



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

November 19, 2013

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

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

Dear Sirs:

The Chuuk Advisory Group on Education Reform would once again like to thank each of you, the Board of Education, the Director of Education, and the CDOE staff, for the support provided during the fourth meeting of the Chuuk Advisory Group on Education Reform, which convened in Weno from November 4, 2013 to November 6, 2013.

The Advisory Group Members are pleased to share several highlights of this Fourth Meeting. As with previous meetings, we discussed a broad range of issues with Chuuk leaders and educators. However, the primary focus of this visit was to break through barriers and accelerate the improvement of education infrastructure in Chuuk. Since the beginning of the Amended Compact in 2004, only one high school has been constructed in Chuuk, despite the availability of significant infrastructure funding. An estimated \$140 million remains available for Chuuk State to improve infrastructure over the next ten years.

To address this issue, the Advisory Group members worked with the Governor's Office to convene an all-day Leadership Meeting on Thursday, November 7. Meeting participants included Chuuk State Leadership and the Advisory Group Members, along with the Infrastructure Grants Manager for the Department of Interior's Office of Insular Affairs, Steve Savage, and the head of the FSM National Government's Project Management Unit, Mr. Bruce Howell, PE. During the meeting, participants identified challenges and obstacles that have stalled Chuuk education infrastructure projects to-date, developed a workable "model" for project preparation, modular school design, and construction management, and developed a clear and specific list of school projects for major renovation and construction. The primary outcome of the meeting was agreement on a revised list of 25 prioritized public school sites in all five regions of the state, with a corresponding commitment to proceed with professional engineering work and preliminary assessments, to determine the appropriateness of major renovation or new construction. It was agreed by all parties that this process will require outside engineering contractors and at least one full time project manager, and was broadly agreed to represent a significant step forward in overcoming the education infrastructure bottleneck.

In addition to addressing infrastructure-specific issues, the Advisory Group members met with both Houses of the Chuuk State Legislature, as well as with Governor Elimo. In addition, we visited four elementary schools in the Southern Namoneas, including Nechap Elementary School, Kuchuwa Elementary School, Sino Elementary School and UFO Elementary School. The Advisory Group was pleased to note that, since the last regular meeting in late July, the Chuuk Department of Education has developed and approved an FY14 budget consistent with the state's Long-Term Fiscal Framework, and has successfully filled vacant positions, including for the Director of the Department of Education, as well as five of six vacant seats on the Chuuk Board of Education.

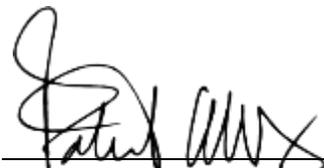
Finally, through discussions with the Chuuk Board of Education, the Advisory Group clarified our expectations, detailed in Section 8 of the attached report, in advance of our Fifth Quarterly Meeting scheduled for February 2014. We anticipate working with the Chuuk State Leadership to convene a High-Level Meeting on Chuuk Education Reform next February, and look forward to using that occasion to review progress and set new goals.

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.

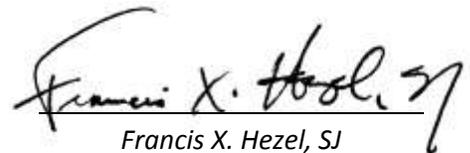
Sincerely,



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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 Macayaon, Chuuk State 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
November 4, 2013 – November 8, 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, Second Quarterly Meeting from April 29, 2013 to May 3, 2013, and Third Quarterly Meeting from July 22, 2013 to July 26, 2013. This report summarizes the Fourth Quarterly Meeting, which was held from November 4, 2013 to November 8, 2013, on Weno, Chuuk. It has been developed with technical support from Graduate School USA, shared with the three principal parties, and made available online at www.pitiviti.org/chuuk.

1. Background.

The Chuuk Advisory Group on Education (“Advisory Group”) arrived in Weno, Chuuk, on Sunday November 4, 2013 and finalized its fourth set of quarterly meetings on November 8, 2013.

