

Board of Education Meeting Testimony : Entry # 61**Name**

Deborah Bond-Upson

Organization

HE'E Coalition

Position/Title

Interim Director

email receipt

- I would like to receive an email receipt.

Emaildeborah@heecoalition.org**Meeting Agenda**

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Report of the superintendent

Position

Comments only

Testimony Type

- Written

Written Testimony**Submit Written Testimony as Text or PDF file**

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- [HE'E-HI-BOE-Testimony-General-Bus-Meeting-items-3A-Bus-and-3C-Attendance.pdf](#)

verification

- I understand and agree to the terms and procedures of testifying as stated above.*

TO: HI BOE
FROM: HEE Coalition
DATE: September 19, 2024 HI BOE
RE: Testimony for General Business Meeting
Item 3A Student Transportation and
Item 3C Attendance Awareness Campaign

Dear Chair Takumi and Members of the Board,

Item 3A Student Transportation

As we testified at your August 29th Special Meeting, we have been concerned by the cancellation of bus service and the lack of warning to families before the opening of school.

We understand it is difficult to hire drivers given the schedule and the cost of living in Hawaii. We appreciate that HI DOE leaders regretted the failure to provide service to 3686 students registered for bus service at school start. Further, we understand that at this time it appears all but some 800 students have had service restored.

However, we find it very disappointing that given the repeat of the previous year's scarcity of drivers and the necessity of gaining the governor's proclamation, that the DOE transportation department did not more carefully question the two major bus contractors on readiness longer in advance of school start.

In learning more about bus service and eligibility, we are surprised that more families do not avail themselves of bus service which the current policy (over 1 mile from EL, over 1.5 miles from MS and HS) offers. We hear from parents that the fees charged for bus service and the lengthy times for some bus routes contribute to them not choosing to use school bus service. The impact on families needing to drop off and pick up given their work schedules and given the cost of driving, and the impact on traffic and climate with more private car trips are negative. We hope that this year we prepare, instead of a repeat of the cancellation of bus service for some students, we actually see innovative and strategic plans by the district to increase bus service capability and delivery for the good of our community.

We are glad to see the solutions that Deputy Supt. Moore indicated the department will research including districtwide support of an app that could not just enable parents to get rides for students, but could streamline lengthy bus routes by

channeling outlier locations from bus routes to carpools and including personnel scheduling changes to enable existing employees to drive buses part time.

Additionally, we would like the department to research the possibility of offering bus drivers the option to go to full-time with employment at the schools supporting teachers and enabling teacher time to be spent more fully on student instruction, guidance, mentorship, and support and away from monitoring lunch, entering data, and other non instructional tasks now asked of our teachers.

And we would like the department to research whether funds for school buses could be used to fund tailoring of public bus routes for some of our school children. We hear from parents that students on some public bus routes, particularly on the Hawai'i island, have unacceptably long rides. Perhaps if routes were more direct to schools, more students who are eligible for school bus service could use the public bus service option.

Chronic absenteeism, especially at almost 50% for our Native Hawaiian and Pacific Islander students, is an additional factor for us to consider improving and enlarging our student transportation support.

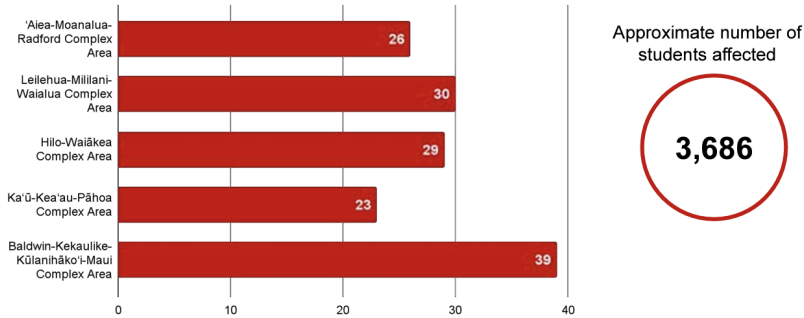
While we appreciate the responsiveness of Deputy Supt. Moore to the crisis, we are puzzled that the BOE in the Aug 15th and Aug 29th Special Meetings did not seem to find the contract handling unacceptable in its inefficiency.

We were surprised that most of the members of the committee of legislators who met with Supt. Hayashi and Deputy Supt. Moore did not express more distress at the burden this put on families and the necessity of the DOE to manage contracts more efficiently, discerning the inability of the major bus company to meet its commitment in a more timely way.

Since the improved bus service for more families would require more funding from the legislature, we believe a case will need to be developed to achieve legislative support for the funding needed. We would be eager to help in this effort.



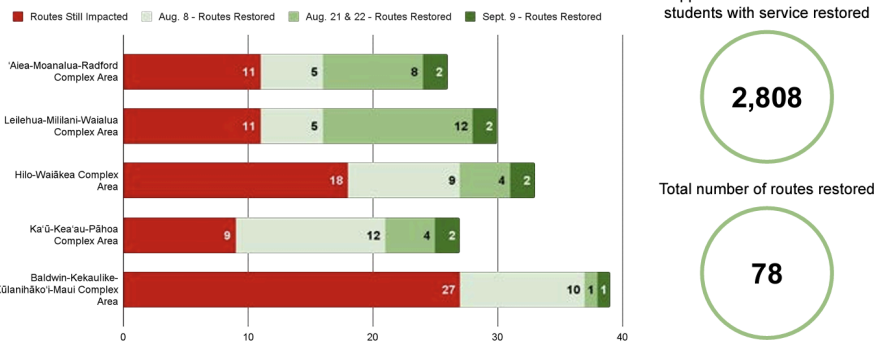
Routes temporarily suspended Aug. 1 & 2 announcements, effective Aug. 5



3



Bus routes impacted Routes temporarily suspended and restored since Sept. 9



4

Item 3C - Student Attendance Awareness

The strategic plan only mentions families in the third operations section of the plan. We believe that families, parents, need to be considered as part of the student learning part of the strategic plan.

All of our schools must report attendance data via the state contracted SIS (student information system) Infinite Campus. However, only some of our schools encourage teachers to keep assignment and grade information in Infinite Campus. And only some of our schools provide the Infinite Campus included contract service -- "parent portal" to parents.

