January 19, 2023

TO: The Honorable Bruce D. Voss  
Chairperson, Board of Education

FROM: Keith T. Hayashi  
Superintendent

SUBJECT: Board Action on Appointment of the Complex Area Superintendent for the Baldwin-Kekaulike-Kūlanihāko‘i-Maui Complex Area

I. BACKGROUND
At its November 17, 2022, General Business Meeting, the Hawaii State Board of Education (Board) directed the Hawaii State Department of Education (Department) to develop a comprehensive system for determining Complex Area Superintendent salaries based on experience, performance, and levels of responsibilities no later than June 30, 2023.

While the Department is working towards a new system to compensate the Complex Area Superintendents, I am requesting the approval of the appointment of Ms. Desiree Sides as Complex Area Superintendent of the Baldwin-Kekaulike-Kūlanihāko‘i-Maui Complex Area with an initial salary of $165,000. Securing my executive leadership team will establish trust and confidence among the Department’s leaders and staff critical to improving the efficiency and effectiveness of Department operations and the educational services provided.

Additionally, the approval of Ms. Sides for the Complex Area Superintendent position will enable the Department to begin the process of filling her previous position with a permanent appointment.

The Complex Area Superintendent is the highest ranking educational leader closest to the schools and is responsible for modeling collaborative community leadership attuned to the local and cultural context, setting direction, providing thought partnership, holding complex area staff and principals accountable, and building the capacity of principals to improve the conditions for teaching and learning in all classrooms, pursuant to the vision and mission of the Department.
The Complex Area Superintendent holds the decision-making authority to address day-to-day academic and operational school issues and is tasked with ensuring that exemplary teaching and learning occurs at every school in the complex area.

The Complex Area Superintendent must balance: 1) supervising and monitoring principal performance with the equally critical responsibility to support and develop principals and their teams; 2) supervise and support the performance of complex area educational officers and staff to set and attain high levels of student achievement across the complex area; and 3) ensure efficient and effective use of Department and community resources through adherence to policy and ethical decision-making.

II. AUTHORITY
The following provides the superintendent with the authority to appoint a qualified individual as the Complex Area Superintendent.

- §302A-604, Hawaii Revised Statutes (HRS), provides the superintendent the authority to appoint the complex area superintendent: “The superintendent of education, with the approval of the board, shall appoint complex area superintendents for schools.”

- During the May 5, 2022, General Business Meeting, the Board adopted the current “Department of Education Leadership Salary Structure” (Attachment A). Per this document, “Whenever the superintendent recommends to the Board the approval of the appointment of a new subordinate superintendent, the superintendent must also recommend an entry salary for that individual” (Section III.E). §302A-621, HRS, authorizes the Board to set the salary of the complex area superintendents. Board Policy 500-6 states the Board “desires that the best candidates are appointed to all of the subordinate superintendent positions to create a knowledgeable, strong, and dynamic leadership team that supports the superintendent, teachers, administrators, and other school-level personnel”; thus, the Board “shall establish a salary structure that is competitive and commensurate with the duties, responsibilities, and authorities of the respective subordinate superintendent positions.”

III. RECOMMENDATION
As Superintendent, I recommend the appointment of Ms. Desiree Sides as the Complex Area Superintendent of the Baldwin-Kekaulike-Kūlanihāko‘i-Maui Complex Area (Position Number 65542) with an annual salary in accordance with the complex area superintendent salary range approved by the Board on May 5, 2022. I recommend an entry salary of $165,000, which is within the range approved by the Board and aligns with the salary adjustments that the Board took action on during the November 17, 2022, General Business Meeting for currently appointed complex area superintendents.
As Complex Area Superintendent, Ms. Sides will be responsible for providing executive leadership by upholding the values of high expectations, equity, and cultural understanding in all matters through a productive professional culture.

Major responsibilities include the following:

- **Executive Leadership for Student Achievement:** The Complex Area Superintendent must demonstrate executive and community leadership by setting, communicating, and reviewing direction; lead the development of a complex area plan to reach the system’s shared vision of instruction and achievement; develop mechanisms for addressing parent concerns and fostering positive complex area-community relations through strategic use of resources and communications; manage processes for school teams to identify short- and long-term goals within an annual academic plan; facilitate the periodic review of performance against the complex area plan; and coach, and direct when appropriate, principals and complex area staff to make mid-course adjustments as necessary.

- **Accountable Empowerment of Schools:** The Complex Area Superintendent must work closely with principals, individually and as a group, to grow their leadership capacity through the use of frequent and actionable feedback focused on instruction, data analysis, and aligned interventions; coach and support principals and other leaders, including within the community, in resolving unexpected situations and meeting their outcome-based performance targets; help school principals create a PK-12 feeder school, educational systems and structures for shared leadership in their schools to support teaching and learning; gather and analyze feedback from schools to inform statewide education policy and implementation; engage in personal professional development and continuous improvement to increase student learning; and cultivate a productive professional culture across and within the complex area, complexes, and schools.

