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GOVERNOR



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CHAIRPERSON

**STATE OF HAWAII  
BOARD OF EDUCATION**

P.O. BOX 2360  
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December 7, 2023

TO: Human Resources Committee

FROM: Shanty Asher  
Chairperson, Human Resources Committee

AGENDA ITEM: Committee action on the superintendent evaluation criteria for the  
2023-2024 school year

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**I. EXECUTIVE SUMMARY**

- The Board of Education ("Board") last revised its superintendent evaluation criteria on October 6, 2022.
- Both Superintendent Keith Hayashi and the Board are continuing to improve the public education system under his leadership and under the recently approved 2023-2029 strategic plan. Concise and focused superintendent evaluation criteria will help the Board and Superintendent Hayashi meet their priorities.
- I recommend the Board approve the superintendent evaluation criteria for the 2023-2024 school year, as outlined in Section IV of this memo.

## II. **BACKGROUND**

The Board last revised its superintendent evaluation criteria on October 5, 2022, for the 2022-2023 school year, as explained here:

[https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/H\\_R\\_20221006\\_Action%20on%20Superintendent%20Evaluation%20and%20Superintendent%20Priorities.pdf](https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/H_R_20221006_Action%20on%20Superintendent%20Evaluation%20and%20Superintendent%20Priorities.pdf).

The recommended evaluation criteria for the 2023-2024 school year builds upon the 2022-2023 evaluation process and further aligns the superintendent evaluation with the Board-approved strategic plan.

## III. **DISCUSSION**

Both Superintendent Hayashi and the Board continue their work to improve the public education system under his leadership and in accordance with the 2023-2029 strategic plan. Board Chairperson Warren Haruki has been working closely with Superintendent Hayashi to ensure the Board and Superintendent Hayashi's time and energy are focused on the desired outcomes, and to prioritize and devote resources accordingly. Having concise and focused superintendent evaluation criteria will help the Board and Superintendent Hayashi meet their priorities.

The recommended superintendent evaluation criteria, described in Section IV of this memo, has the Board conducting one end-of-year evaluation based on the superintendent's performance in relation to two general areas – professional standards and targeted goals.

The criteria are the result of several discussions between Board Chairperson Haruki, Superintendent Hayashi, and myself. The recommended evaluation criteria focus on their strategic plan priorities.

## IV. **RECOMMENDATION**

Based on the foregoing, I recommend the Board approve the following superintendent evaluation criteria for the 2023-2024 school year.

**Proposed Motion: “Moved to approve the superintendent evaluation criteria for the 2023-2024 school year as explained in Human Resources Committee Chairperson Shanty Asher’s memorandum, dated December 7, 2023.”**

## Superintendent Evaluation Criteria for the 2023-2024 School Year

### Basis of Evaluation

The evaluation will be a two-part evaluation related to the superintendent's performance on five professional standards, and the superintendent's progress toward meeting three targeted goals, specific to the current school year.



**Part 1 - Assessment of performance on professional standards.** For the 2023-2024 school year evaluation, it is recommended the Board use the following professional standards, which are substantially similar to those previously approved by the Board on June 18, 2020:

- **Standard 1: Visionary Leadership and Organizational Culture.** Be an educational leader who promotes the success of all students by articulating and implementing a vision of learning, developing, and modeling a positive organizational culture and school climate throughout the Department, and sustaining instructional programs conducive to student learning and staff professional growth.
- **Standard 2: Operations, Resource, and Personnel Management.** Consistently demonstrates the knowledge, skills, and ability to manage operations that promote a safe, trusting, respectful, and effective learning environment for students and staff, ensure the fiscal fidelity and efficiency of the Department, and implement sound personnel practices.
- **Standard 3: Strategic Alignment and Policy Implementation.** Ensure implementation of Board policies and alignment of their respective functional areas to the Department's strategic plan, desired outcomes, and goals.
- **Standard 4: Communication and Community Relations.** Establish effective two-way communication and engagement with students, parents, staff, and the community at-large, and understand the cultural, political, social, economic, and legal context, to respond effectively to internal and external stakeholder feedback, build strong support for the public education system, and foster the success of all students.
- **Standard 5: Equity Advocacy.** Advocate for equitable opportunities and conditions and build a foundation on the promise of equity, integrity, and fairness for every student and every staff member.

