Hawai‘i Data eXchange Partnership
Executive Committee

Executive Office on Early Learning
- Director

Hawai‘i State Department of Education
- Superintendent
- Assistant Superintendent & Chief Information Officer, Office of Information Technology Services
- Assistant Superintendent, Office of Strategy, Innovation, and Performance
- Director, Data Governance and Analysis Branch

University of Hawai‘i
- President
- Vice President, Academic Strategy
- Vice President & Chief Information Officer, Information Technology Services
- Vice President, Community Colleges
- Executive Director, Hawai‘i P-20 Partnerships for Education

Hawai‘i Department of Labor & Industrial Relations
- Director
- Chief, Research and Statistics
- Administrator, Unemployment Insurance Division
- Executive Director, Workforce Development Council

Hawai‘i State Department of Health
- Director

Hawai‘i Department of Human Services
- Director
Aloha,

It has been more than a decade since the inception of the Hawai‘i Data eXchange Partnership (DXP). In this time, we have grown from three to five partners, completed the technical development of the statewide longitudinal data system, increased the production of reports and datasets used by many of our stakeholders, and established a community of data users that value the DXP’s information for research and evaluation. The DXP allows the state to develop better policies and practices by identifying the achievements and challenges our children face as they transition through Hawai‘i’s education and workforce pipeline. It is our partner agencies’ contributions of data and their deep knowledge of the populations they serve that supports the development of this unique resource for the state.

The DXP’s vision promotes equity for the people of Hawai‘i. We believe that education and training will help our residents to fully achieve their goals, support themselves and their families, and thrive in our state. Combining information from our partner agencies allows us to more fully understand whether all of Hawai‘i’s residents are achieving their educational and workforce goals; particularly our historically disadvantaged populations, such as English Learners and those in foster care and special education.

This Strategic Plan is a living document and will help to guide the continued development of information most needed by our policy- and decision-makers, as well as our practitioners. The goals and proposed strategies are crucial to successfully increase our state’s ability to assess what works, and for whom. This Plan will be reviewed annually and will help our partners assess how well we are meeting expectations and goals.

We are grateful to our internal and external stakeholders for taking the time and providing valuable feedback towards the development of this Plan. Mahalo for your partnership, contribution, and dedication to improving the lives and outcomes of our residents.

Stephen Schatz,
Executive Director
Hawai‘i P-20 Partnerships for Education
Promoting Equity for the People of Hawai‘i
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Executive Summary

The Hawai‘i Data eXchange Partnership (DXP) is a partnership of five state agencies committed to cross-agency data sharing in order to improve education and workforce outcomes in the state. The DXP contributes to, and collectively governs, Hawai‘i’s Statewide Longitudinal Data System (SLDS) which links cross-agency information on residents of the state from infancy, early learning, K-12, postsecondary education, and the workforce, commonly referred to as the education-to-workforce pipeline.

The purpose of the DXP is to provide data and information about the experience of Hawai‘i’s residents as they transition from one level or sector to the next. The analysis and reporting from the DXP’s cross-agency data are used to inform strategies and drive resource allocations to strengthen student transitions and outcomes, support program evaluation, and allow partners to understand the longitudinal outcomes of their populations.

The DXP Partners are:

- Hawai‘i State Department of Education
- University of Hawai‘i
- Hawai‘i Department of Labor & Industrial Relations
- Hawai‘i State Department of Health
- Hawai‘i Department of Human Services

The DXP is managed and staffed by Hawai‘i P-20 Partnerships for Education.

VISION
Cross-agency, longitudinal data informs policy, fosters effective educational practice, and promotes equity for the people of Hawai‘i.

MISSION
Improve education and workforce outcomes in Hawai‘i by maintaining and enhancing a statewide longitudinal data system, producing actionable reports and analysis, providing access to data, and building capacity throughout the state for cross-agency data use.

PURPOSE OF THE STRATEGIC PLAN

Since 2009, the DXP has established itself as a statewide research and information resource dedicated to informing the education-to-workforce pipeline in Hawai‘i (from early learning through the workforce). Unique in the state, the DXP data helps teachers, administrators, program managers, and policymakers throughout Hawai‘i make data-informed decisions while offering administrative cost-savings to the state agencies, their partners, and other stakeholders.
While each DXP partner collects a vast amount of data, no single agency’s data can tell the entire story. Continued collaboration is essential to answer important questions about the experiences, services, and supports that people in Hawai‘i receive, the impacts of those services on educational achievement, and whether this influences their future workforce earnings.