Given the long held belief that each school should be able to make many decisions on a schools by school basis, districtwide access to the parent portal is not mandated.

Some schools may have another system, like Jupiter grades, that are familiar and thus used instead. Other schools may not have many families actively seeking data on their student attendance, assignments, and grades in an ongoing way.

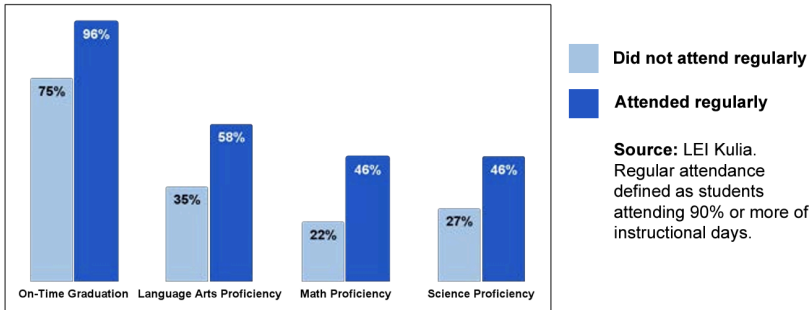
As a foster parent, I experienced the difference when at one school I needed to ask a counselor to run a report and tell me of the attendance patterns of each of my teen foster children. One was missing about 25% of his classes, two were missing almost all their classes. After they transferred to a school using Infinite Campus more fully, giving parents access and training to use the parent portal, I was able to discuss each period of the day and the assignments outstanding with each foster child. Attendance shot up.

It is time to prioritize meaningful parent/family access to information--not only on attendance, assignments, and grades-- but to the curricular lesson plans and to the resources our teachers provide to the students.

Merely making PSAs, social media posts, and banners will not achieve the true family engagement we need. We hope that the BOE and DOE will consider it our responsibility to give all parents access to all their student's data and learning resources. This would include family in the student learning part of the strategic plan.

Attendance campaign

Impact of attendance on achievement metrics, school year 2023-24



9

Attendance campaign

- Multi-year campaign aimed to boost attendance rates.
- Part of the six-year Strategic Plan (Desired Outcome 1.2.1.) to have students attending 90% or more days of instruction.
- Promotional material, banners, social media, PSAs, posters, etc.
- "Attend Today! Achieve Tomorrow!" will serve as the unifying message and was selected through a public vote.



Each week at Waiākea Elementary, classes compete to see who has the best attendance, and the winning class gets to keep the championship belt for the week.

10

Mahalo for this opportunity to testify.

Sincerely,

Deborah Bond-Upson
HE'E Coalition Interim Director

HE'E Coalition Members and Participants Academy 21

Alliance for Place Based Learning American Civil Liberties Union Atherton
YMCA

Education Institute of Hawai'i

*Faith Action for Community Equity Fresh Leadership LLC
Girl Scouts Hawai'i
*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 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.*

Board of Education Meeting Testimony : Entry # 79

Name

Marissa Baptista

Organization

Self, Mom to 3 public school keiki/haumana in the Moanalua and Waipahu complexes

Position/Title

Parent, Community Member

email receipt

- I would like to receive an email receipt.

Email

washingtonian1@gmail.com

Meeting Agenda

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Report of the superintendent

Position

Oppose

Testimony Type

- Written

Written Testimony

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Text Box

Write Testimony

Aloha, Hawai'i Board of Education! Today I am writing as a follow-up to my last testimony in front of this board on August 15th concerning suspended bus service across multiple islands. My 'Ohana remains impacted by the suspended bus route that should be servicing the keiki in our neighborhood to my daughter's middle school, Moanalua Middle.

Due to an outdated DOE Transportation system of measuring mileage to/from our home using Google Maps, the drive path and the walk path are not an equal distance and my family is currently ineligible to be reimbursed for the daily roundtrip drive that exceeds 3 miles each school day. This was not an issue last year when my daughter was a 7th grader at Moanalua Middle and approved to use bus service from our home to her middle school and both addresses have changed from last year. This is an area of concern that requires further analysis and clarification of mileage eligibility and criteria for school bus service.

Board of Education Meeting Testimony : Entry # 79

To add, later in the Superintendent's deck there are a couple of slides covering school attendance. The DOE missed an opportunity when discussing a plan to improve school attendance to highlight the improvement in high school attendance rates with the implementation of the EXPRESS County Bus Program. Improvements in attendance rates across high schools will require more than a poster and slogan. There is a need for more root cause analysis (fishbone diagram/Ishikawa diagram) to be performed to support the data and metrics analyzed and reported in comparison to the DOE's Strategic Plan. The DOE must better understand the underlying issues contributing to the school attendance issue in our state, share solutions, and brainstorm with the community, as mentioned in the prior presentation of "moving forward together as "One ‘Ohana" in the spirit of Ne‘epapa".

Mahalo for your time,
Marissa E. Ku‘uipo Baptista

verification

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Name

Organization

Position/Title

email receipt

- ## Email

Meeting Agenda

Agenda Item - September 19, 2024, General Business Meeting

Position

Testimony Type

- ## Written Testimony

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Write Testimony

I started working on July 29th, 2024. I did not receive my first paycheck until September 5th, 2024. Going 6 weeks without pay, without any warning, is unacceptable.

Board of Education Meeting Testimony : Entry # 68

I was not prepared to go 6 weeks without pay, as most professionals are in Hawai'i. I struggled to feed myself and was constantly stressed about how I was going to pay bills or rent.

As teachers, we often discuss our students' needs. We know that we cannot expect a student who is not getting their basic needs met to perform well in school. We cannot expect a student who hasn't eaten that day to think clearly, follow behavior expectations, and complete assignments. Teachers are not exempt from this hierarchy of needs. The first few weeks of school I maybe ate 1-2 meals a day, and those meals lacked fresh vegetables, fruits, and protein.

I signed a contract that stated that I would come in everyday and do my job, and that I would be compensated for that. That contract was broken by the DOE. I deeply struggled as a person and as a teacher. My mental health immediately worsened due to the lack of nourishment and security.