The Advisory Group met extensively with the Chuuk Board of Education (CBOE) and Chuuk Department of Education (CDOE), represented by the Director, Deputy Director and key staff members. During their stay in Chuuk, the Advisory Group was able to travel to four elementary schools in Southern Namoneas (Nechap Elementary School, Kuchuwa Elementary School, Sino Elementary School and UFO Elementary School).

The Advisory Group also met with newly hired consultants from both *Mid-Continent Research for Education and Learning* (McREL,) Louis F. Cicchinelli and John Kofel, who were contracted to provide Human Resource and personnel management expertise, and *Pacific Resource and Education Learning* (PREL,) Destin Penland and Myjolyne Kim, who are tasked with providing management and reform consulting assistance to the CDOE and CBOE.

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

The Advisory Group would note that the CBOE has five new members, with one position from Faichuk still vacant. The Advisory Group members were pleased with the continued active participation by the Board and they are supportive of efforts to provide new, as well as existing Board members with comprehensive Board training opportunities.

2. Proposed Update to the Chuuk Education Reform Plan (CERP).

Prior to the arrival of the Advisory Group, the Chuuk State leadership held a meeting to review proposed updates to the Chuuk Education Reform Plan (CERP). The proposed changes can be characterized as updates to include commitments from the November 2012 High Level Meeting and subsequent quarterly meetings of the Advisory Group, as well as a reset of timelines and responsibilities to more accurately reflect realities on the ground. The leadership meeting was widely attended by members of both Houses of the Chuuk State Legislature, the CBOE, the Governor, the Director, Deputy Director, and staff of CDOE and other interested public and private sector representatives. The CERP update was undertaken by the PREL Consultants tasked with assisting in Education reform and management. The full day meeting held on Friday, November 1, 2013 resulted in broad discussion on the CERP, with special attention given to the issues of establishing regional offices and CBOE-approved consolidation of schools. The consultants noted the comments from the leadership and they have incorporated many of the comments into a revised draft update of the CERP. This revised update will be reviewed by the CBOE, CDOE, the Legislature, the Governor and the Advisory Group for final comment and endorsement.

It is anticipated that the High Level Commitments and supporting Advisory Group Recommendations provided at the end of this Report will be wrapped into the CERP for future review and monitoring purposes after the completion of this review and the endorsement of the updated CERP

3. Advisory Group Meeting with the Legislature.

The Advisory Group met with members from both Houses of the Chuuk State Legislature on Tuesday Morning, November 5th to discuss the progress of education reform. Once again, discussion was lively and focused on issues relating to the proposed consolidation of schools and the establishment of regional centers. This was the first time the Advisory Group has met with the Legislature prior to its regularly scheduled meetings with the CBOE and CDOE; one advantage of this meeting early in the week is the input of concerns from the legislators. Of course, given time constraints, a meeting at the end of the week to report on outcomes of the week may not be achievable each quarter.

4. Advisory Group Meeting with the Governor.

The Advisory Group, represented by member Thomas Bussanich, met with Governor Elimo to hear his concerns in the wake of the November 1st leadership meeting on the CERP and, more specifically, to prepare for the full day facilitated meeting on education infrastructure for Chuuk. The meeting was dominated by concerns that conflicting meetings being scheduled by representatives of the national government's project management unit (PMU) necessitated a re-scheduling of the full day meeting from Wednesday to Thursday. The Governor, as chairman of IPIC, committed to attending and seeking full achievement of the expected outcomes of the infrastructure-focused meeting to ensure that delays to-date be overcome and construction/renovation of schools be accelerated.

5. Program of Action for Chuuk Education Reform.

The implementation of the ten-point *Program of Action for Chuuk State Education Reform* developed at the High Level Meeting, as supplemented by the *Advisory Group Recommendations*, continue as the focus of the Advisory Group. Within this context, the Advisory Group recognizes work undertaken to update and strengthen the CDOE reform goals, objectives and activities by the CBOE and the CDOE with the assistance of the PREL Reform Consultants and is supportive of these efforts to integrate the High Level Commitments recommendations into the CERP.

