former Director), staff and members of the CBOE. The Advisory Group again wishes to express its sincere gratitude and appreciation to the CBOE, the acting Director of CDOE and Consultant, CDOE staff, teachers and students, and other parties interested in the reform of Chuuk State Education for their assistance and their willingness to enter into discussions on the current condition of Education in Chuuk State and continuing need for systemic educational reform.

However, the Advisory Group wishes to express its concern regarding the failure of some CBOE members to attend the discussions with the Advisory Group. The success of reform in Chuuk State demands the full attention and participation of all continuing and relevant parties, at all levels, if it is to have success in improving the educational opportunities of the children of Chuuk. It is expected that the matter of active CBOE participation and ownership of the reform process will be a matter of ongoing importance. The only foreseeable "exit-strategy" from Advisory Group involvement is an active, effective and reform-committed CBOE.

2. Program of Action for Chuuk Education Reform

The Advisory Group continues to recognize the foundational work of the High Level Meeting and the development of the ten-point *Program of Action for Chuuk State Education Reform*, and the need for its successful implementation. The Advisory Group also recognizes the need to periodically extend and revise the Program of Action to reflect the on-going reform efforts of the CBOE and the Advisory Group, with the operational assistance of the CDOE. These efforts are expected to be enhanced by the three consultants, for whom the selection process was finalized during the 2nd quarterly meetings by the CBOE with the assistance of the Advisory Group. It is anticipated that the three consultants ('Human Resources', 'Management' and 'Reform') will be in place in Chuuk over the next 4-6 weeks.

Once again, the Advisory Group agrees that the initial focus of the Reform should be placed on the five broad objectives that were enunciated by Mr. Nikolao Pula, JEMCO Chair in his Opening Remarks at the Chuuk High Level Meeting on Education Reform and reiterated at the first meeting of the Advisory

- ❖ Students must have safe and sanitary learning environments;
- ❖ All classrooms must have qualified teachers;

- ❖ Classrooms must have the necessary school supplies;
- ❖ Principals, teachers and students must be present for class; and
- ❖ Learning must take place.

Within this context, the recommendations of the Advisory Group have been incorporated into the Reform Matrix, which will be used to monitor the progress of the reform efforts.

3. High-Level Commitments



Commitment 1. Design and Implement CDOE Personnel Management System

Component 1.1: Develop and execute an RFP for the development of a Human Resource and Personnel System **complete**

Status: Ongoing

Ongoing Outputs: The Human Resources Consultants shall undertake the following:

- Complete a draft comprehensive contract system that limits leave to sensible levels, matches the calendar of the Chuuk State School System, and ensures a high level of attendance by teachers, and other appropriate personnel; to be completed in draft for review by the next quarterly meeting of the Advisory Group.
- In conjunction with the Reform and the Management Consultants, recommend a comprehensive principal/teacher/student monitoring system, taking into account currently existing regional offices, to verify daily attendance of principals, teachers, line staff, and students; to be completed in draft for review by the next meeting of the Advisory Group.
- In conjunction with the Reform and Management Consultants, develop additional criteria for the evaluation of the Regional Centers: to be prepared by the next meeting of the Advisory Group.
- In conjunction with the Reform and Management Consultants, review and make recommendations regarding the Chuuk High School Pilot Project, including full documentation of the key innovative aspects of that undertaking; to be prepared by the next quarterly meeting of the Advisory Group,
- Develop a comprehensive organizational chart; for review and approval by the CBOE by the next quarterly meeting of the Advisory Group,
- Within two weeks of arrival, develop and implement monthly/quarterly reporting system, on the status of activities undertaken and completed, pursuant to the RFP and other appropriate recommendations, that

permits input by all relevant parties, including the CDOE, CBOE and Advisory Group.



Commitment 2. Implement CDOE Reorganization Law

Component 2.1: Complete position descriptions and fill positions primarily through internal transfers.

Status: The reorganization law, as initially envisioned, has been passed by the Chuuk State Legislature. The development of position descriptions will be undertaken by the Human Resources Consultants, who have been selected by the CBOE and should be in place within 4-6 weeks. The work of the HR Consultants falls under High Level Commitment 1 above.



Commitment 3. Recruit and Hire Two Resident Education Consultants

Component 3.1: Recruit and Hire an Education Reform Implementation Expert

Component 3.2: Recruit and Hire a School Management Expert

Status: Both the Education Reform Consultant and the School Management Consultant have been selected and should be in place within 4 to 6 weeks. **complete**

Ongoing Outputs: The Education Reform Expert ('Reform Consultant') and the School Management Expert ('Management Consultant'), within the context of their submitted Request for Proposals and the Chuuk Education Reform Project (CERP), shall:

- Develop a list of proposed projects, for review by the CBOE and the Advisory Group, with specific deliverables and timetables, taking into account the RFP's, the CERP and additional recommendations of the CBOE, the CDOE and the Advisory Group, within 1 month of undertaking implementation of consultancy contract in Chuuk.
- In conjunction with the Human Resources Consultants, recommend a comprehensive principal/teacher/student monitoring system, taking into account currently existing regional offices, to verify daily attendance of principals, teachers, line staff, and students; to be completed by the next meeting of the Advisory Group.
- Within one month, in conjunction with the Human Resources Consultants, develop a school audit of every school's (primary and secondary) days of operation to assist in the development of the contract system and monitoring systems referenced above, for review by the CBOE and the Advisory Group.

