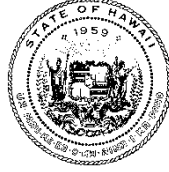


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BRUCE D. VOSS
CHAIRPERSON

**STATE OF HAWAII
BOARD OF EDUCATION**
P.O. BOX 2360
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October 6, 2022

TO: Human Resources Committee

FROM: Kaimana Barcarse
Chairperson, Human Resources Committee

AGENDA ITEM: Committee Action on the superintendent evaluation system process and Superintendent Priorities for the 2022-2023 school year

I. EXECUTIVE SUMMARY

- The Board of Education ("Board") last revised its superintendent evaluation system on June 18, 2020.
- Both Superintendent Keith Hayashi and the Board have heavy lifts this year setting up the public education system under his new leadership and under a new strategic plan led by the Board. A limited yet laser-focused superintendent evaluation will help the Board and Superintendent Hayashi meet these priorities.
- I recommend the Board approve the truncated superintendent evaluation system attached as **Exhibit A** and the Superintendent Priorities attached as **Exhibit B** for the 2022-2023 school year.

II. BACKGROUND

The Board last revised its superintendent evaluation system on June 18, 2020, for the 2020-2021 school year.¹ On December 3, 2020, the Board

¹ The Board's superintendent evaluation system for the 2020-2021 school year is available here: [https://boe.hawaii.gov/About/Documents/Superintendent%20Evaluation%20Process%20\(revised%202020-06-18\).pdf](https://boe.hawaii.gov/About/Documents/Superintendent%20Evaluation%20Process%20(revised%202020-06-18).pdf).

revised the evaluation timeline.² However, in March 2021, then-Superintendent Christina Kishimoto announced that she would not pursue a renewal of her employment contract after it expired on June 30, 2021.

On May 20, 2021, the Board adopted findings and recommendations related to the timeline and process for selecting and transitioning to an interim superintendent.³ One of the findings that the Board adopted stated, “[I]t is unnecessary for the Board to devote time and energy toward conducting the final evaluation of Superintendent Kishimoto and [the Board should forgo] the rest of this year’s superintendent evaluation process.”⁴ Hence, the Board did not complete an evaluation of Superintendent Kishimoto for the 2020-2021 school year.

The Board did not conduct an evaluation for then-Interim Superintendent Hayashi for the 2021-2022 school year due to the temporary nature of the position.

In January 2022, the Board executed a contract with the National Association of State Boards of Education (“NASBE”) for services related to a search for a new superintendent, strategic planning, and a superintendent evaluation process. NASBE’s senior advisor, Robert Hull, assisted the Board with a superintendent search process.

On May 19, 2022, the Board selected Mr. Hayashi as the new superintendent of the Department of Education (“Department”), and on July 14, 2022, the Board approved an employment contract with Mr. Hayashi. The employment contract requires an annual formal evaluation by the Board of the superintendent’s performance.

² The Board approved “Timeline B” as described in Board Chairperson Catherine Payne’s memorandum, as captured in the Board’s December 3, 2020 Special Meeting minutes, available here: <https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/a15fa9df11029fd70a2565cb0065b6b7/c3ca56c54c2ade230a25865c000a5e5e?OpenDocument>. Board Chairperson’s memorandum, dated December 3, 2020, describes the timeline and reasons for the revision. The memorandum is available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/Special_20201203_Action%20n%20Superintendent%20Evaluation%20and%20changes%20to%20timeline%20and%20process.pdf.

³ See the Board’s May 20, 2021 General Business Meeting minutes, available here: <https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/a15fa9df11029fd70a2565cb0065b6b7/6f873abd039ff38c0a2586e3006e086b?OpenDocument>.

⁴ See pages 3-4 of Board Chairperson Payne’s memorandum dated April 15, 2021, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20210520_Action%20on%20Investigative%20Committee%20on%20Transition%20and%20Search%20Process%20findings%20and%20recommendations.pdf.

Mr. Hayashi's term as superintendent began on July 1, 2022. As part of the contract with NASBE, Mr. Hull assisted with the onboarding of new Superintendent Hayashi.

After completing the selection and hiring of a new superintendent, the Board has since turned its attention to developing a new strategic plan, which it is currently focusing on with guidance and assistance from NASBE. The Board projects to adopt a strategic plan by February 2023 and to approve a connected implementation plan developed by the Department by April 2023.

Also as part of its contract, NASBE will be reviewing and proposing possible improvements to the Board's existing superintendent evaluation process for use next school year after the strategic planning process is completed.

III. DISCUSSION

The current superintendent evaluation system is set up to have the Board and superintendent mutually agree to the evaluation system details in June and the Superintendent Priorities in July. However, Superintendent Hayashi did not begin as the new superintendent until July of this year. Further, he has been busy organizing his leadership team while the Board has been focused on strategic planning.

Both Superintendent Hayashi and the Board have heavy lifts this year setting up the public education system under his new leadership and under a new strategic plan led by the Board. In light of this, Board Chairperson Bruce Voss has been working with Superintendent Hayashi, Mr. Hull, and Board staff to truncate the superintendent evaluation to ensure the Board and Superintendent Hayashi's time and energy are focused appropriately. Developing a new strategic plan is the Board's top priority and, as captured in this memorandum and its attachments, setting up the Department to successfully implement that strategic plan is Superintendent Hayashi's top priority. A limited yet laser-focused superintendent evaluation will help the Board and Superintendent Hayashi meet these priorities.