The Advisory Group recognizes the fact that reform work has been slowed due to the lack of education consultants on the ground and due to the slow process of confirming a Director and Deputy Director of the Department of Education, as well as the hiring of management personnel at the Division level. This being said, the two sets of consultants were on the ground shortly after the 3rd Quarterly Meeting and the Advisory Group anticipated forward movement on the Ten High Level Commitments and Advisory Group Recommendations to be reported out during the 4th Quarter Meeting.

Within this context, the Advisory Group continues to recognize the need to periodically revise the Program of Action to reflect the on-going reform efforts of the CBOE and the Advisory Group, with the assistance of the CDOE and its consultants.

The Advisory Group reiterates that work of all parties must continue to be focused 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.

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 until the updated CERP is updated and fully endorsed.

6. Overview of Major Concerns.

The Advisory Group, at the Fourth Quarterly Meeting, continued to focus on specified major concerns that it has identified as critical to proceeding with implementation of education reform in Chuuk State. Many of these concerns are reflected in the High Level Commitments and Advisory Group Recommendations set forth below.

- a) Appointment and Confirmation of CDOE Director and CBOE Members. The Advisory Group had expressed its anticipation, at the 3rd Quarterly Meeting, that the Chuuk State government would finalize its confirmation of a CDOE Director and that it would fill all vacant and expiring positions on the CBOE prior to the 4th Quarterly Meeting. The Advisory Group was therefore pleased to be informed that the Director Position and all but one of the Board positions have been appointed and confirmed. The Advisory Group reiterated its support of efforts to fill management positions (Division Chiefs) at the CDOE to strengthen the capacity of the department to implement the reform. The Advisory Group was pleased to hear that job descriptions have been completed for these positions. The Advisory Group would propose that once a full staff is in place, the Director's position be responsible for high level decisions, that Chiefs be responsible for specific components of the reform and well defined departmental management responsibilities, and that the Deputy Director have a more defined set of specific roles in support of the Director, such as certification of principals, school improvement process, accreditation, etc.
- b) School Consolidations. The Advisory Group held serious discussions with members of both houses of the Legislature, the CBOE and CDOE regarding the consolidations of primary schools that were recommended by the CBOE and the IPIC and reflected in the *Chuuk State School Facility Repair and Construction Master Plan*. The Advisory Group visited the three schools involved in one of the consolidations (the consolidation of Kuchuwa Elementary School into

Nechap Elementary School and Sino Elementary School). The Advisory Group listened to concerns regarding over-crowding and long walks for small children. The Advisory Group also recognized concerns expressed by Chuuk State leadership in the CERP update meeting held on November 1, 2013. Finally, the Advisory Group recognizes and supports the updated CERP Objective 4.6 in Goal No. 4 to “Continue school consolidation.”

The Advisory Group walked the trail between the three schools and was convinced that it was in the best interests to ultimately overturn the consolidation of Kuchuwa Elementary School into Nechap and Sino Elementary Schools. The Advisory Group also agreed that overcrowding at the two existing schools required the prioritizing of renovation/construction projects that would allow the re-opening of Kuchuwa Elementary School and the expansion of Sino Elementary School. However, until such projects are completed, the Advisory Group recognized the need to maintain the current consolidation configuration. Of significant importance to the Advisory Group position was the understanding that land at Kuchuwa for a new school construction project has been made available to the state at no cost. Such community commitment is to be commended.

The Advisory Group also recognized the rationale for the delay in the consolidation of Inaka Elementary School into Sapore Elementary School and anticipates that continued planning shall resolve the issue as it relates to the proposed consolidation of junior high schools in Southern Namoneas into a unified Southern Namoneas High School.

In addition, the Advisory Group recognized the delay in the transfer of excess teachers from consolidated schools to other positions and agreed to the CBOE’s commitment to complete such transfers by December 31, 2013. The Advisory Group anticipates that by this date all excess teachers will have been appropriately transferred to other appropriate schools or other vacant positions in the Department of Education. The Advisory Group also anticipates that all temporary budgetary accounts that house the budgets for these transferred teachers will be eliminated.

