



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

August 7, 2013

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

RE: Transmittal of the Third 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, and the CDOE staff for the support provided during the third meeting of the Chuuk Advisory Group on Education Reform, which convened in Weno from July 22, 2013 to July 26, 2013. Unfortunately, due to scheduling conflicts and in spite of our best efforts, we were unable to meet with members of the Chuuk State Legislature on this visit.

The Advisory Group is pleased to report several of the highlights of this past meeting, which included the full and welcomed participation of the Chuuk Board of Education. For the first time, all active members of the Chuuk Board of Education joined our Advisory Group meetings, which led to engaged and focused discussion on education reform issues.

In addition, the Advisory Group was able to conduct a facilities visit to Faichuuk High School and Central Wonip Elementary School. We also met with several external consultants that had been selected by Chuuk State to focus on human resource, management, and long-term reforms. Representatives from both McREL and PREL provided separate project updates that included revised implementation timelines and expected outcomes. We were especially pleased to note that a long-term education reform specialist will be fielded in Chuuk by early September.

As the Advisory Group conveyed in writing to both the Governor's office and the Chuuk Legislature, there are two issues requiring urgent action by Chuuk State in advance of the upcoming Joint Economic Management Committee meeting, scheduled for August 21, 2013. They include:

1. The nomination and confirmation of a Director of Education, and the nomination and confirmation of all vacant and expired Chuuk Board of Education positions; and
2. Completion of the eleven school consolidations as identified at the High Level Meeting on Education Reform last November, 2012.

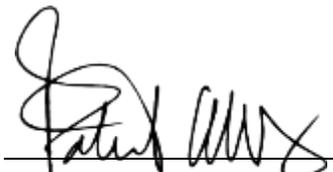
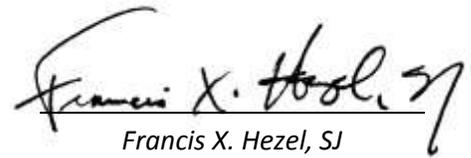
It is the recommendation of the Advisory Group that progress on both of these issues be reviewed by JEMCO prior to considering an FY2014 education sector grant award for Chuuk state.

The remainder of our time in Chuuk focused on reviewing the *Ten High-Level Commitments* undertaken by the Chuuk Leadership in November, 2012. Those commitments, as well as our recommendations, are detailed in the attached report. We continue to affirm 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.

Finally, through discussions with the Chuuk Board of Education, the Advisory Group clarified our expectations, detailed in the Section 7 of the attached report, in advance of the Fourth Quarterly Meeting now scheduled for the week of October 28, 2013. The Advisory Group anticipates focusing our Fourth Quarterly Meeting on school infrastructure and maintenance issues. To this end, we will be formally requesting that representatives from the Chuuk IPIC and FSM PMU be available to join us in late October. In addition, the Advisory Group intends to receive updates from the various reform consultants, monitor progress against the *Ten High-Level Commitments*, discuss implementing minimum physical school facilities standards, and continue developing teacher contracts that limit leave during the academic year.

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,

 _____ Thomas Bussanich Advisory Group Member tom_bussanich@ios.doi.gov	 _____ Patrick U. Tellei, EdD Advisory Group Member tellei@palau.edu	 _____ Francis X. Hezel, SJ Advisory Group Member fxhezel@gmail.com
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Cc. Innocente Oneisom, Speaker of the Chuuk State House of Representatives
Mark Mailo, President of the Chuuk State Senate
Noah Ruben, Chuuk State Acting Director of Education
Johannes Berdon, Chairman Chuuk Board of Education
Ryan Edgar, OIA Education Grants Manager

Attachments



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

Findings and Recommendations

Weno, Chuuk, FSM
July 22, 2013 – July 26, 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 Second Quarterly Meeting from April 29, 2013 to May 3, 2013. This report summarizes the Third Quarterly Meeting, which was held from July 22, 2013 to July 26, 2013, on Weno, Chuuk. 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. Inception

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

- **Tom Bussanich**, the Director of the Division of Budget and Grants Management in the Office of Insular Affairs, the United States Department of the Interior;
- **Patrick Tellei, EdD**, the President of the Palau Community College; and
- **Francis X. Hezel, SJ**, a Jesuit Priest and the founder of the Micronesian Seminar.

The Advisory Group held its First Quarterly Meeting from January 28, 2013 to February 1, 2013 on Weno, Chuuk, and its Second Quarterly Meeting from April 29, 2013 to May 3, 2013. This report summarizes the Findings of the Advisory Group following their Third Quarterly Meeting held in Chuuk from July 22, 2013 to July 26, 2013. It has been developed with the technical support from the Graduate School USA, with the shared principal parties, and made available online at www.pitiviti.org/chuuk.