This plan builds on the DXP’s reputation for exceptional research and analysis, while challenging each of the partners to share responsibility for meeting Hawai‘i’s growing needs for high quality, cross-agency research and analysis. Further, the DXP partners should ensure that the analyses are used throughout the state and at all levels to inform policy and practice, improve education and workforce outcomes, and close achievement gaps.

**HAWAI‘I DATA EXCHANGE PARTNERSHIP 2021-2025 STRATEGIC PLAN**

While priorities are numbered, each priority area is considered to be of strategic importance to the partners. Goals and objectives will be evaluated by Data Governance and Access Committee and worked on simultaneously by the partners throughout the lifespan of this plan.
PRIORITY AREA 1: CREATE A CULTURE OF DATA USE

Fostering a culture of data use requires developing the knowledge and skills to understand and use data in a responsible way. Cross-agency data is particularly complex and can be easily misinterpreted without training and technical assistance. The DXP recognizes that any increase in research and analysis must be met with a corresponding increase in building capacity to understand and act on that information.

GOAL 1: EXECUTE A POLICY-RELEVANT RESEARCH AGENDA

The DXP will have a more clearly defined, public facing research agenda, focused on a mix of long-term and emerging questions. The research agenda will tell a more complete story about the students in Hawai‘i’s education system, and the services and supports that have made a difference.

Objective 1.1: Develop annual research questions with the DXP partners.

Objective 1.2: Provide the DXP partners the opportunity to include a research question in the research agenda.

Objective 1.3: Increase use and awareness of research, reports, dashboards, and analysis produced for the research agenda.

GOAL 2: PROMOTE THE POWER AND POTENTIAL OF CROSS-AGENCY DATA USE

Using cross-agency data in new and collaborative ways can drive ideas, spur innovations, and address important challenges that affect equity in Hawai‘i’s education-to-workforce pipeline. A strong partnership with data users also helps ensure that the DXP’s research agenda and resulting data products are relevant to understanding the most pressing issues facing the state.

Objective 2.1: Cultivate a broad network of data users.

Objective 2.2: Build data users’ capacity to understand and use cross-agency data.

Objective 2.3: Improve data users’ understanding of the DXP’s data request process.

PRIORITY AREA 2: STRENGTHEN THE PARTNERSHIP

Ensuring that the DXP is a sustained resource for the state is a top priority for internal and external stakeholders. Each partner values the DXP but has different needs from the collaboration. Participation in the DXP also requires resources, which may include in-kind contributions from each partner. Widespread support from policymakers and internal leadership, a functional data infrastructure, human resources, high-quality governance, confidence in the security and privacy practices, and opportunities for meaningful cross-agency collaboration are all needed to help nurture and support partner participation.
GOAL 3: EXPAND DATA SHARING

There are currently more questions than ability to answer them. A top priority of the DXP stakeholders is to expand the breadth and depth of data available for the research agenda. This would allow for more nuanced analyses on special and at-risk populations, and how they transition from one level to the next.

Objective 3.1: Cross-agency, longitudinal data is available to inform partners’ work to improve outcomes for those they serve.

Objective 3.2: Reduce barriers to data sharing.

GOAL 4: INCREASE CAPACITY TO MEET THE STATE’S RESEARCH AND DATA NEEDS

Stakeholders across the state hope to see the DXP continue to grow into a more visible statewide presence, with increased capacity to conduct research, and provide training and technical assistance on data use throughout the state.

Objective 4.1: Demonstrate the return on investments made in the DXP.

Objective 4.2: Broaden stakeholder support for the DXP.

Objective 4.3: Ensure sustainability of the DXP.

PRIORITY AREA 3: Protect Individual Privacy

Each partner within the DXP takes their role as stewards of their agency’s data very seriously, and protecting individual privacy is their top priority. Data governance within the DXP is designed to be sensitive to privacy concerns and adhere to both the spirit and the letter of each of the laws governing individual data privacy. Only aggregate or de-identified data are released by the DXP.

GOAL 5: PROTECT AND SECURE ALL DATA

The DXP is committed to being on the forefront of best practices for security and confidentiality of all data shared with the system, actively testing the system, and reviewing its policies, procedures, and practices to ensure they meet the highest industry standards. Transparency is also important to the DXP, and communicating these standards to all stakeholders, including students and their families, as well as program and policy staff who use data, will be an ongoing expectation.