- **Support and Accountability Systems:** The Complex Area Superintendent conducts reviews of the total school program of all schools in the complex area portfolio to ensure: 1) The administration of the development, implementation, and assessment of educational programs and services are consistent with state and federal policies and mandates; 2) collaboration and direction with school communities and partners to meet the vision, mission, and needs and aspirations of students and their families; and 3) monitoring of administrative decisions at the complex area and school level, promoting effective and efficient operations of the schools and complex area offices.

- **Feedback and Performance Evaluation of Leaders in Complex Area:** The Complex Area Superintendent must conduct in a timely manner staff and principal evaluations and provide high-quality feedback on actions and behaviors of successful leadership, such as effective management of instructional staff, implementation of evidence-based research practices, use of data, and establishment of a positive complex area/school culture. Furthermore, the Complex Area Superintendent must strengthen and mediate
accountability processes, so staff and principals experience support in their growth as instructional leaders.

- **Systems for Talent Management**: The Complex Area Superintendent must implement talent management procedures to build capacity amongst complex area and school leaders and relevant non-instructional personnel, facilitating professional development and technical assistance focused on improving educational services and operations at the school and complex area levels. Tasks include, but are not limited to, recruiting, selecting, onboarding, assigning, and retaining quality school leaders, educators, and relevant non-instructional personnel.

- **Operational Leadership**: The Complex Area Superintendent must interface with the relevant state offices to resolve matters of fiscal and resource management, school safety and culture, civil rights, personnel issues, investigations, and reporting and serve as a safeguard to external distractions or non-instructional issues.

Previous to her employment with the Department, Ms. Sides began her teaching career in the Garden Grove School District in California. She began teaching within the Department in 1992. Her school-level experiences include 17 years as an elementary school teacher, four years as a vice principal, and five years as an elementary school principal. Ms. Sides has also served as a temporary-assigned principal at both the high school and middle school levels. In addition to her school-level experience, Ms. Sides has served as a Complex Area School Renewal Specialist and, most recently, as the Interim Complex Area Superintendent, providing her with experience and insight across multiple levels within the Department’s tri-level system.

This array of experiences will enable Ms. Sides to guide the Baldwin-Kekaulike-Kūlanihākoʻi-Maui Complex Area and to be responsive to the needs of her schools.

Ms. Sides has been serving as the Interim Complex Area Superintendent of the Baldwin-Kekaulike-Kūlanihākoʻi-Maui Complex Area since July 1, 2022. As Interim Complex Area Superintendent, Ms. Sides has:

- Led with the HĀ framework as the means to support student success academically, emotionally, and socially. The framework is at the forefront of the work that she, her complex area team, and schools use.
- Continued the work she led as a School Renewal Specialist, in partnership with the State English Learner team, by developing a Baldwin-Kekaulike-Kūlanihākoʻi-Maui English Learner Success Plan to guide the complex areas work to support our English learners.
- Provided learning opportunities with her complex team to address differentiated instructional strategies for all learners.
- Initiated dialogue and collaboration with the secondary administrators and math teachers to create equity and access for all students in their pursuit of college and career opportunities.
- Strengthened partnership and collaboration with the University of Hawaii Maui College to increase learning opportunities for students and more professional development for
teachers. This has expanded to building pathways to support substitute teacher and educational assistant courses.

- Participated in ongoing dialogue and collaboration with Hāna-Lahainaluna-Lāna‘i-Moloka‘i Complex Area and Maui Police Department to use the I Love You Guys Standard Response Protocol to address safety concerns for our schools.
- Worked to increase relations with community agencies like ClimbHi, Maui Hotel and Lodging Association, and Maui Economic Development Board to support our students in preparing for their career aspirations by either bringing our students and teachers to industry sites or having industry representatives participate in classroom and school activities.
- Advocated for her schools to have the appropriate resources when working with State leadership, state offices, and County officials.
- Communicated with parents, students, school staff, and community members on behalf of the Department.
- Provided support and guidance to the 21 principals in her complex area.
- Used her role as Interim Complex Area Superintendent to highlight and celebrate what her schools are doing and, consequently, created pathways to share the positive things going on in each of the schools and collaborate on best practices.

Ms. Sides has proven she is capable of serving as the Complex Area Superintendent of the Baldwin-Kekaulike-Kūlanihāko‘i-Maui Complex Area and will continue to be an invaluable member of our leadership team as we work towards providing all students with educational opportunities, services, and supports needed to facilitate student success.

I have had the pleasure and privilege of working with Ms. Sides since she assumed the role of Interim Complex Area Superintendent in July 2022. Throughout her career, she has demonstrated her commitment to the Baldwin-Kekaulike-Kūlanihāko‘i-Maui Complex Area and the Department.

