




**STATE OF HAWAII
DEPARTMENT OF EDUCATION**

P.O. BOX 2360
HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

September 1, 2022

TO: The Honorable Kaimana Barcarse
Chairperson, Human Resources Committee

FROM: Keith T. Hayashi
Superintendent 

SUBJECT: **Committee Action on Appointment of Deputy Superintendent**

I. BACKGROUND

The Deputy Superintendent assists the Superintendent of the Hawaii State Department of Education (Department) in executing the duties and responsibilities of the Office of the Superintendent and is delegated authority to act for the Superintendent when needed. The Office of the Superintendent is central to delivering cohesive, professional, and clear direction for the nearly 22,600 salaried employees in their various roles in furthering the Department's goals and objectives. The magnitude of the work of the Department warrants a strong executive leadership team to better execute the priorities and initiatives of the Hawaii State Board of Education (Board) and the Department with the leadership and staff needed for thoughtful planning, timely execution, and effective implementation.

The Deputy Superintendent is currently responsible for leading, directing, and supervising the academic and educator development functions of the Department and serves as the line officer for school operations. The Deputy Superintendent also directly manages projects or issues that are of special significance to the Department's mission or strategic plan.

One example of a project for which the Deputy Superintendent managed was the Coronavirus Disease 2019 (COVID-19) response effort. The challenges posed by

the ongoing COVID-19 pandemic greatly impacted the Department, particularly our school staff and our students. To help address the pandemic-related issues facing Hawaii's public schools, government leaders at the federal and state levels provided unprecedented financial resources to the Department. The Deputy Superintendent was instrumental in coordinating the mitigation efforts of the state offices, complex areas, and schools and overseeing the use of federal relief funds to address learning loss, the negative effects of the pandemic on student and staff well-being, and health and safety concerns.

The challenges posed by the COVID-19 pandemic brought to light the strengths of the Department as well as the areas in which the Department needs to improve in. It is incumbent on the Board and Department to work collaboratively to address these areas, focusing first on the most significant areas of need in providing the necessary supports, services, and educational opportunities to all students in our schools across the state to accelerate learning and close the achievement gap. The Deputy Superintendent will collaborate with the schools, complex areas, state offices, and appropriate stakeholders to accomplish this work.

The Deputy Superintendent position currently oversees the Department's fifteen complex areas, working with the Complex Area Superintendents to facilitate school improvement and increase student achievement. The Deputy Superintendent also oversees the Monitoring and Compliance Branch, which provides oversight and technical assistance for the federal grant programs of the *Elementary and Secondary Education Act of 1965, as amended by the Every Student Succeeds Act*, and the *Individuals with Disabilities Education Act*, and the Coordinated Support Office, which provides staff support to increase the Deputy Superintendent's capacity to successfully perform critical daily functions, manage high-level special projects, and coordinate cross-functional efforts across state offices.

The Deputy Superintendent serves as the Department's liaison to the Hawaii State Board of Education (Board) Student Achievement Committee.

II. **AUTHORITY**

The following policies provide the superintendent with the authority to appoint a qualified individual as the deputy superintendent. Please note, in accordance with [§1-17, Hawaii Revised Statutes \(HRS\)](#), "Words in the masculine gender signify both the masculine and feminine gender, those in the singular or plural number signify both the singular and plural number, and words importing adults include youths or children."

- [§302A-1111, Hawaii Revised Statutes \(HRS\)](#), designates the superintendent as “the chief executive officer of the public school system having jurisdiction over the internal organization, operation, and management of the public school system, as provided by law” under the policies established by the Board.
- [Board Policy 500-4, Duties and Responsibilities of the Superintendent](#), states the Superintendent is responsible for the “planning, organizing, staffing, directing and controlling the educational program, finances, personnel and facilities of the department.”
- [§26-39, HRS](#), provides the superintendent the ability to appoint a subordinate: “Except as otherwise provided by this chapter and with the approval of the governor, the head of a department may establish or abolish any subordinate office or position, transfer officers and employees between positions, appoint and remove any subordinate, and change the duties, titles, and compensation of offices and positions as is deemed necessary by the head of the department for the efficient functioning of the department, subject to the limitations of available appropriations and of the provisions of chapter 76.”

III. **RECOMMENDATION**

As Superintendent, I recommend the appointment of Ms. Heidi Armstrong as Deputy Superintendent (Position Number 60000) to manage the Department’s academic program and lead our academic initiatives with an annual salary in accordance with the deputy superintendent salary range approved by the Board on May 5, 2022. I recommend an entry salary of \$190,000, which is within the range approved by the Board and is comparable to the average salaries of similar leadership positions across the nation.