2. Background

The Chuuk Advisory Group on Education arrived in Weno, Chuuk, on Sunday July 21, 2013 and finalized its third set of quarterly meetings on July 26, 2013.

During this time, The Advisory Group met extensively with the Board of Education and representatives of the Department of Education, including the former Director (currently acting as Consultant), the Acting Director and various staff. During their stay in Chuuk, the Advisory Group traveled to Faichuk to visit Faichuk High School and Central Wonip Elementary School.

In addition, the Advisory Group met with newly hired consultants from both the *Mid-Continent Research for Education and Learning (McREL)*—Louis Cicchinelli and John Kofel—who are tasked to provide Human Resource expertise, as well as newly hired consultants from the *Pacific Resource for Education and Learning (PREL)*—Destin Penland, Ralf Strier & Myjolyne Kim—who are tasked with providing ‘management’ and ‘reform’ consulting assistance to the Chuuk State Department of Education and the Board of Education.

As with past meetings, the Advisory Group would like to express its sincere gratitude and appreciation to the Chuuk State Board of Education, the Acting Director of the Department of Education, the Consultant to the Department of Education, DOE 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 the continuing need for systemic educational reform.

The Advisory Group would also like to note that it was very pleased with the active, open, transparent and comprehensive discussions that were held with the Board of Education at this Third Quarterly

Meeting of the Advisory Group on Education Reform. The Advisory Group members felt a real sense of partnership with the Board, which, for the first time, was fully represented at the meetings. The two parties worked diligently to focus on reforms, and to clarify their respective roles and responsibilities in implementing reform initiatives.

3. Advisory Group Meeting with the Governor

The Advisory Group met on the afternoon of Friday, July 26th with Chuuk State Governor Johnson Elimo. The Advisory Group reiterated its high level of concern to the Governor that the position of Director of Education has yet to be filled, as well as vacant and expiring positions on the Board of Education. The Advisory Group also expressed its continued concern that the consolidations recommended in the Chuuk State School Facility Repair and Construction Master Plan be fully reflected in the FY2014 budget to be reviewed at the next JEMCO meeting to be held in Honolulu Hawaii in August of 2013. The Governor assured the Advisory Group that all of the appointments of concern had been submitted to the Legislature and that all efforts would be made to move them forward in a timely fashion. The Governor also indicated that he had certain misgivings regarding some of the proposed school consolidations, due to numerous factors, and that the state of Chuuk would bring those issues to the JEMCO meeting for their consideration.

4. Advisory Group Letter to the Legislature

Unfortunately, the Advisory Group was unable to meet with the Chuuk State Legislature due to scheduling difficulties. Consequently, the Advisory Group wrote a letter to the Legislature providing an overview of the meetings, to that point in time, and to express their concern regarding the completion of the Confirmation Process of the Director of Education and the vacant and expiring School Board positions.

5. Program of Action for Chuuk Education Reform

The Advisory Group continues to recognize the work of the High Level Meeting, the development of the ten-point *Program of Action for Chuuk State Education Reform*, and the urgent need for successful implementation. The Advisory Group recognizes that the implementation of the Program of Action has been significantly delayed by the necessary process of identifying and selecting Human Resource, Reform and Management Consultants from both McREL and PREL. However, the Advisory Group notes that all of the Human Resource Consultants are now in place and that the Reform and Management Consultant has been selected and will begin field work in approximately six weeks. The Advisory Group therefore anticipates that significant progress will be made by the consultants and by the BOE and DOE between now and the Fourth Quarterly Meeting of the Advisory Group, to be held in late October of this year.

As in the past, the Advisory Group continues to stress that reform should focus on the five broad objectives that:

- ❖ 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 continue to be used to monitor the progress of the reform efforts.

6. Overview of Major Concerns

At its Third Quarterly Meeting, the Advisory Group specified major concerns that it has identified as critical to proceeding with implementation of education reform in Chuuk state. They are as follows:

1. Appointment and Confirmation of DOE Director and BOE Members. The Advisory Group arrived in Chuuk State with significant concern regarding the failure of the Chuuk State Government to appoint and confirm a Department of Education Director and to fill all vacant and expiring positions on the Board of Education. In this light, the Advisory Group, immediately upon its arrival, sent a letter of concern regarding these matters to the Chuuk State Governor and subsequently personally reiterated this concern to the Governor and the Board of Education. The Advisory Group indicated that it could not recommend to the Joint Economic Management Committee (JEMCO) that Compact funding be appropriated in the FY2014 budget until individuals have been confirmed for these positions. Within this context, the Advisory Group advised that it was also concerned that Division Chiefs be selected as soon as possible, taking into consideration the need for the Human Resources Consultant to finalize job descriptions for each position. This message was also shared by letter with the Chuuk State Legislature, after the Advisory Group became aware that they would be unable to meet in person due to scheduling difficulties.
2. School Consolidations. The Advisory Group once again confirmed their support for the primary school consolidations recommended in the *Chuuk State School Facility Repair and Construction Master Plan*, and indicated that they expected such consolidations to be incorporated into the FY2014 Budget, and implemented in the 2014 School Year. The Advisory Group reminded all parties that these consolidations have already been officially adopted by the Chuuk Board of Education and the IPIC, and were committed to by all parties at the Chuuk High Level Meeting on Education Reform. The Advisory Group stressed that the FY2014 budget should not include any budgeted amounts for the schools that will be consolidated into other schools. In addition, teacher positions beyond a student teacher ratio of 25 to 1 should not be transferred into the school receiving consolidated students. It is anticipated that the consolidated school will be physically closed for the 2014 School Year. Specific consolidations appear below as High Level Commitment 8.

3. Teachers' Contracts. The Advisory Group stresses the importance of developing a contract system for teachers that focuses on limiting the taking of leave during the school year. Specifically, the Advisory Group called for the Board to immediately put in place the necessary rules and regulations to limit the taking of leave during the coming 2014 School Year, which should be supported by the teachers' contracts when formalized.
4. Monitoring Attendance. The Advisory Group discussed the issue of student and teacher monitoring with the Chuuk Board of Education and representatives of the Chuuk Department of Education at the central and regional levels. With new resources now available in the form of the education consultants, it was suggested that a comprehensive school monitoring system continue to be given high priority.
5. FY2014 Budget & Long-Term Fiscal Framework. The Advisory Group stressed to the Chuuk Board of Education and representatives of the Chuuk Department of Education that it is critical that the 2014 budget presented at the August JEMCO Meeting comply with the commitments made by the '*Chuuk State Leadership Conference to Develop and Endorse a Long-Term Fiscal Framework*' (LTFF). In addition, the Advisory Group reminded the CBOE and the CDOE that the FY2014 Budget should include: (a) consolidations, (b) all BOE approved project-based proposals to implement the Chuuk High School Pilot Project, and (c) the inclusion of only those teachers who are either certified or currently participating in a certification program.
6. Board Capacity, Training and Regulations. The Advisory Group believes it is critical for the Board to meet regularly, to consistently release formal decisions as "Board Directives," and to implement best practices in their oversight of Chuuk's Education system. The Advisory Group therefore supports, in addition to the appointment of BOE members, the opportunity to undertake Board training, and to development procedures for Board operation.
7. Chuuk High School Pilot Project. It is anticipated that the Advisory Group will continue to support the concept and implementation of the Chuuk High School Pilot Project. In this light, The Advisory Group recommends that the Chuuk Board of Education review, modify as appropriate, and formally implement the project, including budgetary and curriculum issues. It is expected that the Board will adopt, after appropriate modification, the Pilot Project, in its final form, at least one week prior to the 2014 JEMCO Budget Hearings on August 21, 2013, and that all necessary budget documents for this adoption will be included in Chuuk's budget package for JEMCO review.
8. WorldTeach Plan. The Advisory Group and the Chuuk Board of Education jointly discussed the need for an overall plan for the use and disbursement, over time, of WorldTeach Teachers at the primary and secondary levels.

7. List of Expectations for the Next Advisory Group Meeting

Taking into account the above overview, the Advisory Group anticipates that the following activities will be completed/prepared as set forth below.

Prior to the August 2013 JEMCO Meeting:

- ❖ Appointment and confirmation of the Chuuk State Director of Education, and the appointment and confirmation of the full Board of Education (both vacant and expired positions).
- ❖ Full physical and budgetary consolidation of all primary schools recommended to be consolidated in the Facilities Master Plan, within the parameter of this report.
- ❖ Incorporation of LTFF budgetary commitments in the 2014 budget.

Prior to the next Advisory Group Meeting October 28, 2013:

- ❖ Completion of a draft School Attendance Monitoring Plan for review by all appropriate parties
- ❖ Completion of a draft teacher contract system
- ❖ Completed review and approval of the Chuuk High School Pilot Project
- ❖ Completed review and approval of the Primary School Pilot Project
- ❖ Completion of a set of basic school standards as proposed and presented to the BOE and Advisory Group
- ❖ Completion of a World Teach Plan, adopted by the BOE
- ❖ Submission of an updated report on the two Pilot Regional Centers by the DOE
- ❖ Completion of a monthly/quarterly/annual reporting system for review by all of the consultants on the progress of the Education Reform
- ❖ Completion of a draft supply distribution and warehousing process developed with the assistance of the Reform and Management Consultants

8. High Level Commitments and Advisory Group Recommendations

In line with the previous two Advisory Group Quarterly Reports, progress on the High Level Commitments, as well as additional Advisory Recommendations made during the first three Quarterly Meetings of the Advisory Group, appear below.