**Part 2 - Assessment of progress toward meeting targeted goals.** The superintendent shall establish targeted goals, which must be approved in a pre-conference with the board chairperson and Human Resources Committee chairperson. Following approval of the targeted goals, the superintendent, board chairperson, and Human Resources Committee chairperson will determine specific evidence of progress toward each goal. The targeted goals for the 2023-2024 school year, as agreed upon between Superintendent Hayashi, Board Chairperson Haruki, and myself, are as follows:

- **Targeted Goal 1 - Workforce readiness and innovation that prepares graduates to be globally competitive and locally committed.** This targeted goal is to make progress toward developing a system that engages students in career, community, and civic opportunities, preparing them to contribute and lead Hawaii's future. Examples of evidence include developing a structure for industry-based learning opportunities for students and teachers to ensure relevance of high school experience for post-high preparation; initiating student internship and teacher externship opportunities; and realigning the high school framework to current and projected community and workforce needs.
- **Targeted Goal 2 - Optimization of real estate in support of safe, well-maintained, compliant, clean, and attractive schools to provide a positive and inviting learning environment for students and staff.** This targeted goal is to assess status of ownership of school lands to inform prioritization of investments in school lands for educational purposes. Examples of evidence include: a list of existing and obligated land inventory and conveyances, as well as criteria for prioritizing conveyance of parcels to the Department. Develop a process engineering approach for repairs and maintenance, and capital improvement projects, with the goal of reducing the backlog in both areas.
- **Targeted Goal 3 - Maui emergency response.** This targeted goal is to effectively respond to the Maui wildfire disaster, including caring for students and employees. Examples of evidence include reopening schools as soon as safely possible, collaborating with other agencies to support and sustain school reopening, and leveraging disaster-related funding to manage costs to the Department.

## **Rating Scale**

For the 2023-2024 school year evaluation, it is recommended the Board use a rating scale that is substantially similar to the scale previously approved by the Board on June 18, 2020. This four-point scale is also used in evaluating assistant superintendents and deputy superintendents. The professional standards and targeted goals will be rated based on the following scale:

<b>RATING</b>	<b>CHARACTERISTICS</b>
<b>Highly Effective</b>	Performance continually exceeds stated expectations.
<b>Effective</b>	Performance consistently meets stated expectations.
<b>Marginal</b>	Performance inconsistently or partially meets stated expectations.
<b>Unsatisfactory</b>	Performance does not meet stated expectations and requires significant improvement.

An overall evaluation rating shall also be determined using the same rating scale, based on a weighted score from the individual components above. Each leadership standard must be rated as “effective” or better to earn an overall evaluating rating of “effective” or better.

## Timeline

<b>Date</b>	<b>Activity</b>
<p>December 7, 2023 (Human Resources Committee Meeting)</p> <p>December 21, 2023 (General Business Meeting)</p>	<p>The Board and superintendent mutually agree upon the superintendent evaluation criteria, which consists of one end-of-year final evaluation. The superintendent, board chairperson, and Human Resources Committee chairperson also mutually agree upon the professional standards and targeted goals.</p>
<p>January-February 2024</p>	<p>The board chairperson and chairperson of the Board’s Human Resources Committee provide interim feedback to the superintendent.</p>
<p>August 8, 2024 (Human Resources Committee Meeting)</p>	<p>The superintendent completes a self-assessment on his performance based on the professional standards and targeted goals prior to the Human Resources Committee meeting.</p> <p>The superintendent discusses the self-assessment with the Human Resources Committee.</p>
<p>August 22, 2024 (General Business Meeting)</p>	<p>The Board includes the superintendent evaluation as an agenda item. The Board accepts public testimony on the superintendent's performance for the evaluation period.</p> <p>The Board, in Executive Session, will discuss the superintendent's self-assessment and other information, such as testimony from other stakeholders. The superintendent may provide additional information. The Board will discuss and come to a consensus on the evaluation ratings for the superintendent's performance, in relation to professional standards and targeted goals.</p> <p>The Board will publicly report a summary of its discussion on the superintendent evaluation and take action on the overall rating for the superintendent.</p>