The School Superintendents Association (AASA) “[2021–22 Superintendent’s Salary & Benefits Study](#)” provides data on the base salary for associate superintendents, similar to the deputy superintendent position, based on the district enrollment size (pg. 21). The Hawaii State Department of Education is the only statewide public school district in the country. It comprises 258 public schools and 37 charter schools, educating about 170,000 students. The salary requested for Ms. Armstrong falls between the median of \$180,975 and the 75% quartile, which is \$197,500, for districts with an enrollment of 100,000 or more students based on the AASA Salary and Benefits study.

TABLE: Associate Superintendent Base Salary and District Enrollment

District Enrollment	Minimum	25%	Median	75%	Maximum
Fewer than 300	\$ 40,000.00	\$ 80,000.00	\$ 90,000.00	\$117,500.00	\$140,500.00
300 to 999	\$ 65,000.00	\$ 92,244.75	\$101,000.00	\$124,000.00	\$185,000.00
1,000 to 2,999	\$ 75,000.00	\$104,000.00	\$116,000.00	\$135,000.00	\$259,116.00
3,000 to 4,999	\$ 75,000.00	\$117,500.00	\$135,000.00	\$155,320.00	\$250,000.00
5,000 to 9,999	\$ 64,000.00	\$122,265.80	\$144,500.00	\$164,269.50	\$265,000.00
10,000 to 24,999	\$ 89,000.00	\$135,000.00	\$149,000.00	\$175,000.00	\$250,000.00
25,000 to 49,999	\$100,000.00	\$152,500.00	\$170,000.00	\$188,000.00	\$258,000.00
50,000 to 99,999	\$127,765.00	\$155,250.00	\$172,000.00	\$179,000.00	\$225,000.00
100,000 or more	\$148,000.00	\$165,963.80	\$180,975.00	\$197,500.00	\$220,000.00

Ms. Armstrong has been serving as the interim Deputy Superintendent since July 1, 2022, following the retirement of the incumbent on June 30, 2022.

As Deputy Superintendent, Ms. Armstrong will be responsible for leading, directing, and supervising the academic and educator development functions of the Department, as well as serving as the line officer for school operations. She will oversee the Department's efforts in:

- Addressing learning loss through instructional strategies that meet students' academic needs and accelerate learning;
- Addressing the academic, behavioral, social, emotional, and mental health needs of students through a comprehensive multi-tiered system of support to facilitate student achievement;
- Increasing access to programs and supports across the state, including rural and remote communities, to ensure equitable access to educational opportunities;
- Increasing the portfolio of digital learning opportunities to provide students with access to educational programs that schools may not have the capacity to implement with their own resources;
- Exploring new ways of teaching and learning to meet the needs of all students; and
- Facilitating more state office involvement in assisting schools and complex areas with their needs.

Ms. Armstrong's experiences as an Assistant Superintendent of the Office of Student Support Services, Complex Area Superintendent of the Campbell-Kapolei Complex Area, and school principal have provided her with an intimate knowledge of the inner workings of the Department's tri-level structure. This will enable Ms.

Armstrong to “hit the ground running” in implementing Department initiatives, better guide the use of Department resources system-wide to meet the goals and objectives of the Board and the Department, maneuver through the three levels of the Department to effectively and efficiently address student needs, and navigate through the ever-changing landscape of the public education system to ensure student success and equity of access to educational opportunities for all students.

The challenges posed by the ongoing COVID-19 pandemic will continue to impose great expectations on the Department’s dedicated employees, particularly those at the school level. As the Assistant Superintendent of the Office of Student Support Services, Ms. Armstrong worked closely with then Deputy Superintendent Phyllis Unebasami to lead the Department’s COVID-19 response efforts. Ms. Armstrong’s knowledge and experience within this realm will benefit the Department as we continue to adjust to the “new normal.”

Ms. Armstrong has extensive experience in the Department, spanning over 30 years in school, complex area, and state leadership positions. She has championed continuous improvements in school quality and performance; more intentional academic, social, emotional, and behavioral supports for students through a multi-tiered system of support; greater support and equity in access to educational opportunities for students with disabilities, English learners, economically disadvantaged students, and Native Hawaiian and Pacific Islander students; and comprehensive services for all students. As Deputy Superintendent, she will help expedite the delivery of resources in an impactful manner, reinforce healthy schools, facilitate data-driven decision-making, promote responsive capacity building, and advance effective academic practices.

I have had the pleasure and privilege of working alongside Ms. Armstrong in various capacities, and her dedication to our students and improving our public school system is unquestionable.

For these reasons, I respectfully recommend the Committee approve the following appointment effective September 2, 2022:

Heidi Armstrong
Deputy Superintendent
Position No. 60000
Annual salary beginning at \$190,000

The Honorable Kaimana Barcarse
September 1, 2022
Page 6

Ms. Armstrong's resume is attached. The Deputy Superintendent position, Position No. 60000, is an established permanent position with funding included in the Department's budget.

Thank you for your consideration and your continued support.