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 rules and regulations regarding the implementation of a contract system for school teachers, principals and for other personnel as appropriate, including a draft contract by the next quarterly meeting of the AG.
- In conjunction with the Reform and Management Consultants, finalize a proposed monitoring system by the next quarterly meeting of the AG.
- In conjunction with the Reform and Management Consultants, develop criteria for the evaluation of the Regional Centers. - The BOE and the DOE, with the assistance of the Consultants should provide a report to the AG regarding the performance of the Regional Center taking into account the additional evaluation criteria.
- Develop a draft organizational chart by the next quarterly meeting of the AG.
- Within one month after the completion of the third Advisory Group Meeting, provide a report of its progress to the BOE and the AG and shall establish a schedule of reports for subsequent reporting purposes.



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 AG anticipates that the development of position descriptions will be completed by the next AG meeting.



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:

- By the next quarterly meeting of the AG, establish minimum standards for the operation of primary and secondary schools (See New Recommendation 6 below).
- Report, in conjunction with the Human Resources Consultant, at the next AG Meeting, on their progress in developing a comprehensive

principal/teacher/student monitoring system, taking into account currently existing regional offices that verify daily attendance of principals, teachers and line staff.

- Report, in conjunction with the Human Resources Consultant, at the next AG Meeting on the progress in developing a contract system for review by the BOE and the AG.
- By the next quarterly meeting of the AG, in conjunction with the Human Resources Consultant, review and make recommendations regarding the Chuuk High School Pilot Project
- By the next meeting of the AG, begin the process of developing test baselines to permit future assessment of school performance (in 2015 and thereafter).
- In conjunction with the Human Resources Consultants, develop additional criteria for the evaluation of the Regional Centers. The BOE and the DOE, with the assistance of the Consultants, should provide a report to the AG regarding the performance of the Regional Center taking into account the additional evaluation criteria.
- Within one month after the completion of the Third Advisory Group Meeting, provide a report of its progress to the BOE and the AG and shall establish a schedule of reports for subsequent reporting purposes.



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 the next month, and prior to the next JEMCO Meeting in August of 2013, the BOE shall review and adopt a Chuuk Pilot Project, with the input of the AG, setting forth the following:
 - Definition of potential program offerings
 - College Prep
 - Vocational
 - Remedial
 - Continuing Education
 - Levels of training;
 - Staffing/teaching levels;
 - A Training plan for teachers, principals and administrative staff;

- Projected measurable outcomes over the coming years for review and comment by the BOE, DOE and AG; and
- A WorldTeach development plan along with a mirroring and transition plan.
- By the next Quarterly AG Meeting, The BOE 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, the BOE shall allow the Principal of CHS to be included in the final interviews and selection of teachers who go to Chuuk High School and to be responsible for approving requests for leave of absence, after notification to the Director of Education.

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: No longer relevant.



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: In progress

Recommendation: Until the recent hiring of the Management and Reform Consultants, this Commitment was placed on hold by the Advisory Group. This obligation needs to be reassessed and refined in light of the findings and recommendations of the Advisory Group in the first 3 Quarterly Meetings and through discussion with all relevant parties. This issue will be further discussed after the completion of the Management and Reform Consultants’ development of a list of 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. This list has been amended and is currently being reviewed by the national Program Management Unit. The BOE needs to closely monitor progress on PMU's efforts.

Ongoing Outputs: The following ongoing outputs were identified:

- The BOE, DOE and the IPIC shall work together to identify appropriate additional infrastructure primary and secondary infrastructure projects within the context of the Facilities Master Plan and with the assistance of the Reform Consultant.
- Prior to the beginning of the 2014 budget year, the BOE and the DOE shall consolidate all of the primary schools recommended in the Facilities Master Plan. Schools to be consolidated include the following:

○ 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



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

Status: The 2014 Budget has been developed taking into consideration LTFF recommendations. However, the LTFF has not been fully complied with.

Further work is needed by the DOE and the BOE to accomplish compliance with commitments.

- It is recommended that the 2014 budget be revised by the DOE and the BOE to comply with the commitments within the LTFF Framework.



Commitment 10. Organize and Implement Advisory Group

Status: Completed.

9. 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, with assessments from the Management and Reform Consultants, 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. A report shall be provided to the AG regarding findings at the 4th AG Meeting.

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.

10. Next Meeting of the Advisory Group

The Advisory Group shall next meet in Weno, Chuuk from October 28 to November 1, 2013.