For these reasons, I respectfully recommend that the Board approve the following appointment, effective January 20, 2023:

Desiree Sides
Complex Area Superintendent
Baldwin-Kekaulike-Kūlanihāko‘i-Maui Complex Area
Position No. 65542
Annual salary beginning at $165,000

The Department anticipates presenting its proposed comprehensive system for determining Assistant Superintendent and Complex Area Superintendent salaries to the Board in the early months of 2023. Pending the outcome of this proposal, adjustments may need to be made to the initial salary recommended for Ms. Sides.
Ms. Sides's resume is attached (Attachment B). The Complex Area Superintendent position, Position No. 65542, is an established permanent position with funding included in the Department’s budget.

Thank you for your consideration and your continued support.

KTH: sb
Attachments: Attachment A - Department of Education Leadership Salary Structure adopted by the Board of Education on May 5, 2022
Attachment B - Resume of Desiree Sides

c: Office of Talent Management
BOARD OF EDUCATION
DEPARTMENT OF EDUCATION LEADERSHIP SALARY STRUCTURE

I. Purpose

A. The purpose of this salary structure is to establish a system for performance-based and other case-by-case salary adjustments for the subordinate superintendents (which are the deputy superintendent, assistant superintendents, and complex area superintendents) of the Department of Education (“Department”).

B. This salary structure articulates the flexibility of the Board of Education (“Board”) to provide fair and competitive salaries to subordinate superintendents while ensuring this system and resulting leadership salaries are transparent.

II. Authority

A. Pursuant to Section 302A-621, Hawaii Revised Statutes, the Board has the sole authority to set the salaries of subordinate superintendents with the only restriction being that the salary of a subordinate superintendent cannot exceed the salary of the superintendent.

B. In accordance with Board Policy 500-6, entitled “Salaries of Subordinate Superintendents,” the Board is to “establish a salary structure that is competitive and commensurate with the duties, responsibilities, and authorities of the respective subordinate superintendent positions.”

III. Salaries and Salary Ranges

A. The Board must be able to review and approve exact salaries to ensure equity, avoid salary compression issues, and optimize competitiveness for recruitment and retention. Further, more transparency as to salaries of the top leaders of the Department, which is one of the largest state departments, is in the best interest of the public.

B. The Board has set the following salary ranges for subordinate superintendents to assist the superintendent with leadership recruitment:

   1. Deputy superintendent: $162,750 to $194,250
   2. Assistant superintendents: $157,500 to $189,000
   3. Complex area superintendents: $152,250 to $183,750
C. The superintendent may recommend changes to the Board to the salary ranges stated in Section III.B based on market conditions. Any changes to the salary ranges require the Board to amend this salary structure document.

D. The superintendent shall not adjust the salary of a subordinate superintendent without prior approval from the Board.

E. Whenever the superintendent recommends to the Board the approval of the appointment of a new subordinate superintendent, the superintendent must also recommend an entry salary for that individual.

F. Whenever the superintendent requests adjustments to a subordinate superintendent’s salary, the superintendent must provide the Board with the current salary of the subordinate superintendent and the new proposed salary.

G. Any Board approval of recommended salary adjustments is also approval of the use of funds necessary to effectuate such salary adjustments. The superintendent shall provide the Board with information on the total cost of any proposed salary adjustments.

IV. Performance-based Salary Adjustments

A. The superintendent shall annually evaluate the performance of subordinate superintendents using an evaluation instrument of the superintendent’s choosing that sets the performance expectations for each subordinate superintendent. The evaluation instrument used by the superintendent to evaluate performance should align with Department and Board goals for consistency and fairness.

B. Subordinate superintendents who meet performance expectations as determined by the performance evaluation are eligible for a minimum performance-based salary adjustment as determined by the superintendent in consultation with the Human Resources Committee Chairperson or their designee. In determining the minimum performance-based salary adjustment, the superintendent and the Human Resources Committee Chairperson, or their designee, shall consider various market factors, including the Hawaii Consumer Price Index, average Hawaii salary increase rates, and collective bargaining raises of other Department employees.

C. Subordinate superintendents who exceed performance expectations as determined by the performance evaluation are eligible for an additional performance-based salary adjustment as recommended by the superintendent.
D. The superintendent shall annually report the overall performance evaluation results to the Board and recommend performance-based salary adjustments based on the evaluation results. The report annually shall also include the copy of the current evaluation being used and the position descriptions of those affected.

E. The superintendent may recommend no performance-based salary adjustments based on circumstantial conditions, such as economic downturns.

F. The Board has total discretion over salary adjustments for subordinate superintendents and may decide to defer or forgo performance-based salary adjustments in any given year based on circumstantial conditions, such as economic downturns.