- c) Teachers’ Contract. The Advisory Group was made aware of, and reviewed, a proposed teachers’ contract developed by the McREL consultants. No accompanying contract policy was proposed by the consultants, no recommendation has been made regarding inclusion of other professional education staff, and it is the sense of the Advisory Group that more review and work is needed to finalize the nature and scope of the contract and to develop the associated policy. The McCREL Consultants have proposed an amendment to their contract that would permit more frequent visits to Chuuk State as well as the development of the improved contract and policy. The Advisory Group is in favor of this contract amendment. With this contract amendment, it is anticipated that a proposed draft contract and associated policy will be ready for review at the next quarterly meeting, to be put in place by June of 2014, after which the Board can implement the policy in the next school year.

- d) Regional Centers. The Advisory Group recognizes the comments made by the Chuuk State leadership regarding the desire to move forward with regional centers. However, the Advisory Group would like to see concrete evidence that the current regional centers are productive prior to moving forward with other regional offices. The Advisory Group therefore anticipates that the CBOE/CDOE, with the assistance of PREL consultants, will prepare a report on the two offices for presentation at the Fifth Quarterly Meeting that reviews performance and impacts after one year in operation. The Advisory Group would also anticipate that the CBOE will, with the assistance of the PREL Consultants, develop a set of baseline data for regional centers, such as demographics, performance and program data, in a matrix format, that can be used for future review and that will be presented at the next quarterly meeting. Finally, the Advisory Group would like to have a better idea of how large each of the regional centers are proposed to be, what functions they will handle, and what the impact on the central office staffing will be. The Advisory Group supports the addition of Objective 2.4 of Goal 2 of the CERP to assist in moving forward with this initiative.
- e) School Attendance Monitoring Plan. The CDOE, with the assistance of PREL Consultants, made presentations to the Advisory Group regarding the difficulties faced in monitoring principal, teacher and student attendance, as well as some potential solutions. However, it is quite evident that more work is required by all parties in order to present a comprehensive attendance monitoring plan. The Advisory Group therefore expects further review to be undertaken, with the assistance of PREL Consultants and for a formal draft proposal to be presented by the next quarterly meeting, for implementation in June of 2014. It is also anticipated that a monitoring pilot project will be undertaken within the scope of the Primary School Pilot Project, to include biometric finger print technology, to allow for the presentation of findings at a subsequent quarterly meeting.
- f) Budget Matters (LTFF). The CBOE and CDOE had discussions regarding the anticipated implementation of the commitments made by the *Chuuk State Leadership Conference to Develop and Endorse a Long-Term Fiscal Framework* by the Fourth Quarterly Meeting. The BOE implemented these commitments, as anticipated by the Advisory Group, partially through the elimination of cooks and house parents at junior high schools. The CBOE expressed certain misgivings about these position eliminations, taking into account their perception that there were dormitory students that were impacted by these personnel actions. The Advisory Group expressed the position that these actions must stand unless other comparable long term operational cuts are identified and reviewed by leadership; noting in effect that budgetary flexibility can be achieved within a “zero sum” requirement of maintaining overall LTFF commitments.
- g) Board Capacity, Training and Regulations. Taking into account the fact that there are five new members of the CBOE, the Advisory Group reiterates its recommendation that the Board receive Board Training. The Advisory Group stresses that this training will help to move forward Board Rules and Regulations that will lead to more regular meetings and the development of formal

Board decisions, all resulting in the initiation of best practices in the Board's oversight of Chuuk's education system. The Advisory Group therefore anticipates that the Board, with the assistance of the PREL/McREL Consultants, as appropriate, will develop a training program and develop procedures for review at the next quarterly meeting.

Within the context of Board Training, the Advisory Group would like to see regular evidence that the Board meets, in regular and special meetings, that the records of such meetings are kept, that the meetings are held with a quorum, that regular attendance is a Board requirement for continued membership, that Board policies are adopted by a vote on final, not draft, policies, all through a comprehensive Board policy. Advisory Group member, Dr. Tellei, further requested that the actions of the CBOE be codified and kept fully up-to-date.

