



EXECUTIVE CHAMBERS  
HONOLULU

NEIL ABERCROMBIE  
GOVERNOR

July 5, 2011

Dr. James Butler  
United States Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202

Dear Dr. Butler

Pursuant to Attachment T2 N(9), of the Phase 2 Race to the Top Grant Conditions, this letter is to inform you of Hawaii's request for approval to change the Project Director from Dr. Robert E. Campbell to Mr. Stephen Schatz.

Going forward, Dr. Robert Campbell will be responsible for overseeing federal compliance issues related to Titles I, II, and III. The Department of Education needs Dr. Campbell's content area expertise in coordinating the various programs to ensure their compliance with all of the legal requirements. Dr. Campbell's long standing experience in this area is essential since it can and will positively impact other important work such as Hawaii's Race to the Top grant.

The Superintendent of Education has strongly recommended that Mr. Stephen Schatz serve as the Project Director for the Race to the Top grant. The position will be renamed from the Executive Assistant for Strategic Reform (EASR) to the Assistant Superintendent for Strategic Reform (ASSR). As an Assistant Superintendent, Mr. Schatz will have the necessary formal authority to monitor the performance of other Assistant Superintendents and Complex Area Superintendents as they implement and sustain statewide reforms. As part of his duties in overseeing the Office of Strategic Reform, Mr. Schatz will report directly and regularly to the Superintendent of Education, as well as serve as the principal spokesperson for Hawaii's Race to the Top activities. Mr. Schatz will assume responsibility for project management oversight of all strategic initiatives and focus on critical implementation deliverables and target outcomes within the four main pillars of the Hawaii Department of Education's Reform Action Plan.

Mr. Schatz brings significant educational administrative experience and credibility as an effective school leader to the Assistant Superintendent position. Prior to being appointed in 2009 as one of the Complex Area Superintendents for the Honolulu District, Mr. Schatz started his educational career as an elementary teacher with Teach for America, then quickly moved up to become a vice principal, and then principal. His

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impressive career spans working with English Language Learner and Title I students in large inner city schools in Los Angeles to those in a multi-level, rural school on the North Shore of Oahu (See Attachment A). In 2009, the Superintendent of Education also asked Mr. Schatz to assist with co-developing Section D of Hawaii's Race to the Top application and serve as member of the Great Teacher Great Leaders subgroup. In so doing, Mr. Schatz is familiar with the intricacies of the entire document and is aware of the challenges the Department of Education has faced with aligning the original Race to the Top narrative with the approved scope of work and project plans. To ensure the success of Hawaii's Race to the Top grant, Mr. Schatz is prepared to invest the time and energy to interface with the Department of Education project managers, team with the Portfolio Managers, and engage in difficult discussions and negotiations with numerous public and private stakeholders such as higher education, business partners, non-profit organizations, the unions, Board of Education members, legislators, and others.

Over the years, as a teacher, administrator, and complex area superintendent, Mr. Schatz has built a solid reputation for being student-centered, fair, innovative, data-driven, and results-oriented. Mr. Schatz has proven that he has the leadership, communication, and organizational skills to lead Hawaii's Race to the Top team.

Mr. Schatz will manage the Office of Strategic Reform staff, comprised of a secretary and five portfolio managers. Currently, three of the five portfolio manager positions in the Office of Strategic Reform have been working since February 2011. The Department concluded interviews in April to fill the two remaining portfolio manager positions and have received commitments by the selected individuals to begin work mid-July and early August, respectively.

It should be noted that three of the five portfolio managers have extensive federal and discretionary grant administration experience. Collectively, they will support Mr. Schatz with cross-functional strategic planning and multi-disciplinary analysis and monitoring of the grant and related contracts activities to ensure the timely preparation of financial reporting, documentation, and compliance with all relevant policies.

I look forward to your response. If you need any further information, please contact Tammi Chun, my education advisor, via email at [tammi.chun@hawaii.edu](mailto:tammi.chun@hawaii.edu) or by phone at 808-594-3654. Please let me know if you need any other supplementary information to inform consideration of this request.

*many thanks!*

Sincerely,  
  
NEIL ABERCROMBIE  
Governor, State of Hawaii

Attachment A

**Stephen Schatz**

stephen\_schatz@notes.k12.hi.us

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### **Experience**

#### **Complex Area Superintendent, Kaimuki/McKinley/Roosevelt Complex Area, Honolulu District, Hawaii Department of Education 2009- Present**

Provide instructional leadership for 30 schools in Honolulu District.

- Established common, measurable indicators of progress for high schools, middle schools, and elementary schools that lead to college and career readiness.
- Implemented AVID in all 28 K-12 schools.
- 19 of 20 elementary schools, including 14 Title One elementary schools, made AYP in 2010. Implemented a new teacher mentoring program for all new teachers in the complex area.
- Implemented an initiative for all Honolulu District schools to increase inclusive practices for IDEIA eligible students.
- Implemented an accountability model for principals around high expectations, professional learning, and data-driven decisions.
- Co-developed Section D of Hawaii's *Race to the Top* application, and serve as member of *Great Teacher Great Leaders* subgroup.

#### **Principal, Pohakea Elementary School, Leeward Oahu School District 2004-2009**

Provided instructional leadership for K-6 Title I elementary school on Oahu.

- Received Continuous Improvement Award for 3 years of consecutive growth on Hawaii State Assessment in 2007.
- Test Scores in reading and math increased for 4 consecutive school years between 2004/2005 and 2007/2008.
- Student attendance increased from 92.5% in 2004 to 95.2% in 2008.
- On School Quality Survey (SQS), 39% of teachers' responses were positive on the Satisfaction Dimension in 2003 and 67.3% were positive in 2007. 57.3% of parents' responses were positive on the Satisfaction Dimension in 2003 and 74% were positive in 2007.
- Implemented professional development model based on data analysis, research-based best practices, and professional learning communities.
- First elementary school in state to implement AVID, or Advancement via Individual Determination, a program designed to prepare underrepresented students to attend four year colleges and universities.

#### **Vice Principal, Waialua High and Intermediate School, Central Oahu School District 2002-2004**

Provided instructional leadership and handled operational aspects of comprehensive, multi-level, rural school on North Shore of Oahu.

**Principal, Laurel Street Elementary School, Compton Unified School District,  
California  
1999-2002**

Provided instructional leadership for K-5 school with 99% Title I students, 86% English Language Learners, in inner city Los Angeles.

- Largest overall increase in test scores in district between 1999 and 2002.
- Highest Academic Performance Index (API) in district between 2000 and 2002.
- Ranked 2nd among 100 demographically, socio-economically similar California schools in 2000, 2001, 2002.
- Teacher turnover decreased from over 40% yearly to less than 8% yearly during principalship.
- Implemented professional development model based on data analysis, research-based best practices, and professional learning communities.

**Vice Principal, Kelly Elementary School, Compton Unified School District,  
California  
1998**

Provided instructional leadership and handled operational aspects of large elementary school in inner city Los Angeles.

**Elementary School Teacher via *Teach For America*, Ardella B. Tibby Elementary  
School, Compton Unified School District, California  
1994-1998**

Taught third through sixth grade students in a bilingual (Spanish) program.

**Education**

**Professional Administrator Certificate, Hawaii State Department of Education,  
2003**

**Masters in Education Administration, California State University Dominguez  
Hills, 1997**

**B.A., Political Science, Honors, University of California Santa Cruz, 1994**

**References Available Upon Request**