There is no acceptable excuse for this issue. Imagine if I had told the DOE that I would not come into work until the 6th week of school but still expected to get my full pay for all of that time. It is no light issue that the DOE expected hundreds of kumu across the islands to come into work for no pay.

Receiving a loan around the 5th week felt like a joke. Why should I be in debt to my employer? Not only that, but \$2,000 is nowhere near what I should have been compensated for 6 weeks of work.

My first priority are my haumana. However, I cannot do my job effectively, and give the keiki of Hawai'i all that they deserve, if my most basic needs are not being met.

The DOE broke their side of the contract. Had I broken my side, I would have been fired. There needs to be consequences and remedies for this unacceptable error. The DOE had issues on their end, fine, why are the kumu paying for that mistake? The DOE should have been scrambling to get those checks out on time instead of the kumu struggling to know how they were going to put food on the table.

Mahalo nui,
Sonya Pinsky

verification

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Board of Education Meeting Testimony : Entry # 64**Name**

Micah Kane

Organization

Hawaii Community Foundation

Position/Title

CEO & President

email receipt

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Emailmkane@hcf-hawaii.org**Meeting Agenda**

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Report of the superintendent

Position

Support

Testimony Type

- Written

Written Testimony**Submit Written Testimony as Text or PDF file**

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HAWAI'I COMMUNITY
FOUNDATION

September 17, 2024

Re: Annual Performance Evaluation for Superintendent Keith Hayashi

Aloha Hawai'i State Board of Education,

Mahalo for the opportunity to provide written testimony in strong support of Superintendent Keith Hayashi as part of his annual performance evaluation.

Over the past year, I believe Superintendent Hayashi has performed at a very high level. 2023 was not a normal year for any statewide leader in Hawai'i. The Maui wildfires created a challenging environment that was deep, disruptive, and emotionally charged. It was during those early, most uncertain days that I saw Superintendent Hayashi's leadership shine through. He communicated clearly to stakeholders, acted in the best interest of his West Maui education constituency, and was a calming voice when emotions ran high.

Because of the Hawai'i Community Foundation's role in managing the Maui Strong Fund, we were communicating with Superintendent Hayashi on almost a weekly basis. He was accessible, responsive, and always open to suggestions. One year into the Maui recovery, our communication channels remain open and we are in continuous dialog looking for ways to partner in the best interest of the children, individuals, and families that were affected by the fires.

In spite of the Maui fires, I believe Superintendent stayed the course on his plan to build a leadership team around him that can deliver for the long run. While we are impatient in our desire to see our public education system improve, we recognize that educational progress takes time, and buy-in from a large public system like Hawai'i's requires a foundation of trust by various stakeholders within and outside the system. We remain committed to Superintendent Hayashi's leadership and hope you will acknowledge the unique challenges of 2023 and his steadfast leadership to navigate successfully through it.

Mahalo for the opportunity to share my perspective.

Best,

Micah A. Kāne
CEO & President

Board of Education Meeting Testimony : Entry # 33

Name

Jashua Walker

Organization

Kawananakoa Middle School

Position/Title

Teacher

email receipt

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Email

jashua.lmw@gmail.com

Meeting Agenda

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Report of the superintendent

Position

Comments only

Testimony Type

Written

Written Testimony

Submit Written Testimony as Text or PDF file

Text Box

Write Testimony

Testimony on August 20th Paycheck Delays

Good Afternoon,

I am writing in today to address the severe and far-reaching consequences of the paycheck delays that occurred on August 20th. The ramifications of this issue have been nothing short of catastrophic for me and I assume any of the other near-500 teachers who didn't get paid on time.

When my paycheck did not arrive on time, I was immediately hit with an overdraft fee due to insufficient funds after a dental procedure. This unexpected charge jeopardized my ability to cover essential expenses, including credit card and loan payments. As a result, my credit score plummeted by nearly 80 points, severely impacting my financial stability and future creditworthiness.

https://boe.hawaii.gov/?gf_page=print-entry&fid=1&lid=61%2C79%2C68%2C64%2C33%2C57%2C34%2C56%2C51%2C58%2C40%2C63%2C78¬es=&page...7/21

Board of Education Meeting Testimony : Entry # 33

Moreover, the inability to receive my paycheck on time meant that I could not afford basic necessities, such as a bus pass. Consequently, I was forced to walk 77 miles over eleven days from Kaimuki to upper Nuuanu to get to work. This dangerous, physically exhausting and demoralizing experience was a direct result of the delayed paycheck.

The financial strain did not end there. I accrued significant late fees on my utility bills due to my inability to make timely payments. My bank accounts were at risk of closure due to overdraft fees, further compounding my stress and financial instability.

The Department of Education's (DOE) response to this situation has been profoundly inadequate. The use of vague language like "experiencing a delay" is misleading and dismissive of the real, tangible harm caused. What we endured was not a mere inconvenience; it was gross negligence and incompetence.

Furthermore, the offer of a \$2,000 loan was not only insufficient but also arrived late, and was accompanied by the requirement to sign a legal affidavit in front of the principal. This could easily be considered duress. This situation further exacerbated the distress faced by many of us.

I cannot consider myself "made whole" until the DOE provides genuine restitution for the extensive damage caused. It is imperative that the DOE takes full responsibility and compensates us appropriately for the financial hardship, stress, and inconvenience endured.

I hope that those who have been impacted by these delays can find a resolution, and I sincerely hope that teachers who were affected by this delay were able to persevere and continue their vital work.

Thank you for your attention to this critical matter.

verification

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Board of Education Meeting Testimony : Entry # 57**Name**

Osa Tui

Organization

Hawai'i State Teachers Association

Position/Title

President

email receipt

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Emailotui@hsta.org**Meeting Agenda**

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Report of the superintendent

Position

Comments only

Testimony Type

- Written

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1200 Ala Kapuna Street • Honolulu, Hawaii 96819
Tel: (808) 833-2711 • Fax: (808) 839-7106 • Web: www.hsta.org

Osa Tui, Jr.
President

Logan Okita
Vice President

Cheney Kaku
Secretary-Treasurer

Ann Mahi
Executive Director

TESTIMONY TO THE BOARD OF EDUCATION General Business Meeting

Re: III. Report of the superintendent, teacher paychecks

Thursday, September 19, 2024

Osa Tui, Jr., President - Hawai'i State Teachers Association

Aloha Chair Takumi and members of the board,

As you are aware, the failure of Bargaining Unit 05 members to receive timely paychecks for the 2024-25 school year in August and September has caused much disruption to the emotional and economic well-being for hundreds of employees and their families throughout the state. Incursion of late and overdraft fees, time spent dealing with landlords, banks, missed health benefit deductions, and many other unanticipated consequences have added to the stress and fear that teachers are experiencing to start the school year, especially for those new to the profession or teaching in Hawai'i public schools.