- h) Chuuk High School Pilot Project. The Advisory Group continues to support the Chuuk High School Pilot Project. The Principal of the High School indicated that school hours would be expanded to 4½ hours (from 4 hours) a day for all students, that college preparatory students attend classes beyond the current half day level allowed for non-college prep students and that a grant is being sought from Japan to provide four busses to improve school attendance. If the transportation issue is sufficiently addressed, the school will work to reprogram its budget to meet these new transportation costs. In addition, the school will look to expand the school day for all students. The Advisory Group supports these activities and recommends that the CBOE continue to be supportive of the Pilot Project and the Principal in establishing school hours in line with these programmatic efforts. The Advisory Group further recommends that the CBOE, with the assistance of the Principal and appropriate consultants, establish an appropriate sunset clause for the Pilot Project, as well as a plan to replicate lessons learned at other High Schools.
- i) Primary School Pilot Project. The CBOE and the CDOE reported that they have not moved forward with the implementation of the Primary School Pilot Project since the 3rd Quarterly Meeting, at which a presentation provided alternate scenarios for such a program. The Advisory Group anticipates that the CBOE/CDOE, with the assistance of the PREL Consultants, will develop a comprehensive Primary School Pilot Project for review at the next quarterly meeting. The consultant needs to assist in identifying the unique components of the Pilot Project that are currently deficient at the primary school level, review the Chuuk High School Pilot Project outcomes and data to determine deficiencies in high school preparation and determine the appropriate levels of WorldTeach involvement in the project. Ultimately, the project should identify how it will be expanded to other primary schools. One component of the project should be a biometric thumbprint Attendance Monitoring System.
- j) WorldTeach Plan. The Advisory Group and the CBOE jointly discussed the need for an overall plan for the use and distribution, over time, of WorldTeach Teachers at the primary and secondary levels. The Advisory Group anticipates a comprehensive WorldTeach Plan to be prepared for review by the next quarterly meeting, which plan shall take into account the current Chuuk High School Pilot Project, the proposed Primary School Pilot Project and the

requirements of WorldTeach volunteers. The Plan should have a transition component to transfer volunteers in the future to other schools throughout Chuuk State.

- k) Basic School Standards. The Advisory Group still supports the development of a set of basic school standards upon which continued school operation will be based. However, the Advisory Group recognizes that the current accreditation process includes a set of basic standards that will be monitored. The current process envisions that all of the schools in Northern and Southern Namoneas will be visited and schools assessed for such standards and that a report will be prepared prior the next quarterly meeting. Stage 1 school accreditation visits will also be completed by June of 2014 by the Accreditation Committee. The Advisory Group supports the newly proposed Objective 4.1 of the Goal 4 of the CERP and anticipates that the Consultants will work with the CBOE/CDOE to make final revisions prior to the next quarterly meeting.
- l) Procurement, Distribution and Warehousing. A presentation was given by the CDOE, with the assistance of PREL Consultants, and it was clear that, while thought has been given to the issue of improving the timely delivery of goods to schools, no comprehensive plan has been prepared. The Advisory Group therefore recommends that a comprehensive warehousing, procurement and distribution plan be developed and presented at the next quarterly meeting, with comprehensive procedures and specific timelines for the delivery of goods.
- m) Compost Toilets. The Advisory Group was advised of a potential partnership between SOPAC and the States of Chuuk and Yap to provide compost toilets to outer island schools through IWRM (Integrated Water Resources Management) funding from the Global Environment Facility in conjunction with Compact Funding. The Advisory Group and the CBOE expressed their support of this potential partnership, identified compost toilets as an appropriate technology for the Outer Islands, recognized and indicated a willingness to support unique oversight measures to ensure implementation and supported further investigation and negotiation with SOPAC regarding the potential project.
- n) CERP Update. As earlier indicated, the PREL Consultants prepared an update of the CERP that was reviewed by the Chuuk leadership On November 1st. The Consultants have incorporated many of the recommendations of the leadership into the updated Plan. The Advisory Group recommends that all appropriate parties review the updated CERP by the next quarterly meeting to ensure that relevant components of the reform are included and, subject only to changes that may arise from a detailed review of the updated CERP, the CDOE is encouraged to continue with its plan to use the updated CERP as the guiding document to manage future Education Reform implementation efforts and monitoring of the reform.