Objective 5.1: Annually review and update safety and security protocols and policies to ensure compliance with national standards and best practices.

Objective 5.2: Identify and address any gaps in system security promptly.

Objective 5.3: Formalize the roles and responsibilities for the security of the data system between the DXP and the University of Hawai’i.
Overview

The Hawai‘i Data eXchange Partnership (DXP) is a partnership of five state agencies committed to cross-agency data sharing in order to improve education and workforce outcomes in the state. The DXP contributes to, and collectively governs, Hawai‘i’s Statewide Longitudinal Data System (SLDS) which links cross-agency information on residents of the state from infancy, early learning, K-12, postsecondary education, and the workforce, commonly referred to as the education-to-workforce pipeline. The DXP is managed and staffed by Hawai‘i P-20.

The purpose of the DXP is to provide data and information about the experience of Hawai‘i’s residents as they transition from one level or sector to the next. The analysis and reporting from DXP’s cross-agency data are used to inform strategies and drive resource allocations to strengthen student transitions and outcomes, support program evaluation, and allow partners to understand the longitudinal outcomes of their populations.

VISION

Cross-agency, longitudinal data informs policy, fosters effective educational practice, and promotes equity for the people of Hawai‘i.

MISSION

Improve education and workforce outcomes in Hawai‘i by maintaining and enhancing a statewide longitudinal data system, producing actionable reports and analysis, providing access to data, and building capacity throughout the state for cross-agency data use.
THE DXP PARTNERS

Hawai‘i State Department of Education (HIDOE)
The Hawai‘i State Department of Education is the only public K-12 education system in the State of Hawai‘i. The HIDOE is comprised of 15 complex areas across seven geographical districts. A complex area is made up of two to four school complexes, where each complex consists of a high school and the elementary and middle schools that feed into it. In total there are 286 schools, 254 public schools and 32 charter schools. The HIDOE enrolls over 180,000 students with roughly 13,000 classroom teachers.

University of Hawai‘i (UH)
The University of Hawai‘i is the only public system of higher education in Hawai‘i that confers associate, bachelor, master, and doctoral degrees. The UH System consists of 10 campuses which includes three universities and seven community colleges, as well as various educational training and research centers across six islands. UH enrolls approximately 60,000 students and has roughly 3,700 faculty.

Hawai‘i Department of Labor & Industrial Relations (DLIR)
The Hawai‘i Department of Labor and Industrial Relations handles the administration of workers’ compensation, employment security, workforce development programs, and industrial relations laws. DLIR also develops, prepares, and disseminates information on employment, unemployment, and general labor market conditions.

Hawai‘i Department of Health (DOH)
The mission of the Hawai‘i Department of Health is to protect and improve the health and environment for all people in Hawai‘i. DOH provides numerous programs and services in areas of diseases and immunization, family and behavioral health, public and environmental health, as well as vital records.

Hawai‘i Department of Human Services (DHS)
The mission of the Hawai‘i Department of Human Services is to encourage self-sufficiency and support the well-being of individuals, families, and communities in Hawai‘i. The Hawai‘i Department of Human Services administers numerous programs, services, and benefits including social services, youth services, public assistance programs, vocational rehabilitation, and Medicaid.
Hawai‘i P-20 Partnerships for Education (Hawai‘i P-20)

Hawai‘i P-20 Partnerships for Education is a statewide partnership led by the Executive Office on Early Learning (EOEL), the HIDOE, and the UH System that is working to strengthen the education pipeline from early childhood through higher education so that all students achieve career and college success. Hawai‘i P-20, an administrative unit of UH under the Office of the Vice President for Academic Strategy, is the managing partner for the planning, implementation, development, and maintenance of the DXP.

HISTORY OF THE DXP

The state of Hawai‘i received its first federal SLDS grant in May 2009. The State Legislature requested that Hawai‘i P-20 convene the appropriate state agencies to examine programs that track the progress of student cohorts and begin to develop a statewide longitudinal data system beginning with early childhood programs through grade twelve and beyond, to higher education, and into the workforce.