Fearful of retaliation, you will find below a number of testimonials that our members have asked us to submit on their behalf. What you will see here and in other testimonials that are expected to be submitted directly to the board are the hardships that are a direct result of this internal failure.

HSTA expects to reach settlement shortly with the department to immediately address these issues while making amends and restitution to those who have been affected. While we hope that incidents like this will never happen again, be certain that HSTA will be back should these grievous problems not be rectified.

Teacher #1 said: "The paycheck delay caused me to be late on a couple bills that caused added fees to balances."

Teacher #2 told us: "My paycheck delay has added much stress to my life and the lives of my family members. It is costing my family both emotionally and financially. My son's college tuition payment had to be put on a credit card, adding both a fee and interest to an already large payment. To offset this, we have had to make difficult choices related to our family budget and lifestyle. Combined with the stress of the beginning of the school year, with new students, classroom set-ups, open house, and meetings, it has been extremely stressful. Our school has had extra meetings and emails to deal with this problem, as well as spending valuable time making phone calls and logging into HIP, and it is unacceptable. We are underpaid and undervalued and this should have been taken care of immediately. How are we still in this position weeks and weeks into the school year?"

Teacher #3 shared that: "I am grateful HSTA supported and listened to my story with empathy because it was very stressful not getting a paycheck when I expected it on the 20th. I had rent, a car payment, an electric bill, a credit card bill, etc., and very little money because I transferred from teaching on another island to O'ahu for a position. I have been in communication and I've had to spend a lot of extra time talking with different individuals at OTM, DOE, and the office at my school regarding why I am not going to be paid for starting work on July 30, the teachers first day because my vice principal was expecting me that day. I started that day but the paperwork said I was processed on August 5, and OTM just emailed me today saying that is my start date, so that is what I'm being paid for it's a bit stressful because I'm a provisional licensed teacher needing to have been at school the first day and to just be recognized and paid for my work over the first week."

Teacher #4 said: "I am testifying on behalf of two teachers at my school. I am filling this out to keep THEIR identity confidential. There are two teachers at my school who have been impacted by this paycheck situation. One of the teachers came to me telling me that they received a paper check. However, the SASA was absent the day the check arrived, so they were told that they had to wait until the SASA returns to school to receive their paycheck. This is an issue on top of an issue. No teacher should EVER be told, "you can't get paid until the SASA returns to school." If a SASA is absent, then an administrator should be able to issue a teacher their paycheck. People have time sensitive bills with due dates. This is NOT okay. As if the initial issue of receiving a late paycheck was not bad enough, now this teacher had the additional hardship of being told, "it is here, but you can't have it yet because the SASA is absent." Front offices need to be managed better than that.

Teacher #5 told us: "I have not received my SPED differential since the beginning of the year and this past pay check I did not receive my regular pay."

Board of Education Meeting Testimony : Entry # 34**Name**

Alex Teece

Organization

Alex Teece Consulting

Position/Title

Founder and Former School Leader of DreamHouse Charter School

email receipt

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Emailalex@alexteececonsulting.com**Meeting Agenda**

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Investigative committee (a permitted interaction group pursuant to paragraph 92-2.5(b)(1), Hawaii Revised Statutes) investigation concerning performance metrics for the superintendent evaluation; findings and recommendations

Position

Support

Testimony Type

- Written

Written Testimony**Submit Written Testimony as Text or PDF file**

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ALEX TEECE
CONSULTING

September 19, 2024

Aloha Board of Education Members,

GMB, Agenda Item V. – “Investigative committee (a permitted interaction group pursuant to paragraph 92-2.5(b)(1), Hawaii Revised Statutes) investigation concerning performance metrics for the superintendent evaluation; findings and recommendations”

Specifically, “Superintendent **Evaluation: Metrics** for the 2024-2025 School Year,” Area 5 (Recommendations to BOE to evaluate and **increase fee revenue**, as appropriate, to support educational operations) and Area 9 (Develop a process and timeline for schools for **potential consolidation**)

I write to support these metrics, and specifically pose the suggestion and support for **exploring partnerships with our public charter schools** to improve efficiencies, and raise revenue, for the DOE.

- There is unused, underutilized space in DOE schools
- Charter schools are in dire need for space
- Each school - DOE and charter - serves local, public school children
- Partnerships can positively impact finances, and programming.

Mahalo nui for your time and support.

Alex Teece

Founder, former school leader, DreamHouse

Michelle Kidani

Hawaii State Senate

Senate Vice President

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- Oral
- Written

In-person

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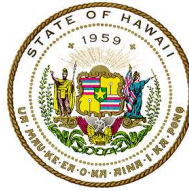
- [2024-0917-LOS-Supt-Hayashi.pdf](#)

12/21

Board of Education Meeting Testimony : Entry # 56

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Senator Michelle N. Kidani
Vice President of the Senate



Chair
Education

Vice Chair
Higher Education

Member
Ways and Means

The Senate
Ka 'Aha Kenekoa

STATE CAPITOL
HONOLULU, HAWAII 96813

September 17, 2024

TO: Roy Takumi, Chairperson; and
Members of the Board of Education

FROM: Senate Vice President Michelle N. Kidani
Chairperson, Senate Committee on Education

RE: **Letter in Support of Superintendent Keith Hayashi**

I am submitting this testimony in strong support of a favorable evaluation of Superintendent Keith Hayashi for the 2023-2024 school year, recognizing the leadership and strategic actions demonstrated through this evaluation period. As Chair of the Senate Committee on Education, I have witnessed Superintendent Hayashi's dedication to addressing some of the most pressing challenges in our educational landscape, while maintaining the values that guide our centralized education system.