7. Chuuk Education Infrastructure.

In recognition of the importance of improving the physical facilities in which students are expected to learn, the Advisory Group dedicated a full day on Thursday, November 7, 2013, to allow for a facilitated meeting on education infrastructure in Chuuk. Once again, the three parties were represented, though

the national government was represented by the head of the PMU. After opening remarks from Chuuk State Governor Johnson Elimo and Tom Bussanich, the Facilitator, Kevin O’Keefe, gave a brief overview of the current state of infrastructure development in Chuuk under the Amended Compact, including an estimate that roughly \$140 million should be available over the next ten years for infrastructure development in Chuuk, with a clear priority but not exclusive use by the education sector. DOI/OIA infrastructure grant manager, Mr. Stephen Savage, made a presentation of the critical issues and concerns from the perspective of the U.S. government, and the JEMCO members. Mr. Bruce Howell, head of the PMU and Contracting Officer for Compact infrastructure projects presented the role that the PMU would likely play in selecting a firm to proceed with initial site assessments and completion of a modular school design that could be used and modified to fit most, if not all, school sites to be identified for new construction. The PMU did acknowledge that any contracts it oversees in its primary role with respect to Compact infrastructure projects might need to be “assigned” to Chuuk State if the PMU’s funding arrangements and staffing level are not resolved favorably after 12/31/2013. It was noted that Chuuk State would need to have a resident, dedicated and skilled professional engineering presence on the ground in Chuuk in any circumstance in order to ensure the massive undertaking of education infrastructure improvement is well-managed.

The stated expectations for the meeting included:

1. a clear understanding of the challenges and obstacles that have stalled action on education infrastructure in Chuuk to date, together with a clear articulation of workable solutions;
2. a clear and workable “model” for project preparation, modular school design, and construction management that meets Chuuk’s specific needs;
3. a clear and specific list of projects/school sites that will be used for initial site assessments; and
4. a clear understanding of timeline and tasks to be completed, as soon as practicable, to move forward on major renovations and new construction at school sites.

Through a series of presentations, panel discussions and participatory discussion, the expected outcomes were achieved. A priority listing of public school sites in each of the five (5) regions of Chuuk State was submitted after a side meeting of relevant officials (IPIC, CDOE, CBOE, executive and legislative representatives) was completed. This list can be found in the attached “Chuuk State Infrastructure Planning and Implementation Committee and Chuuk State Department Of Education Resolution No. 2013-3.”

It was also agreed that the 25 identified public school sites would all be prioritized for a preliminary site assessment to be coordinated with site work already completed at most school sites. At the same time, a contracted firm completes said assessments, a modular design for schools in Chuuk State will also be completed for review and approval by Chuuk State’s leadership.

It is suggested that the Advisory Group continue to have a parallel focus on the acceleration of infrastructure improvements while it carries out its oversight role in partnership with the CBOE with respect to education reform. By the time of the next meeting of the Advisory Group, substantial

progress should have been achieved in terms of selection of an engineering/design firm and commencement of a portion of the identified school sites.

8. 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 by the next Advisory Group Meeting and ready for review, as set forth below.

- ❖ Hiring of Division Chiefs and the delineation of their responsibilities, along with the responsibilities of the Deputy Director, as well as the decentralization of responsibilities reflective of this new staffing structure.
- ❖ Complete all primary School Consolidations (with exceptions listed above) and reassignment of teachers by 12/31/13 from primary consolidated schools and the development of a preliminary secondary school consolidation plan by the BOE.
- ❖ Complete final draft teacher and professional contracts along with an accompanying comprehensive contract policy.
- ❖ Prepare a one-year report on the two regional centers that reviews performance after one year of operation and develop a set of baseline data for regional centers for future analysis.
- ❖ Prepare a comprehensive Attendance Monitoring Plan.
- ❖ Develop a Board of Education training program and further develop and document Board procedures.
- ❖ Report on transportation options for Chuuk High School.
- ❖ Develop a comprehensive Primary School Pilot Project.
- ❖ Develop a comprehensive WorldTeach School Plan.
- ❖ Through the process of School Accreditation, establish a set of basic school standards.
- ❖ Develop a comprehensive draft supply distribution and warehousing process.
- ❖ After receiving inputs from Chuuk leadership and the Advisory Group, finalize the draft updated CERP for review and utilize said draft to manage and monitor reform implementation.