The first Memorandum of Understanding (MOU) establishing the DXP was signed by three partners: HIDOE, UH, and DLIR in 2009. In April 2010, the Hawai‘i State Legislature directed HIDOE, UH, DLIR, and other appropriate agencies to share data at least annually to support research to improve educational and workforce outcomes (see Hawai‘i Revised Statutes § 27-7). The DOH and the DHS formally joined the DXP in 2011.
TIMELINE

- First Federal SLDS Grant received.
- Senate Concurrent Resolution 146 requesting Hawai‘i P-20 convene partners to develop a P-20 SLDS system.
- The HIDOE, UH, and DLIR sign an MOU to establish data sharing.

- Senate Bill 2122 passed: An Act related to data sharing passed requiring DOE, UH, DLIR and other state agencies to share data to support research on education and workforce outcomes.
- The DOH and DHS join the DXP.

- The DXP Data Governance policy established to ensure all partners have a voice in leadership and implementation.

- First data dashboard released: College and Career Readiness Indicators Report.
- First annual DXP Data Summit hosted.
- Hawai‘i P-20 formally designated as the DXP’s Managing Partner.

- The DXP website makes reports and presentations publicly available.

- SLDS completed including augmenting with new data sources.

- Education web metrics introduced.

- Workforce web metrics introduced.

- The DXP refocuses emphasis on data for action to improve equity.
FREQUENTLY ASKED QUESTIONS ABOUT THE DXP

What is the DXP?

The DXP is the partnership of five state agencies that contribute data to and oversee the governance of Hawai‘i’s SLDS to inform decision-making that improve the education and workforce outcomes of Hawai‘i’s residents while protecting individual privacy and confidentiality.

The five state agencies are:

- Hawai‘i State Department of Education
- University of Hawai‘i
- Hawai‘i Department of Labor & Industrial Relations
- Hawai‘i State Department of Health
- Hawai‘i Department of Human Services

The agencies recognized that a wider, longitudinal view is essential for a more complete understanding of the impact of their programs and services. By working together to govern and contribute to the SLDS, agencies can promote a more holistic understanding of their populations. With one centralized access point for high quality, cross-agency research, analysis, and technical assistance, the burden on individual agencies is lessened, realizing administrative and other cost-savings.

What is Hawai‘i P-20’s role?

Hawai‘i P-20 is the managing partner of the DXP and is responsible for:

1. **Data governance (in conjunction with the DXP partners)** – Implementing and maintaining policies/processes to protect the privacy and confidentiality of individuals’ data and tracking produced datasets to destruction.

2. **Technical infrastructure** – Accurately aligning individuals’ data across different sources, de-identifying records, and conducting continuous system performance checks and improvements.

3. **Reporting** – Conducting analyses, filling data requests, and creating reports and presentations using cross-agency data.

Why is the DXP important?

The DXP governs the SLDS, which houses aligned cross-agency information from early learning, K-12, postsecondary education, and workforce. This longitudinal, statewide resource allows for a more complete examination of the impacts of programs and policies on student achievement and workforce outcomes across agencies. It informs strategic planning, supports accountability, and helps gauge program effectiveness statewide.

How does the DXP share information?

The Hawai‘i P-20 Data Team creates a range of data products to answer research questions generated by the DXP and its stakeholders, and hosts an annual Data Summit. Many data products are made publicly available via the DXP’s website: [http://hawaiidxp.org/](http://hawaiidxp.org/).
Data products include:

- Research briefs
- Reports
- Data dashboards
- Presentations
- Interactive data stories

Who are the users of the DXP's cross-agency data?

Research and data products provide objective insights into important public policy questions to help decision-makers understand what is happening to Hawai’i’s students as they transition from one sector or level to the next. The research and analysis are used to inform strategies and drive resource allocations and help partners understand the longitudinal educational and workforce outcomes of their populations.

Users who have requested data to improve the outcomes of their programs, services, and/or policies include: Legislators, directors, administrators, program managers and other staff at state agencies, the University of Hawai’i, and external stakeholders such as Kamehameha Schools and philanthropic funders.

What model does the DXP use?

Most SLDS use either a centralized, federated, or hybrid model to govern the integration and storage of data within a data warehouse. In a centralized system, all participating data sources are uploaded, organized, and stored in a single, centralized data warehouse that can be queried upon approval of data owners. A federated data system is where individual agencies agree to share some or all of the data in response to specific requests. The data is shared on a temporary basis as relevant research, policy, and/or program evaluation questions arise. The source data is not stored by the system after the questions have been addressed.