KTH:sb
Attachment

c: Office of Talent Management

HEIDI W. ARMSTRONG

Experience

July 2022

Interim Deputy Superintendent Office of the Deputy Superintendent

- Assists the Superintendent in executing the duties and responsibilities of the Office of the Superintendent.
- Oversees the fifteen Complex Area Superintendents.
- Oversees the Monitoring and Compliance Branch and the Coordinated Support Office.

April - June 2022

Assistant Deputy Superintendent Office of the Deputy Superintendent

- Worked closely with the incumbent Deputy Superintendent to better understand the role and responsibilities of the deputy superintendent position.

2018 – 2022

Assistant Superintendent Office of Student Support Services

- Promoted a tri-level approach to identifying and providing student supports through the Hawai'i Multi-Tiered System of Support (HMTSS), emphasizing tri-level communication and capacity building through the continuation of the HMTSS Cadre, an open Community of Practice that offers participants opportunities to interact with each other and content experts to further the implementation of HMTSS in all Department schools across the state.
- Supported the continuity of student support services by securing funds to hire school counselors and social workers as critical support staff during summer learning programming for three fiscal years. The hiring of school counselors and school social workers provides students with access to mental, behavioral and emotional health services.
- Further addressed the social, emotional, behavioral and mental health needs of students by supporting the procurement of Hazel Health.
- Supported the achievement of English learners through the coordination of the English Learner Success Initiative, a comprehensive professional development and change management initiative designed to impact all complex areas through a multi-year phased-in approach.
- In collaboration with the Monitoring and Compliance Branch, led the Exceptional Support Branch team on the submission of State Performance Plan and Annual Performance Report to the U.S. Department of Education Office of Special Education Programs.
- Supported the achievement of students receiving special education services through the development of updated Operational Guidelines for Extended School Services for Students with Disabilities.
- Established a Medicaid branch; supported the creation of a dashboard to share real-time and historical information regarding Medicaid efforts and reimbursements.

- Guided and refined Medicaid reimbursement strategies to increase total reimbursements received by the Department annually; Strategized with Medicaid Administrative claiming efforts to align with national best practices to maximize reimbursement received by the Department.
- Provided leadership in the Department's response to the COVID-19 pandemic. Collaborated with the Department of Health to develop and implement policies and procedures, coordinated the Department's vaccination and testing efforts, and facilitated data-sharing processes to monitor and report on COVID-19 cases, vaccine doses administered, and tests provided at schools.
- Promoted workforce development and responsive capacity building by collaborating with local higher education institutions to create additional career pathways for the English Learner program, Special Education, and Counseling.

2012 – 2018

**Complex Area Superintendent
Campbell-Kapolei Complex Area**

- Led the complex area with the highest student enrollment statewide.
- Promoted workforce development through the 2018 Inaugural Campbell-Kapolei Student Career Expo.
- Supported innovative school design by participating in the design process of Ho'okele Elementary School and Hono'uli'uli Elementary.
- Increased access to STEM courses by establishing Project Lead the Way (PLTW) as a focus to include K-12 curriculum and professional development in Computer Science, Engineering, and Biomedical Science.
- Built capacity across the 19 schools within the complex area to increase student achievement by utilizing several core strategies and programs that focused on increasing student engagement and improving classroom instruction (e.g., AVID, Project Lead the Way, and Visible Learning).
- Focused on the needs of vulnerable students by promoting inclusion, early literacy, and alternative educational opportunities such as Youth Challenge to facilitate student success.
- Provided instructional leadership by working closely with complex area principals to evaluate their curricular programs with formative and summative results as part of the continuous school improvement process.
- Promoted responsive capacity building by establishing a complex area team to support all teachers in the effective instructional delivery of school programs and services.
- Advanced school improvement by monitoring the progress of school performance and achievement indicators in alignment with strategies for school improvement.

- 2007 – 2012 **Principal
Iroquois Point Elementary School**
- Increased access to rigorous curriculum by receiving accreditation for the prestigious International Baccalaureate primary years program.
 - Facilitated continuous improvements in school performance and quality by ensuring comprehensive supports for students to increase reading and math proficiency.
 - Established a positive school climate to retain teachers, creating an environment of collegiality and ensuring a smooth transition for students from grade to grade.
- 2002-2007 **Vice Principal
Iroquois Point Elementary School**
- 2001 – 2002 **Vice Principal
Waipahu High School**
- 2000 – 2001 **Vice Principal (Temporarily Assigned)
Pohakea Elementary School**
- 1990 – 2000 **Teacher
Pohakea Elementary School**
- 1987 – 1988 **Teacher
Island Pacific Academy**

Education

- 2002 Master of Education Degree in Educational Administration
University of Hawaii at Manoa
- 1987 Professional Diploma in Elementary Education
University of Hawaii at Manoa
- 1986 Bachelor of Education Degree in Elementary Education
University of Hawaii at Manoa