9. 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:

- The CBOE and CDOE will work with the HR Consultant to 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 and policy for teachers and education professionals by the next quarterly meeting of the Advisory Group.
- The consultant shall provide monthly and quarterly reports of its progress to the CBOE and the 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. Position Descriptions are completed for primary management and the process of hiring Division Chiefs is in process and nearly complete. The development of other position descriptions is on-going.



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 were selected. Unfortunately the Reform Consultant terminated his contract and a new consultant will have to be hired. PREL is in the process of hiring a replacement and is providing in-house assistance until the hiring is accomplished. **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:

- Report on their progress in developing a comprehensive principal/teacher/student monitoring system, taking into account currently existing regional centers that verifies daily attendance of principals, teachers and line staff.
- By the next meeting of the Advisory Group, begin the process of developing test baselines to permit future assessment of school performance (in 2014 and thereafter).
- In conjunction with the CBOE, develop baseline criteria for the evaluation of the Regional Centers. The CBOE and CDOE, with the assistance of the consultants should provide a report to the Advisory Group regarding the performance of the Regional Centers taking into account the additional evaluation criteria.
- The consultant shall provide monthly and quarterly reports of its progress to the CBOE and the 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:

- By the next Quarterly Advisory Group Meeting, develop a sunset date and a plan for incorporation of lessons learned to other High Schools.
- By the next Quarterly Advisory Group Meeting report on efforts to purchase school busses and to expand the school day.



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. The PREL Consultants prepared an update of the CERP and presented it to the Chuuk State leadership and received comments. The Consultant will revise accordingly and the CBOE/CDOE and the Advisory Group will review revision at the next quarterly meeting for ultimate endorsement.



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. With the hiring of the Reform and Management Consultants, further discussion and articulation is necessary to determine how this will be incorporated into the overall reform plan, taking into account the evaluation of the two pilot regional offices.



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 by the National Government. A Chuuk State meeting at the 4th Quarterly Advisory Group Meeting reviewing the issue of education infrastructure resulted in the development of an enlarged list of 25 public schools to be reviewed for future renovation/construction. All of these schools will have preliminary engineering surveys to allow for further assessment as to suitability and costing for moving forward with improvements.

Ongoing Outputs: The following ongoing outputs were identified:

- Engineering surveys shall be organized for 25 public school sites identified at the Fourth Quarterly Meeting as well as all of the outer island secondary schools to identify appropriate schools for future renovation/construction.
- By December 31, 2013, all of the following schools shall be consolidated and excess teachers transferred:

| | | |
|--------------------------------|---|---------------------------------------|
| ○ 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: Completed.



Commitment 10. Organize and Implement Advisory Group

Status: Completed.

10. Advisory Group Focused Recommendations

Recommendation 1: Develop a contractual system for the DOE

Detail: See High Level Commitment 1 Above, which makes this a high priority of the Human Resource Consultants (or other Consultant if appropriate)

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 review accomplishments in the first year of operation and to identify develop a set of baseline data for regional offices, such as demographics, performance and program data, in a matrix format, that can be used for future review and that will be presented at the next quarterly 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.

Recommendation 5. Develop Standards for School Operation

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

- Within the Context of the work of the Accreditation Committee, The CBOE/CDOE shall complete a set of standards and criteria by the next meeting of the Advisory Group.

Recommendation 6. Establish a Primary School Pilot

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

- The CBOE/CDOE, with the assistance of the Reform Consultant, shall develop a comprehensive Primary School Pilot Project to be reviewed at the next quarterly meeting.

11. Next Meeting of the Advisory Group

The next meeting of the Chuuk Advisory Group on Education Reform has been scheduled for February, 2014, in Weno, Chuuk. It is anticipated that there will be a High Level Meeting of the Three Principal Parties to review the accomplishments of the CBOE and CDOE regarding implementation of the Chuuk State Education Reform, and possibly to re-direct efforts of the Advisory group and CBOE/CDOE to meet emerging needs.