



March 23, 2023
Human Resources (HR) Committee
General Business Meeting

Dear Chair Barcarse, Chair Voss ,and Members of the Board,

We recommend the **BOE defer action** on HR Committee Item V. A. and GBM Item VI. A., as **the information the DOE provided was not answering the BOE’s directive and was confusing and insufficient.**

On Nov 17, 2022, the BOE directed the DOE to “to present a comprehensive system for determining **Complex Area Superintendent (CAS)** salaries based on experience, performance, and levels of responsibility and propose an amendment to the Department of Education Leadership Salary Structure recommending a new salary range for complex area superintendents.” The DOE’s proposal included all leadership levels, which was not what was asked. It is not appropriate to lump all categories together because each group is distinct and should be treated separately.

Secondly, for the CASes, the BOE already gave an across the board pay rise of the base salary to \$165,000. This is the **base salary** starting point for all CASes. Elements such as **responsibility, goals, and execution** should be part of the **performance component, as this will best align incentives with the strategic goals. The framework and details of the performance system should be clear, logical and transparent.** For an individual CAS, specific goals and metrics of what he/she should be responsible for should be clear and transparent to everyone. Because we have a new Strategic Plan and soon to have Key Performance Indicators, it would make sense that the CASes goals and metrics are aligned with these items.

Instead, DOE lumped, goals and performance in the Initial Salary Placement, and left the performance evaluation criteria vague. **We urge the BOE to direct the DOE to go back and provide a more coherent and strategic structure.**

Other Comments on the Memo

The DOE reiterates that salaries for CASes must be higher than principals because we cannot attract principals to the position. Why must we maintain the strategy of hiring internally, or in particular, principals? This practice tends to either cannibalizes the best principals, taking them further away from the students, or rewards the less-than-best with greater compensation. If we considered candidates outside of the DOE, the problem of principals making more than CASes would have less significance. This would be more strategic and sustainable in our view.

The DOE uses an Associate Superintendent Base Salary and District Enrollment table to conclude that the median salary for associate superintendents is \$180,975. We are not clear on what the CAS responsibilities are and whether it equates to those of an Associate Superintendent. Further, we should not compare ourselves to districts with over 100,000 students as our CASes are responsible for a range of 5,000-16,000 students. We, therefore, think this table is inappropriate.

Comments on Leadership Compensation Systems

Leadership compensation systems should reflect how to move the entire system towards improvement. We feel what the DOE has presented is far from complete. It does not provide the current compensation philosophy, objectives and structure. It does not explain how it furthers the mission, vision or goals of the strategic plan. It doesn't explain a performance management system. It doesn't look at cost implications like: can we afford it? What are the implications to the State in terms of costs long-term? How does it impact the State's long-term liabilities?

We thank the BOE for considering our points. **We urge the BOE to direct the DOE to go back and provide sufficient and specific compensation structures for CASes, Assistant Superintendents, and Deputy Superintendents.**

Thank you for this opportunity to testify.

Sincerely,
Cheri Nakamura
HE'E Coalition Director

HE'E Coalition Members and Participants

Academy 21
Alliance for Place Based Learning
American Civil Liberties Union
Atherton YMCA
Castle Complex Community Council
Castle-Kahuku Principal and CAS
Education Institute of Hawai'i
*Faith Action for Community Equity
Fresh Leadership LLC
Girl Scouts Hawai'i
Harold K.L. Castle Foundation
*HawaiiKidsCAN
*Hawai'i Afterschool Alliance
*Hawai'i Appleseed Center for Law and Economic Justice
*Hawai'i Association of School Psychologists
Hawai'i Athletic League of Scholars
*Hawai'i Children's Action Network
Hawai'i Education Association
Hawai'i Nutrition and Physical Activity Coalition
* Hawai'i State PTSA
Hawai'i State Student Council
Hawai'i State Teachers Association
Hawai'i P-20
Hawai'i 3Rs
Head Start Collaboration Office
It's All About Kids
*INPEACE
Joint Venture Education Forum
Junior Achievement of Hawaii
Kamehameha Schools
Kanu Hawai'i
Kaua'i Ho'okele Council
Keiki to Career Kaua'i
Kupu A'e
*Leaders for the Next Generation
Learning First
McREL's Pacific Center for Changing the Odds
Native Hawaiian Education Council
Our Public School
*Pacific Resources for Education and Learning
*Parents and Children Together
*Parents for Public Schools Hawai'i
Special Education Provider Alliance
*Teach for America
The Learning Coalition
US PACOM
University of Hawai'i College of Education
* Youth Service Hawai'i
Voting Members () Voting member organizations vote on action items while individual and non-voting participants may collaborate on all efforts within the coalition.*



Testimony

1 message

Jeanne Iwashita <jeanneiwashita@gmail.com>
To: Testimony BOE <testimony.boe@boe.hawaii.gov>

Tue, Mar 21, 2023 at 10:16 AM

To whom it may concern:

I would like to comment on "Committee Action on amendment of Department of Education Leadership Salary Structure: salary establishment process for Deputy, CAS, AS and salary range change".

I would like to object to the Deputy, complex area superintendents, and principals getting such significant raises in their salaries before the general staff at the schools get a fair and equitable salary increase. I would think that the emphasis for the BOE would be to hire and retain skilled educators before rewarding the administration.

Please consider addressing the general staff before giving raises to the administration.

Thank you for your consideration:
Jeanne Iwashita, CCC-SLP
Speech Language Pathologist
Leeward School District

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