- In conjunction with the Human Resources Consultants, review and make recommendations regarding the Chuuk High School Pilot Project to be completed by the next quarterly meeting of the Advisory Group.
- Establish minimum standards for the operation of primary and secondary schools (See New Recommendation 6 below); timing to be determined in discussion with the Human Resources consultants at the next quarterly meeting of the Advisory Group.
- Review current efforts to accelerate community involvement and assist in the refining and implementation of the Community Involvement Program. (See High Level Commitment 7 below).
- Before the next meeting of the Advisory Group, develop a test baseline to permit future assessment of school performance (in 2014 and thereafter).
- In conjunction with the Human Resources Consultants, develop additional criteria for the evaluation of the Regional Centers; to be prepared by the next meeting of the Advisory Group.
- Within two weeks of arrival, develop and implement a monthly/quarterly reporting system, on the status of activities undertaken and completed, pursuant to the RFP and other appropriate recommendations that permits input by all relevant parties, including the Department of Education, Board of Education and Advisory Group.



Commitment 4. Continue the Chuuk High School Pilot Program and Replicate in One Additional High School

Component 4.1: Assess performance improvements and document lessons learned

Component 4.2: Assign existing consultant to Faichuk High School for 2013-2014 School Year

Status: Ongoing and in progress

Ongoing Outputs: The following ongoing outputs were identified:

- Within one month, the Principal of Chuuk High School will develop a draft 2-year curriculum plan, setting forth the following:
 - Definition of potential program offerings
 - College Prep
 - Vocational
 - Remedial
 - Continuing Education;
 - Levels of training;
 - Staffing/teaching levels;
 - A pairing/shadowing plan for the training of Chuukese teachers;
 - A Training plan for teachers and administrative staff;

- Funding requirements, including reimbursement requirements, to allow implementation of programs;
 - Projected measurable outcomes over the coming years for review and comment by the BOE, DOE and Advisory Group; and
 - A transition plan for the use of Chuuk teachers in the place of World Teach volunteers at the end of the 2-year period.
- Through a negotiated process, taking into account the recommendations of the CDOE, the Principal of Chuuk High School, the CBOE and the Advisory Group, develop a purchasing and distribution process that supports and enhances the CHS Pilot Project and that is inclusive of efficient existing administrative processes.
 - For the duration of the Pilot project, allow the Principal of CHS the authority of oversight over teacher assignment and reassignment of teachers to the Central Office for further assignment, where appropriate and necessary.



Commitment 5. Revise FY2013 Education Budget and Prepare FY2013 Reform Budget as a Project Based Proposal

Component 5.1 Submit revised education budget for CBOE and Legislature authorization, and subsequent JEMCO consideration (November 9, 2012)

Status: Never Undertaken.

Recommendation: Due to the delays in the hiring Education consultants and the lateness in the budget process for 2014, the focus will be placed on the 2014 budget rather than on the 2013 budget.



Commitment 6. Reset CERP Goals, Objectives and Timeline to Reflect Endorsed Recommendations of the Reform Review and Subsequent Events.

Component 6.1 Include CDOE management team and recruited consultants, completed by the end of FY2013, Q2.

Status: On Hold

Recommendation: This Commitment was placed on hold by the Advisory Group at the 1st Quarterly meeting of the Advisory Group to permit the hiring of the Education Consultants and to permit further discussion as to the appropriate focus of the Reform. This issue will be discussed after the completion of the Management and Reform Consultants' development of a list proposed projects and priorities along with other reform and management recommendations, which will be reviewed by all appropriate parties.



Commitment 7. Accelerate Community Involvement

- Component 7.1 Through Regional Service Centers, advance beyond educational reform awareness to educational reform engagement and ownership.
- Status: Ongoing and In Progress
- Recommendation: This Commitment continues to be a central focus of the reform process. That being said, further discussion and articulation is necessary to determine how this will be more specifically incorporated into the overall reform plan.



Commitment 8. Fully Integrate the Facilities Master Plan into the Reform Program

- Component 8.1 Complete review and outreach through the regional service centers
- Component 8.2 CBOE to endorse with detailed timeline
- Status The Chuuk State Infrastructure Planning and Implementation Committee (IPIC) introduced a list of projects to the Program Management Unit in July of 2012. No response has yet been received. Outreach has begun, but has not focused on the Master Plan recommendations or the recommended consolidations within the plan. No work has been undertaken on the proposed consolidations. The Advisory Group will work with the PMU to move the recommended projects forward.
- Ongoing Outputs: The following ongoing outputs were identified:
- The CBOE, CDOE and the IPIC shall work together, within the context of the Master Plan and the 2014 budget implementation, to identify at least 4 elementary schools that shall be upgraded pursuant to the recommendations of the Master Plan using Compact Infrastructure Funding. Additional Elementary Schools shall be identified for upgrade identifying IMF funding.
 - In the 2014 Budget, the CBOE and the CDOE shall undertake the implementation of the consolidations recommended in the Chuuk State School Facility Repair and Construction Master Plan, to include schools that, in the Plan, were reflected as already merged, planned for merger by the CBOE or planned for merger by the Master Plan. Any revisions to this list of consolidations shall be discussed with the Advisory Group. Budgets for schools consolidated into other schools shall be eliminated and recommendations shall be made by the CBOE/CDOE regarding the addition of budget expenditures necessary to reflect the transfer of students to the school into which the eliminated school students are transferred. It is the understanding of the Advisory Group that the following schools still need to be consolidated. The CBOE/CDOE/IPIC shall