The DXP currently maintains a centralized system but is moving towards a hybrid model which will provide programs with more flexibility to how they share data.

How is access to the DXP data governed?

Direct access to the SLDS is restricted to Hawai’i P-20 Data Team members responsible for the management of the system and processing of data requests. Data from the SLDS may be requested via the DXP Data Request process [see page 20: The DXP Data Request Process]. As the data owners, programs that share data through the DXP control access to their data through approval/denial of data requests.

How does the DXP ensure individual privacy is protected?

Personal Identifiable Information (PII) is ONLY used for identity matching and linking purposes. After matching records across agencies, PII is replaced with an identification number (ID) unique to the DXP. Data requestors that are approved for de-identified, individual-level datasets are provided with a research ID that is not tied to the DXP ID, or an ID from a data owner. Servers are housed in a secured physical environment, which is maintained through rigorous controls over physical and virtual access to the servers and networking equipment. All data leaving the DXP must be in either aggregated or de-identified format.
The 2021-2025 DXP Strategic Plan was developed during an inclusive year-long planning process. Facilitated by external consultant, the Stellar Group, the planning process was led by a core planning team with representatives from each of the five partner agencies and the managing partner.

Hawai‘i State Department of Education
- Jan Fukada, Data Governance and Analysis Branch Director (Former)
- Travis Santos, Institutional Analyst

University of Hawai‘i
- Sandra Furuto, Director of Data Governance

Hawai‘i Department of Labor & Industrial Relations
- Phyllis Dayao, Research and Statistics Officer (Former)
- Allicyn Tasaka, Executive Director, Workforce Development Council

Hawai‘i Department of Health
- Derek Vale, Health Systems Management Office Chief

Hawai‘i Department of Human Services
- Mimari Hall, Policy Director

Hawai‘i P-20 Partnerships for Education
- Tracy Hongo, DXP Data Governance Coordinator
- Marlene Mattos, P-20 Assistant Director
- Jean Osumi, DXP Project Director

The process, and the resulting plan, reflect the deep interest and commitment of stakeholders to advance the mission of the DXP and address Hawai‘i’s growing need for high quality information and analysis to inform policy and practice, guide investments, and ensure the people of Hawai‘i thrive.

DATA GATHERING & KEY FINDINGS

Information was gathered and synthesized throughout the strategic planning process from a diverse group of stakeholders. The core planning team was especially interested in understanding what stakeholders most valued about the DXP and what their needs and wants for the future are. The data gathering process followed a Strengths, Weaknesses, Opportunities and Threats (SWOT) format and built on findings from a DXP Reporting Needs Assessment conducted in 2019 that had nine focus groups and 11 key informant interviews with stakeholders.
The additional information gathering included a survey of 177 stakeholders, facilitated SWOT analysis with Hawai‘i P-20 Data Team staff, facilitated SWOT analysis with 30 additional stakeholders, as well as extensive review of documents related to workload, staffing, and funding.

Stellar Group compiled and synthesized this information into a situational analysis. In the situational analysis, focus areas emerged that were identified as critical to address in the strategic plan. Some of these issues, such as concerns about sustainability, go back many years, and have been called out in previous site visits by federal SLDS grant staff and technical assistance providers. While they are presented below as separate issues, these are all intertwined, and addressing each of them was deemed critical.

Key considerations from the situational analysis included:

1. **Strengthen the DXP partnership**;  
2. **Build the DXP’s capacity to meet stakeholder needs**;  
3. **Improve the DXP’s technical infrastructure**;  
4. **Raise the DXP’s profile**; and  
5. **Ensure sustainability of the DXP**.

These considerations are the backbone of the priorities and goals developed for this plan.

### PLANNING TIMELINE

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<tr>
<th>JANUARY</th>
<th>FEBRUARY-JUNE</th>
<th>JULY-NOVEMBER</th>
<th>DECEMBER</th>
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<tr>
<td><strong>Kick-off:</strong> Form core planning team and hold kick-off meeting to set scope and define core questions to answer during the planning process.</td>
<td><strong>Situational Analysis:</strong> Collect information from internal and external stakeholders through facilitated meetings, a survey of stakeholders, and document review.</td>
<td><strong>Strategic Plan Development:</strong> Draft strategic plan. Present plan and solicit feedback from core planning team, as well as stakeholders within each of the DXP partner agencies and Hawai‘i P-20.</td>
<td><strong>Finalize Plan:</strong> Review and edit to the plan with the core planning team, as well as Hawai‘i P-20 leadership.</td>
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Hawai‘i Data eXchange Partnership
2021-2025 Strategic Plan