Among his significant efforts, Superintendent Hayashi's leadership during the recovery from the 2023 Maui wildfires has been exemplary. His active engagement with the Lahaina staff and community, particularly during the all-staff meetings on August 28 and 29 and the community meetings in Lahaina and Kahului on August 30, demonstrated his commitment to being present in the aftermath of this tragedy. Despite facing difficult questions and strong emotions from the community, he was there, in person, listening and working toward solutions. His actions reflect the type of leadership that inspires trust and unity during challenging times.

Additionally, I had the privilege of working closely with Superintendent Hayashi on the successful advocacy and implementation of [SB2475](#), which establishes the Harm to Student Registry. This groundbreaking legislation, one of only three such registries in the nation, ensures that individuals who have harmed students, either physically or sexually, are held accountable and prevented from working in public, private, charter, or early learning institutions. Superintendent Hayashi has also made strides in improving the safety of Department staff at all levels through the development of a Visitor Code of Conduct. By working in collaboration with the Attorney General's office, he has developed a nearly completed document that sets clear guidelines and expectations for respectful behavior towards teachers, administrators, district-level staff, and state-level employees. Throughout the process, he has maintained regular communication with my office, demonstrating his collaborative approach and transparency in the process.

Superintendent Hayashi's equity advocacy has also been instrumental in driving initiatives that align with the broader goals of equity, innovation, and progress within Hawai'i's unique educational system. A prime example of this is the recent announcement of girl's flag football, set to launch as a high school sport in the 2024-2025 school year. This program, developed in partnership with the Hawai'i High School Athletic Association (HHSAA), serves as a model for public-private partnerships in education, with the NFL Foundation and other private donors providing essential funding for equipment, uniforms, and coaching, while navigating complex partnerships and introducing this new sport without the need for state funds.

Superintendent Hayashi's visionary leadership focuses on building capacity, fostering collaboration, and promoting systemic effectiveness to drive student achievement. He established clear key performance indicator (KPI) targets for proficiency in Language Arts and Math, and lead key initiatives in leadership development and retention of school and state-level leaders in a greater effort to ensure accountability and continued improvement in student performance through measurable results. Over the past two years, Superintendent Hayashi has spearheaded six teacher leader events through the Leadership Institute, engaging over 200 faculty participants. These events have provided not only networking opportunities but also transformative leadership coaching and professional development. Impressively, nearly a quarter of these school leaders have since taken on new roles within the leadership pipeline. Further, Superintendent Hayashi has prioritized the retention and development of state leaders through the State Leading and Learning Program (SLL), which has provided leadership training to over 75 state-level Educational Officers. He has also introduced "Ed Talks Hawai'i," a creative multi-media platform designed to enhance collaboration among educators. By featuring over 30 award-winning educators across YouTube, virtual convenings, and in-person events, Ed Talks promotes the sharing of best practices, helping to break down barriers between schools and increase the effectiveness of educators statewide.

I recognize Superintendent Hayashi's work and his commitment to our public and charter school keiki through his ability to balance long-term strategic planning with immediate, impactful actions. His actions over the past year reflect his deep understanding of the challenges and needs of our education system, and I look forward to seeing continued progress under Superintendent Hayashi's leadership.

Mahalo,

A handwritten signature in black ink, appearing to read "Michelle N. Kidani". The signature is fluid and cursive, with a large initial "M" and a stylized "K".

Senator Michelle N. Kidani, Chair
Senate Committee on Education

Board of Education Meeting Testimony : Entry # 51

Name

Helen Sanpei

Organization

McKinley Community School for Adults

Position/Title

Principal

email receipt

I would like to receive an email receipt.

Email

helen.sanpei@k12.hi.us

Meeting Agenda

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

End-of-year evaluation of the Superintendent for the 2023-2024 school year

Position

Support

Testimony Type

Written

Written Testimony

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verification

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**STATE OF HAWAII
DEPARTMENT OF EDUCATION
McKINLEY COMMUNITY SCHOOL FOR ADULTS**

634 PENSACOLA STREET, ROOM 216
HONOLULU, HAWAII 96814

Telephone: (808) 594-0540 FAX: (808) 594-0544

September 16, 2024

Testimony in Strong Support of Keith Hayashi

Date: General Business Meeting Scheduled for September 19, 2024
Agenda Item: Superintendent's 2023-24 Evaluation
Description: Superintendent's Demonstrated Leadership

It is an honor and a privilege to provide supporting documentation of Superintendent Keith Hayashi's exemplary leadership for the 2023-24 school year evaluation period. My name is Helen Sanpei and I currently serve as principal of McKinley Community School for Adults (MCSA) as well as a former educational officer at elementary schools, a middle school, and high schools.

Of the five professional standards being utilized as the basis of the superintendent's performance towards meeting the targeted goals, Targeted Goal 1, "Workforce Readiness and Innovation" is a program that our superintendent engaged K-12 schools as well adult education as integral members of the workforce readiness continuum. This targeted goal encourages collaboration that create programs to meet the needs of both learners and the labor market. Keith Hayashi has been instrumental in ensuring that our students are prepared for the workforce and has provided funding and support to create the necessary training and resources required of skilled workers. MCSA is a part of the workforce readiness continuum along with K-12 schools that engages students in career, community and civic opportunities that allows them to contribute and lead Hawaii's future. Also, as a former member of Hawaii's Workforce Development Council representing the Superintendent, I served as the liaison that provided insight regarding the programs currently being offered within the Department of Education to prepare our students for the workforce .

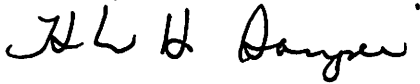
Furthermore, through our Superintendent's direction, we were able to establish the Integrated Education and Training (IETs) and Workforce Readiness programs, utilizing Federal WIOA funding to promote workforce development and professional skills, training, internships, while working very closely with the high schools and business partners to ensure that our students are "work ready". Our entrepreneurship program, "Build Your Biz" is our most recent course offering that includes curriculum designed to help students who may be interested in setting up a business here in Hawaii.