confirm or add/delete schools from/to this list, as necessary. A finalized list will be provided by the CBOE/CDOE by May 15, and explanations shall be provided where the list varies from the list in the Master Plan.

| | | |
|--------------------------------|---|---------------------------------------|
| ○ Ta Annex | → | Ta Elementary School |
| ○ Nechocho Elementary School | → | Munien Elementary School |
| ○ Epin Annex | → | Epin Elementary School |
| ○ West Wonip Elementary School | → | Central Wonip Elementary School |
| ○ Messa Elementary School | → | Pwene Elementary School |
| ○ Kuchuwa Elementary School | → | Sino and Nechap Elementary Schools |
| ○ Kukku Elementary School | → | West Fefen and UFO Elementary Schools |
| ○ East Wonip Elementary School | → | Central Wonip Elementary School |
| ○ Inaka Elementary School | → | Sapore Elementary School |
| ○ Nukaf Elementary School | → | Epin Elementary School |

- The CBOE, CDOE and the IPIC shall work together, within the context of the Master Plan and the 2014 budget implementation, to identify an implementation plan for the consolidation of Junior High Schools into High Schools, and the related improvement of High Schools, for the 2015 School Year.



Commitment 9. Develop FY 2014 CDOE Budget in Conformance with LTFF

Status: The 2014 Budget has been developed in compliance with LTFF recommendations. Further clarification may still be needed in the future by the Advisory Group. **complete**



Commitment 10. Organize and Implement Advisory Group

Component 10.1 Identify and confirm members no later than Y2013 Q2.

Component 10.2 Confirm scope of advisory support and reporting expectations.

Status: Members of the Advisory Group are in place and have attended the first two quarterly meetings and the work of confirming the scope of the advisory support has begun, along with reporting expectations. **complete**

4. Advisory Group Focused Recommendations

Recommendation 1: Develop a contractual system for the DOE

Detail: See High Level Commitment 1 Above, which makes this a very high priority of the Human Resources Consultants.

Recommendation 2. Report on Progress and Success at Pilot Regional Centers

Detail: The Advisory Group recommends the continuation of the Pilot Projects in the Northern Namoneas and Faichuk regions to permit further analysis of capacity to handle issues of attendance monitoring, delivery of materials in a comprehensive and timely fashion and the monitoring of test taking and test analysis. Reports confirming success in these, and other identified areas, are required as part of a full review of the appropriateness of continuing such a Regional approach and of expanding the approach to the other three regions of Chuuk State.

Recommendation 3. Develop a School Monitoring System

Detail: See High Level Commitment 1 Above, which makes this a very high priority of the Human Resources Consultants (in conjunction with the other Consultants).

On-going Outputs: The following ongoing outputs were identified:

- The CBOE/CDOE shall complete a comprehensive draft school monitoring plan, with the assistance of the appropriate Education Reform Consultants prior to the next meeting of the Advisory Group.

Recommendation 4. Develop a Procurement, Distribution and Warehousing System

On-going Outputs: The following ongoing outputs were identified:

- The CBOE/CDOE shall complete a comprehensive draft procurement, distribution, and warehousing system, with the assistance of appropriate Education Reform Consultants prior to the next meeting of the Advisory Group.

[NEW] Recommendation 5. Develop Standards for School Operation

On-going Outputs: The following ongoing outputs were identified:

- The CBOE/CDOE shall complete a set of standards for school operations and criteria for monitoring school operations by the next meeting of the Advisory Group, with the assistance of appropriate Education Reform Consultants, to include the following:
 - Sanitary Schools
 - Clean and Cleared School Grounds
 - Sufficient Water for Students and Staff
 - Sufficient Toilets for Students and Staff
 - Safe Schools

- Roofs
- Doors
- Windows
- Equipped Schools
 - Chairs
 - Desks
 - Learning Materials
 - Teaching Materials

[NEW] Recommendation 6. Establish a Primary School Pilot

On-going Outputs: The following ongoing outputs were identified:

- The CDOE shall develop a plan for a pilot project at one or more primary schools by May 15, 2013.
- The proposed pilot project(s) shall make use of ten World Teach Volunteers.
- The Advisory Group recommends incorporating the work of the Women’s Council (Adopt a School Program) into the Pilot Project.

5. Next Meeting of the Advisory Group

The Advisory Group currently plans to hold its third quarterly meeting in Weno, Chuuk from July 22-26, 2013.