PURPOSE OF THE PLAN

Since 2009, the DXP has established itself as a statewide research and information resource dedicated to informing the education-to-workforce pipeline in Hawai‘i (from early learning through the workforce). Unique in the state, the DXP data and information generated through research and analysis helps teachers, administrators, program managers, and policymakers throughout Hawai‘i make data-informed decisions while offering administrative cost-savings to the state agencies, their partners, and other stakeholders.

However, there is more work to do to harness the power and potential of this statewide resource to answer the increasingly complex questions that are emerging about the education-to-workforce pipeline, particularly for Hawai‘i’s vulnerable populations. While each partner agency collects a vast amount of data, no single agency’s data can tell the entire story. Continued collaboration is essential to answer important questions about the experiences, services, and supports that people in Hawai‘i receive, the impacts of those services on educational achievement, and whether this influences their future workforce earnings.

There is a genuine desire among stakeholders to understand holistically what is happening. This plan builds on the DXP’s reputation for exceptional research and analysis while challenging each of the DXP partners to share responsibility for meeting Hawai‘i’s growing needs for high quality, cross-agency research and analysis. Further, the DXP partners should ensure that the analyses are used throughout the state and at all levels, to inform policy and practice, improve education and workforce outcomes, and close achievement gaps.

Honed through discussions with stakeholders across the state during this planning process, the five-year strategic plan for the DXP focuses on three priorities:

1. Creating a culture of data use  
2. Strengthening the partnership  
3. Protecting individual privacy and confidentiality

Cross-agency data is powerful and transformative, and the DXP is committed to using it to guide and inform the shared mission of creating thriving communities where each individual child in Hawai‘i will grow up and lead a healthy and fulfilling life.
PRIORITY AREA

Create a Culture of Data Use

GOAL 1: Execute a policy-relevant research agenda

GOAL 2: Promote the power and potential of cross-agency data use

PRIORITY AREA

Strengthen The Partnership

GOAL 3: Expand data sharing

GOAL 4: Build capacity to meet the state’s research and data needs

PRIORITY AREA

Protect Individual Privacy

GOAL 5: Protect and secure all data
GOAL 1: EXECUTE A POLICY-RELEVANT RESEARCH AGENDA

The DXP will have a more clearly defined, public facing research agenda, focused on a mix of long-term and emerging questions. The research agenda will tell a more complete story about the students in Hawai’i’s education system, and the services and supports that have made a difference. In addition, the educational and related workforce effects of COVID-19 will be critical to explore in the years to come.

The clarity and precision of reporting over time and across programs will bring a sharper picture of what is truly happening to students in Hawai’i and allow individual agencies to focus on their work, with the knowledge that regular, sustained reporting will be available to guide their efforts.

The DXP will ensure that the research agenda, and the corresponding data products that result, are easily accessible and provide useful and actionable information. This will be accomplished through more collaboration with stakeholders to create data products and by providing annual opportunities for a range of stakeholders to give feedback on the research agenda and data products.

PRIORITY AREA 1: Create a Culture of Data Use

This plan serves data users in Hawai’i - the teachers and administrators on the ground, as well as the program managers, policymakers, funders, and researchers who are interested in using data to understand and strengthen their work.

Fostering a culture of data use requires developing the knowledge and skills to understand and use data in a responsible way. Cross-agency data is particularly complex and can be easily misinterpreted without training and technical assistance. The DXP recognizes that any increase in research and analysis must be met with a corresponding increase in building capacity to understand and act on that information. As one stakeholder noted, "The greatest product in the world that is sitting on a shelf isn’t a great product."
**Data products include:**

- Research briefs
- Reports
- Data dashboards
- Presentations
- Interactive data stories

Right: Examples of recent DXP data products. View more at [http://hawaiidxp.org](http://hawaiidxp.org)

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**Objective 1.1: Develop annual research questions with the DXP partners.**

*Strategies:*

- Host a transparent process that engages stakeholders to develop and approve the research agenda.
- The DXP partners review stakeholder input and update the research agenda annually.