Targeted Goal 4, "Maui Emergency Response" was a prime example of Superintendent Hayashi's compassion and empathy through caring for the victims of the Maui Emergency. His extraordinary problem-solving skills included MCSA as a member of the "support" group at a Lahaina meeting with students, parents, and members of the community. Through a request from the Superintendent's office our Maui Campus Vice Principal and teachers were able to offer an alternative high school diploma through GED at no cost to high school students, parents, or displaced adults in need of retraining for jobs that required the minimum of a high school diploma. It was at this meeting that we experienced our

leader's ability to display a sincere caring for students, employees, and parents that included collaborating with other agencies to support and sustain school reopening.

Keith Hayashi's visionary leadership and team building skills has earned him the reputation as someone who listens to and respects other voices and opinions. He is a person of high integrity and has always put students first. As a member of the Department of Education's "field" administrators, I believe we are truly fortunate to have such a dynamic leader from our ranks who combine his qualifications and extensive expertise in Hawaii school leadership to move us forward. Thank you for this opportunity to testify.

Sincerely,

A handwritten signature in black ink, appearing to read 'Helen H. Sanpei', written in a cursive style.

Helen H. Sanpei, Principal

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

Name

Organization

Principal

- I would like to receive an email receipt.

September 19, 2024, General Business Meeting

End-of-year evaluation of the Superintendent for the 2023-2024 school year

Support

- Written

Text Box

As I testify in support of Superintendent Keith Hayashi, I speak from the perspective of having served as a principal under three very different DOE Superintendents. One of the most significant differences that distinguish Superintendent Hayashi from his predecessor is that he comes with varied, deep, and effective experiences as a proven school leader. This has given Superintendent Hayashi an understanding of how to motivate schools to work together, leverage strengths, and collectively set the foundation for student success - both holistic and academic. With his continued championing of Ne'epapa, Superintendent Hayashi sets a model for collective efficacy which has helped our school system persevere through tragedy and continued challenges. So even as my school rebuilds its faculty after the multiple retirements, transfers, and resignations following the pandemic, we too are embodying Superintendent Hayashi's messages as we strive to build our collective efficacy.

Board of Education Meeting Testimony : Entry # 58

verification

- I understand and agree to the terms and procedures of testifying as stated above.*

Name

Organization

Position/Title

email receipt

- ## Email

Meeting Agenda

Agenda Item - September 19, 2024, General Business Meeting

Position

Testimony Type

- ## Written Testimony

Submit Written Testimony as Text or PDF file

Write Testimony

Under Keith Hayahsi's leadership, the HIDEOE has implemented effective systems and initiatives that have positively impacted student achievement, teacher morale, and community engagement. His ability to foster a collaborative and supportive environment has encouraged innovation and professional growth among our staff. He has chosen a highly qualified team of leaders that work with him to build forward thinking programs that enhance our school designs. As a principal, I know our voices are heard and he

Board of Education Meeting Testimony : Entry # 40

cares about hearing our voices.

Superintendent Hayashi has also been instrumental in securing funding and resources to support our HIDEOE goals. His strong relationships with community leaders and policymakers have enabled him to advocate effectively for our students and staff. It isn't an easy task to advocate for more funds, but he is a strong leader that fights for what is right for our students and community.

Superintendent Keith Hayashi has "EXCEEDED" in his work and is excelling in putting systems and strategies together to make our state a leader in education. His dedication, vision, and accomplishments make him an invaluable asset to our community. I know that my testimony conveys the same sentiment from the foundation of HIDEOE, which are the schools. We are seeing the effects of this positive movement in all of our schools. In essence, a supportive superintendent creates a positive and nurturing environment for employees, which ultimately benefits students by providing them with a high-quality education.

verification

- I understand and agree to the terms and procedures of testifying as stated above.*

Board of Education Meeting Testimony : Entry # 63**Name**

Rebecca Winkie

Organization

Maui District Office, HLLM Complex Area

Position/Title

CAS

email receipt

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Emailrebecca.winkie@k12.hi.us**Meeting Agenda**

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

End-of-year evaluation of the Superintendent for the 2023-2024 school year

Position

Support

Testimony Type

- Written

Written Testimony**Submit Written Testimony as Text or PDF file**

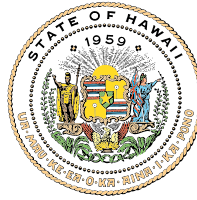
File Upload

Upload Written PDF Here

- [Testimony-in-Support-of-Supts-Evaluation-09.17.24-signed-4-1.pdf](#)

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**STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
MAUI DISTRICT OFFICE
54 S. High Street, 4th Fl.
Wailuku, HI 96793**

DATE: September 17, 2024

TO: The Honorable Roy Takumi
Chairperson, Board of Education

FROM: Rebecca Winkie, HLLM Complex Area Superintendent
Momi Kihata-Ball, HLLM Deputy Complex Area Superintendent
Richard Carosso, Lahainaluna High School Principal
Stacy Bookland, Lahaina Intermediate School Principal
Gary Kanamori, Princess Nāhi'ena'ena Elementary Principal
Ian Haskins, King Kamehameha III Elementary TA Principal

SUBJECT: Testimony in support of Agenda Item VII: End-of-year evaluation of the Superintendent for the 2023-2024 school year

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We are writing to express our deepest gratitude to Superintendent Keith Hayashi for his unwavering leadership following the Lahaina wildfire last August. To witness our community being consumed by flames was heart wrenching, the devastation unimaginable. Yet, from that very first day, Superintendent Hayashi demonstrated his care and concern not only for us as individuals, but also for the wellbeing of our students and staff through his frequent texts and phone calls. Although many of us could not respond due to internet and cell phone outages, knowing that our employer was checking on us was reassuring and of great comfort.

Superintendent Hayashi's adamant determination to re-open our campuses in a safe and timely manner was remarkable. He held community meetings within the first month to address the questions and concerns of unsettled parents and employees. He also shared the Department's commitment to re-open schools as soon as safely possible. While prioritizing the needs of students and staff, he strategically galvanized the Department's resources and worked with other agencies to safely reopen Lahaina schools in record time. He continued to ensure high levels of support throughout the 2023-24 school year.