The proposed truncated superintendent evaluation system attached as **Exhibit A** has the Board conducting only an end-of-year evaluation limited to Superintendent Priorities, removing the evaluation of professional standards and strategic plan indicators contained in the current evaluation system. This simplifies the evaluation

process by removing more than half what the Board usually reviews and removes the mid-year review.

To be clear, the proposed truncated evaluation is for this year only. With the assistance of NASBE, the Board is still planning on reviewing and improving its superintendent evaluation system to use on a longer-term basis.

Additionally, Board Chairperson Voss and Superintendent Hayashi, with the assistance of Mr. Hull and Board staff, developed the proposed Superintendent Priorities attached as **Exhibit B**. The Superintendent Priorities are the result of onboarding conversations between Board Chairperson Voss, Superintendent Hayashi, and Mr. Hull and focus on the strategic plan and implementation plan, internal and external communications, professional development for Superintendent Hayashi, and relationship building with families and the public.

IV. RECOMMENDATION

Based on the forgoing, I recommend the Board approve the truncated superintendent evaluation system attached as **Exhibit A** and the Superintendent Priorities attached as **Exhibit B** for the 2022-2023 school year.

Proposed Motion: “Moved to approve the truncated superintendent evaluation system and Superintendent Priorities for the 2022-2023 school year attached as Exhibit A and Exhibit B, respectively, to Human Resources Committee Chairperson Kaimana Barcarse’s memorandum, dated October 6, 2022.”

Exhibit A

Truncated Superintendent Evaluation System for the 2022-2023 School Year

Date	Activity
October 6, 2022	The Board and superintendent mutually agree upon the truncated evaluation system, which consists of only the end-of-year final evaluation limited to Superintendent Priorities. The Board and superintendent also mutually agree upon the Superintendent Priorities.
May 11, 2023	The superintendent completes a self-assessment on his performance on the Superintendent Priorities and submits it along with all supporting documents and evidence to the Board Support Office. The Board Support Office posts this information publicly with the Board's May 18, 2023 general business meeting agenda.
May 18, 2023	<p>The Board publicly discusses and comes to consensus on the end-of-year evaluation ratings for the Superintendent Priorities.</p> <p>The Board publicly discusses with the superintendent its final evaluation findings. The Board and superintendent engage in a joint self-reflection to identify lessons learned and areas of improvement for both parties using the information and data from the evaluation. The Board and superintendent may provide comments, ask questions, and make recommendations to each other. The Board may make changes to its end-of-year evaluation ratings after the discussion.</p> <p>The minutes of the meeting serve as the official record of the evaluation of the superintendent.</p>

Exhibit B

Superintendent Priorities for the 2022-2023 School Year

Superintendent Priority 1: Work collaboratively with the Board to develop a comprehensive implementation plan for the Department by April 2023 to execute the Board-approved strategic plan.

- Indicator 1.1 The superintendent provides input to the Board on the strategic plan draft (in January or February 2023), including any potential implementation opportunities, challenges, or other implications.
- Indicator 1.2 The Board has a meaningful opportunity to provide input on the Department's implementation plan prior to the superintendent's request for its approval.
- Indicator 1.3 The implementation plan includes a plan and timeline to align the Department's resources to achieve the objectives of the Board's strategic plan and to provide effective and efficient support to schools, including the review and adjustment of Department programs, organization of the Department for the effective and efficient implementation of the strategic plan, and reconfiguration of the Department's budget for the efficient and cost-effective implementation of the strategic plan.
- Indicator 1.4: The Board approves the implementation plan within three months of the Board's approval of its strategic plan.

Superintendent Priority 2: Communicate effectively with the Board on all matters.

- Indicator 2.1 By February 2023, the superintendent establishes procedures and protocols for advanced, timely notice of major operational changes and significant events.
- Indicator 2.2 By February 2023, the superintendent establishes a system of coordinated communication from the Department to Board members.
- Indicator 2.3 By February 2023, the superintendent establishes procedures and protocols for early and ongoing communication with and involvement of the Board, in its policymaking role, for large and/or long-term projects.
- Indicator 2.4 The superintendent consistently informs all Board members, in writing, of upcoming work connected to the implementation plan prior to execution.
- Indicator 2.5 The superintendent provides clear and concise updates at Board meetings on the progress of the execution of the implementation plan.

Superintendent Priority 3: Actively and intentionally engage in professional growth.

Indicator 3.1 The superintendent participates in ongoing, formal, and planned executive coaching beginning no later than December 1, 2022.

Indicator 3.2 Periodic reports to the Board from the superintendent demonstrate continuous progress in his professional growth.

Superintendent Priority 4: Begin building positive and productive relationships with parents, families, and the general public.

Indicator 4.1 The Department effectively communicates with the media in a timely, thoughtful, and respectful manner.

Indicator 4.2 The superintendent establishes an efficient and responsive system that aligns with Board Policy 304-5 to intake and address complaints from families and the public received at the state office level that provides timely and respectful responses to complainants and tracks complaints from initiation to resolution.

Indicator 4.3 The superintendent develops guidance for schools on how to resolve conflicts with parents and guardians.