G. Subordinate superintendents serving in an interim or acting capacity are not eligible for performance-based salary adjustments.

V. Other Salary Adjustments

A. The superintendent may recommend, and the Board may consider, other salary adjustments for subordinate superintendents separate from performance-based compensation adjustments on a case-by-case basis as circumstances warrant, which include, but are not limited to:

1. A complex area superintendent whose salary is less than the average salary of high school principals;
2. An assistant superintendent whose salary is less than the average salary of peers in the industries relevant to the subject matter area overseen by the assistant superintendent; or
3. A deputy superintendent whose salary is less than the average salary of other subordinate superintendents that the deputy superintendent supervises.

B. Other salary adjustments may require the amendments of the salary ranges stated in Section III.B and in accordance with Section III. C.

[Adopted 05/05/2022]
Desiree Sides

Educational Administrator
Purpose-driven, innovative, and adaptive change leader with thirteen years of administrative experience leveraging relationship building and leadership development to successfully provide oversight of multiple public schools as a vice-principal, principal, and complex level administrator. Able to collaborate with school communities; engage parent and community partners; provide direct supervision to personnel to serve diverse student populations through building culturally relevant and nurturing environments; promote whole child development and sustain excellence in instruction and learning.

Educational Administrative Experience

Interim Complex Area Superintendent, Maui District-Baldwin Kekaulike Kulanihakoi Maui Complex Area

July 1 2022 - Present

- Supervise, monitor and support principals in the Complex Areas
- Support Tri level communication and collaboration (state, complex, school)
- Oversee Complex Level Initiatives
- Manage DOE Funds and community resources for Complex Area

School Renewal Specialist, Maui District-Baldwin Kekaulike Maui Complex Area January 2018 - Present

- Provide support to Complex Area Superintendent, school administrators, and school teacher leaders
- Support Tri level communication and collaboration (state, complex, school)
- Oversee Complex Level Initiatives
  - Math Project
  - English Learner Program
  - Project Based Learning
- Provide supervision of Resource Teachers
- Manage Title II and III funds for the Complex
- Conduct Investigations
- Assisted Complex Area Superintendent

Principal, Haiku School October 2013 – January 2018
Interim Principal, Maui High School July 2012 – November 2012
Vice Principal, Maui High School July 2010 – September 2013
ACE Vice Principal, Maui High School July 2009 – June 2010

Curriculum Development
- Created instructional materials and procedures consistent with individual learning needs and behaviors.
- Collaborated with teachers and colleagues to understand the rigor and relevance of Standard-based learning and Common Core.

Educational Assessment
- Recognized the need for appropriate pacing and delay time to ensure all students’ understanding.
- Used consistent assessment methods to assist students in reading fluency.
• Worked with colleagues to implement consistent grading throughout grade levels as a part of School Implementing Design Plan.

Student/Parent Relations
• Cultivated parent involvement via student clubs and activities; Parent Communication Network Coordinator, parent-teacher-student conferences, and telephone calls
• Provided counseling and correction to manage student discipline.
• Maintained productive learning environment, holding students accountable for their actions and implementing consistent and appropriate consequences.

School Operations
• Support faculty and staff to provide a productive and safe learning environment
• Evaluate and support classified and certificate to maintain proficient job performance
• Follow guideline and policies within scope and duties of job description

Teacher Experience

**Teacher, Ha‘iku Elementary School, Haiku, HI** August 2001 – June 2009
- Taught Gr. 1, 5, and Kindergarten
- Teacher Leader for Standards-Based Report Card Pilot Program
- Academic Resource Teacher/Curriculum Coordinator
- Coordinator of Part-Time Teachers and ELL Program
- Served as Team Leader for implementation of Pilot Program of Standards Based Report Card
- Implemented school wide assessment use of DIBELS to bring focus to learning
- Planned agendas and facilitated discussions in faculty meetings

**Teacher, Kamali‘i Elementary School, Kihei, HI** 1996 – 2001
- Taught Gr. Pre-K, Multi Age K-1 Class, and Gr. K
- Electronic Book Participant 1997 and 2001 www.kamaliik12.hi.us
- Grade Level Chairperson Committee Member

**Gr. K Teacher, Kihei Elementary School, Kihei, HI** 1994 – 1995
**Gr. 3-4 English + Teacher, Thomas Paine Elementary School, Garden Grove, CA** 1991 – 1992

Education

University of Hawaii at Manoa, Honolulu, HI
- Masters of Arts in Educational Administration December 2011

Chapman College, Orange, CA
- Bachelor of Arts in Liberal Studies May 1991
- Endorsements: K-6 Elementary, Chapman College, Orange CA December 1991

Professional Affiliations
• Hawaii Government Employees Association
• National Educators Association
• Association for Supervision and Curriculum Development
• National Council of Teachers of Mathematics