We are immensely proud to work for the Department of Education under the leadership of Superintendent Hayashi. As a former HIDOE principal, his understanding of school-level issues informed us and the Department how best to navigate the many challenges we faced. The trust he was willing to place in school-level leadership made our communities feel valued and respected, and helped to make the Department's response more effective and timely.

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

Superintendent Hayashi clearly demonstrated effective and responsive leadership in responding to the Maui wildfire disaster. We fully support the Superintendent's self-assessed rating of effective, particularly in regard to Board-Approved Targeted Goal 4: Lahaina, Maui Emergency Response.

Sincerely,

Richard Carosso

Richard Carosso, Principal
Lahainaluna High School

Gary Kanamori

Gary Kanamori (Sep 17, 2024 14:44 HST)

Gary Kanamori, Principal
Princess Nāhi'ena'ena Elementary

Rebecca Winkie

Rebecca Winkie, PhD
Complex Area Superintendent
Hana-Lahainaluna-Lanai-Molokai

Stacy Bookland

Stacy Bookland (Sep 17, 2024 13:54 HST)

Stacy Bookland, Principal
Lahaina Intermediate School

Ian Haskins

Ian Haskins (Sep 17, 2024 15:09 HST)

Ian Haskins, TA Principal
King Kamehameha III Elementary

Momi Kihata-Ball

Momi Kihata-Ball
Deputy Complex Area Superintendent
Hana-Lahainaluna-Lanai-Molokai

Name

Organization

Position/Title

email receipt

- ## Email

Meeting Agenda

Agenda Item - September 19, 2024, General Business Meeting

Position

Testimony Type

- ## Written Testimony

Submit Written Testimony as Text or PDF file

Write Testimony

Superintendent provided critical leadership to guide the process of developing the State Strategic Implementation Plan last year. As a result of his intentional collaboration with all stakeholders throughout the state, we have clear guidance on the priorities and indicators for success. He also provided Academic Plan templates that aligned to the Strategic Plan to ensure focus on the priorities. For my complex team, the intentional and thoughtful process as a result of Superintendent's leadership, laid the foundation for my complex team to create an Academic Plan that is truly one that will help us to move the needle to support

Board of Education Meeting Testimony : Entry # 78

student outcomes in HKKK.

In 2023-24, Superintendent Hayashi focused on ensuring that every one of our graduates is Globally Competitive, Locally Committed. He understands that different complexes are faced with unique challenges. For West Hawai'i, the distance and proximity of resources are access obstacles. In talking through the challenges with me, he provided the complex with funding to support our schools to access small buses for schools to access career readiness opportunities such as WBL and class exploration activities. In another example in this arena, Superintendent Hayashi created a Workforce Development Branch dedicated to support opportunities to career readiness and importantly, to interact with industries with high wage potential allowing our students to be locally committed and yet able to perform at the highest level in the global platform.

A common theme is that Superintendent Hayashi is an insightful, proactive leader who follows through on his commitments. Within this large institution, he knows his schools and is adept at assessing the needs of different complex areas. It is common for Superintendent to reach out to me to connect me to resources even before being asked. His leadership continues to inspire me to be a better leader.

Sincerely,
Janette Snelling
Complex Area Superintendent
Honokaa-Kealahou-Kohala-Konawaena Complex Area

verification

- I understand and agree to the terms and procedures of testifying as stated above.*

Board of Education Meeting Testimony : Entry # 60

Name

Lisa Wilkinson

Organization

Hawaii Department of Education

Position/Title

School Transformation Branch Director

email receipt

I would like to receive an email receipt.

Email

lisa.wilkinson@k12.hi.us

Meeting Agenda

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Appointment of Assistant Superintendent of the Office of Strategy, Innovation and Performance

Position

Support

Testimony Type

Written

Written Testimony

Submit Written Testimony as Text or PDF file

Text Box

Write Testimony

The Department stands to gain significantly from the appointment of Elizabeth Higashi as Assistant Superintendent of the Office of Strategy, Innovation, and Performance (OSIP). As Interim AS, Higashi has consistently placed HIDEOE students at the center of every initiative, ensuring that all decisions reflect what is in their best interest.

AS Higashi is exceptionally organized and an outstanding communicator. Her dedication to improving state-level operations is clear, and she works tirelessly to ensure that our efforts lead to meaningful academic improvements, particularly for disadvantaged students. Her advocacy for school improvement stems from her extensive experience in public schools, which provides her with deep insights into the challenges and opportunities within the education system.

As a collaborative and dedicated leader, Interim AS Higashi has provided exceptional support and responsiveness across OSIP. In

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Board of Education Meeting Testimony : Entry # 60

my capacity as the School Transformation Branch Director, I have found her to be a reliable problem solver, a clear communicator, and a proactive thought partner. She consistently reaches out to other leaders when needed and offers timely feedback on projects, all while maintaining a thorough understanding of our branch’s operations.

I fully support Elizabeth Higashi’s appointment as Assistant Superintendent of OSIP. Her commitment, leadership, and unwavering focus on students make her an invaluable asset to our Department.

verification

- I understand and agree to the terms and procedures of testifying as stated above.*

Board of Education Meeting Testimony : Entry # 77

Name

Crissi Doyle

Organization

Office of Strategy, Performance, and Innovation

Position/Title

Institutional Analyst

email receipt

- I would like to receive an email receipt.

Email

crissidoyle11@gmail.com

Meeting Agenda

September 19, 2024, General Business Meeting

Agenda Item - September 19, 2024, General Business Meeting

Appointment of Assistant Superintendent of the Office of Strategy, Innovation and Performance

Position

Support

Testimony Type

- Written

Written Testimony

Submit Written Testimony as Text or PDF file

Text Box

Write Testimony

Aloha Chair Takumi and Members of the Board,

I am writing to express my strong support for the appointment of Ms. Elizabeth Higashi as the Assistant Superintendent of the Office of Strategy, Innovation, and Performance (OSIP).

Ms. Higashi played a pivotal role in my decision to accept my current position as an Institutional Analyst overseeing the State’s Title IV-A federal grant. Her exceptional organizational skills, coupled with her ability to respond to high-priority matters promptly and effectively, have been instrumental in fostering a productive and collaborative working environment. Under her leadership, diverse perspectives are not only encouraged but are given due consideration, promoting a culture of inclusivity and cooperation.