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**Objective 1.2: Provide the DXP partners the opportunity to include a research question in the research agenda.**

*Strategies:*

- Co-create data products with the DXP partner agency staff to ensure utility and relevance.
- The DXP partners contribute the resources necessary to execute the research agenda they approve.

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**Objective 1.3: Increase use and awareness of research, reports, dashboards, and analysis produced for the research agenda.**

*Strategies:*

- Involve stakeholders in determining what data products should be developed.
- Develop and publish a schedule for when the data products produced for the research agenda will be available to the public.
- Increase the number of interactive data products that are available.
- Keep the data products on the website up-to-date and easy to find.
- Survey stakeholders annually and use their feedback to improve the utility and accessibility of the data products developed.
A Research Agenda

The questions that frame the research agenda must use data from more than one agency. Stakeholders have a long list of potential questions that will require DXP partner collaboration. A few examples include:

- Are early education investments paying off long-term as students progress through education systems and into the workforce?
- Which career technical education programs in high school lead to more college degrees, workplace certifications, and higher pay?
- To what degree is the education pipeline aligned with Hawai‘i’s current and future employment needs?
- What are the economic impacts of workforce development programs?
GOAL 2: PROMOTE THE POWER AND POTENTIAL OF CROSS-AGENCY DATA USE

Using cross-agency data in new and collaborative ways can drive ideas, spur innovation, and address important challenges that affect equity in Hawai‘i’s education-to-workforce pipeline. The DXP will grow a broad network of data users who understand the data provided to them and know how to use the data to inform their work.

A strong partnership with data users also helps ensure that the DXP’s research agenda and resulting data products provide actionable information on the state’s most pressing equity issues. The DXP will also improve its data request process, making it easier for stakeholders to understand what types of research might be possible with the data currently available, and empower partners to be more informed in developing questions and conducting their own analysis.

Objective 2.1: Cultivate a broad network of data users.

Strategies:

- Develop data use strategies, including tailoring communications about the highest priority findings for a variety of audiences.
- Convene data users to explore cross-agency data on different topics relevant to the research agenda.
- Continue to plan and host the DXP Data Summit.
- Participate in events and gatherings hosted by DXP partners and other stakeholder groups (e.g., presentations, tables/booths).
**Objective 2.2:** Build data users’ capacity to understand and use cross-agency data.

**Strategies:**
- Provide trainings and technical assistance for data users on how to use the data products.
- Create navigational guides about the interactive data products on the website.
- Create and publish data use case studies and testimonials.
- Solicit feedback on data users’ preferences and needs from the data products.

**Data Use Strategies**

A data use strategy ensures that the data products developed in support of the research agenda are well thought out, accessible, and actionable.

**PLAN:**
- Why is this data important?
- Who is it for?
- What types of decisions and/or actions will it inform?

**CREATE:**
- Who needs to be involved in creating this?
- What data products or resources will be most helpful?
- How will data be delivered to key users?

**SUPPORT:**
- How will users know what to do with the resulting information?
- How will users understand the data provided?
- How can we continue to support users as their needs expand and evolve?

*Source: Adapted from SLDS Workshop Summary: Developing a Data Use Guide*
**Objective 2.3:** Improve data users’ understanding of the DXP’s data request process.

*Strategies:*

- Develop a Data User Guide that safely and securely communicates what types of data are available through the DXP, and the protocols that guide access and data use.
- Create a virtual platform for tracking data requests.

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**The DXP Data Request Process**

All data requests from partners or external researchers must go through the DXP’s data request process for approval by the data owners.

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**Steps in the green circles require data owner input/approval**

- Request received
- Aggregate requests
  - Approval received from data owners
  - Aggregate tables reviewed by data owners
  - Sent to requestor
- De-identified, individual-level requests
  - Dataset/aggregated tables created by Hawai‘i P-20 Data Team
  - Sent to requestor
  - Product created by requestor
  - Requestor product reviewed by data owners
  - Data destroyed after project completion
GOAL 3: EXPAND DATA SHARING

There are currently more questions than ability to answer them. A top priority of the DXP stakeholders is to expand the breadth and depth of data available for the research agenda. This would allow for more nuanced analyses on special and at-risk populations, and how they transition from one level to the next.

Objective 3.1: Cross-agency, longitudinal data is available to inform partners’ and stakeholders’ work to improve outcomes for those they serve.

Strategies:

- Complete the “beginning” and “end” of the education-to-workforce pipeline with a focus on the inclusion to the DXP of early learning and associated programs and workforce training programs.
- Collaborate and partner with new stakeholder groups and/or state agencies in order to provide new information, particularly on "at-risk" sub-populations.
- Identify and prioritize additional data needed to execute the research agenda.
- Negotiate and execute data sharing agreements to address data gaps.

PRIORITY AREA 2: Strengthen The Partnership

Ensuring that the DXP is a sustained resource for the state is a top priority for internal and external stakeholders. Each partner values the DXP but has different needs from the collaboration. Participation in the DXP also requires resources, which may include in-kind contributions from each partner. Widespread support from policymakers and internal leadership, functional data infrastructure, human resources, high-quality governance, confidence in the security and privacy practices, and opportunities for meaningful cross-agency collaboration are all needed to help nurture and support partner participation.
Objective 3.2: Reduce barriers to data sharing.

Strategies:
- Continually onboard agency leadership, program managers, and other key stakeholders to the DXP's purpose, policies, practices, and activities.
- Promote understanding of the DXP's privacy practices and the state and federal laws that govern data access.
- Explore legislative changes to address state agencies' barriers to data sharing.
- Continually demonstrate that data is used for improvement, not judgment.

Data Governance Process

Strong data governance is the foundation of the DXP's successful operations. Data governance is the means by which the DXP is managed, including the development and enforcement of the policies and processes to guide how decisions are made about how data is handled and used.

The Data Governance and Access Committee (DG&A) oversees the research and data request process, as well as security, access, and data quality. Representatives from all DXP partners serve on the DG&A.
Throughout the planning process, stakeholders across the state have been clear that they value the potential of the DXP, and hope to see the DXP continue to grow into a more visible statewide presence, with increased capacity to conduct research, and provide training and technical assistance on data use throughout the state.

To grow successfully and sustainably to meet these expectations, the DXP needs to cultivate broad and deep stakeholder support, which comes from demonstrating its value, communicating more intentionally and widely about its current work, and developing a long-term business plan to sustain its growth. The DXP’s leaders have a key role in communicating their vision for the DXP, as well as the value that it brings to their agencies and the people of Hawai’i.

**Objective 4.1: Demonstrate the return on investments made in the DXP.**

**Strategies:**
- Capture and recognize the in-kind contributions of each partner agency to the DXP.
- Document and report on who uses the DXP data and data products and what they use them for.
- Define and measure the success of investments in the DXP.
- Communicate return on investment to stakeholders, including the legislature, the Governor, and the public.

**Objective 4.2: Broaden stakeholder support for the DXP.**

**Strategies:**
- Create a Communications and Stakeholder Engagement Plan.
- Develop elevator speeches to explain the DXP projects and data products to high-level, non-technical decisionmakers and policymakers.
- Create more clarity around the DXP and Hawai’i P-20 brands to stakeholders and ensure consistent use in communications on brands, roles, and responsibilities.

**Objective 4.3: Ensure sustainability of the DXP.**

**Strategies:**
- Create and implement a Long-term Business Plan.
- Develop transition plans to ensure continuity and continued alignment during leadership changes at DXP partner agencies.
GOAL 5: PROTECT AND SECURE ALL DATA

The DXP is committed to being on the forefront of best practices for security and confidentiality of all data shared with the system, and reviewing its policies, procedures, and practices to ensure they meet the highest industry standards. Transparency is also important to the DXP, and communicating these standards to all stakeholders, including students and their families, as well as program and policy staff who use data, will be an ongoing expectation.

Objective 5.1: Annually review and update safety and security protocols and policies to ensure compliance with national standards and best practices.

Strategies:

- Annually review and update the Data Security & Access Policy.
- Staff who work with the data are required to comply with recommended security and confidentiality training and certifications for responsible data handling practices.
Objective 5.2: Identify and address any gaps in system security promptly.

Strategies:
• Continue to periodically conduct audits and assessments of the security and technology needs for the data system.
• Ensure data users comply with the assumptions in the Data Governance Policy.
• Communicate the DXP’s safety and security protocols to stakeholders and partners.

Objective 5.3: Formalize the roles and responsibilities for the security of the data system between the DXP and the University of Hawai‘i.

Strategies:
• Create a DXP Multi-Agency Incident Response Plan.
Continued Collaboration is Essential to Answer Important Questions