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Board of Education Meeting Testimony : Entry # 77

More importantly, Ms. Higashi is deeply committed to a student-centered philosophy, consistently prioritizing the needs and well-being of all students. Her leadership has been integral in breaking down silos that previously impeded the implementation of school improvement plans funded by Title IV-A, thereby facilitating more effective and cohesive educational strategies.

Given her proven leadership, vision, and dedication to advancing educational outcomes, I am confident that Ms. Higashi is the best candidate to lead OSIP. She has demonstrated the ability to navigate complex challenges, drive innovation, and make meaningful contributions to the education system in Hawai'i.

I fully endorse Ms. Elizabeth Higashi's appointment as Assistant Superintendent and appreciate the Board's consideration of her candidacy. Thank you for your time and attention.

Mahalo nui i lā maika'i,

Crissi K. Doyle

verification

- I understand and agree to the terms and procedures of testifying as stated above.*



Testimony BOE <testimony.boe@boe.hawaii.gov>

Sped differential

Amber Corrales <mrs.corrales711@gmail.com>

Sun, Sep 15, 2024 at 9:08 AM

To: testimony.BOE@boe.hawaii.gov

Submitted by:

Amber Corrales

Kohala High

PO Box 279

Kapaau, HI 96755

Testimony for BOE Sept. 19 General Business Meeting

Testifying on III. Report of the Superintendent

B. Operational updates relating to federal Every Student Succeeds Act amendments and teacher paychecks

Aloha- Firstly, I would like to thank the Board of Education for your support and commitment to understanding teacher working conditions, improving education for our students, and for supporting teachers. These last few years I have felt humanized by the BOE for the first time in my 24 years when I listen to Board Meetings.

I am writing regarding my first several pay checks missing funds. My special education differential was not in my first, second, or third paycheck. My principal filed a waiver because I am a full time high school general education teacher in a line teaching US History- 3 Classes, English as a Second Language- 2 classes, Online High School Proctor 1 class which is proving to be far more time intensive than I was led to believe, and I am my own special education inclusion teacher, carry a full caseload, write all of my student's IEPs, and check on their progress and provide support to general education teachers with extremely limited EA assistance (she sits in the back of the room and I am just to exhausted to confront that).

The decision to provide the waiver was not made before school started and although it was approved on September 5, a month after school started, it was not in that paycheck and that has cost me about \$1200 in missed pay if I am lucky enough to get it in the next paycheck or \$1600 if not in 9/20. When I get it, the government will get HALF OF THE RETRO PAY because it pops me into a higher tax bracket. My principal said there is a new person approving the special education waivers. I don't find that to be an acceptable answer. The differential should have been processed earlier and the system needs a process and deadlines to maintain continuity of pay. It was known that I met the conditions for the differential in May of last year as I have received it since inception. DOE is basically getting two full time teachers for the price of one, so please take better care of me and others who do this.

This has caused me to delay a medical procedure, I had to spend countless hours finding funds, and on the phone to pay my bills including taking money out of taxable investments and then also losing out on money when the investment rose over 20%, and delaying a scheduled repair job on my home, which took months to get a contractor and now he is gone and won't do the job. I also became unavailable to my adult child who is currently having significant mental health problems. This to me, has been devastating, resulting in many, many sleepless nights. Veteran teachers need sleep.

I was instructed to file a fix it ticket with the DOE TECHNICAL DEPARTMENT. HUH? I never got a response. I was not able to access the payroll office directly. I was also directed to contact our PRO in the personnel office, luckily my former principal, one of 14 in the two North Kohala schools I have taught in over the past 22 years. She was quite understanding. Thank you for your assistance in making sure special education teachers who receive the differential maintain continuity of pay. This is not the first time this has happened.



Testimony BOE <testimony.boe@boe.hawaii.gov>

TestimonyBOE Sept. 19 General Business Meeting Testifying on III. Report of the Superintendent

lynn zinsius <lynnzinsius@gmail.com>

Sun, Sep 15, 2024 at 6:17 PM

To: testimony.boe@boe.hawaii.gov

Aloha,

this is Lynn Zinsius from Kaoaho pcs. I am a special education teacher and I did not receive my 8/20/24 paycheck. The only reason that I was made aware is because a coworker noticed a returned car payment and alerted our admin and business manager. I did not hear from the DOE until late 8/23/24. I did reach out on my own earlier to get little information on why this happened, only that their office was short staffed. I was told that I would not receive a check until 9/20 when I reached out on 8/21. Thankfully, my admin was able to offer loans the day of missed paycheck and my finances were not affected. If not for this I would have definitely been put in a bad situation. Other schools were not so fortunate.

It is unacceptable that there was no communication to employees until days after and that the HSTA needed to be informed by members and not DOE directly. The stress of this situation and time that has gone into researching and trying to get to the bottom of this was an unnecessary burden. This energy should have been used towards our students. The DOE and the superintendent need to do better for faculty and students.

Sincerely,
Lynn Zinsius

- Testifying on III. Report of the Superintendent
 - B. Operational updates relating to federal Every Student Succeeds Act amendments and teacher paychecks



Testimony BOE <testimony.boe@boe.hawaii.gov>

not paid testimony

Ms. O'Brien <eobrien@271leihoku.k12.hi.us>

Wed, Sep 18, 2024 at 2:59 PM

To: testimony.boe@boe.hawaii.gov

Hi DOE Hawaii,

I am a first year educator, fresh out of college. I was excited to start working a salary job for the first time; seeking much needed financial support. I have worked since I was 14 years old, saving up money for various needs and wants. My senior year of college, I juggled two majors, two senior thesis papers, and two jobs. I managed, for the first time in my life, to have a savings account with my own money. I felt secure moving to a new state with this savings. I knew that if there was a family emergency or a reason to fly home I would be able to. But since working in Hawai'i public schools and not being paid, I have been wiped of my savings. I pray that there is not an emergency at home because I cannot afford to fly back to my family.

The financial burden of not being paid has been extremely stressful and I feel that the DEO does not care. I feel that I am being taken advantage of as the DOE knows that teachers are not going to abandon their kids, especially when we have worked so hard to reach these students' goals. If this was any other job, I would have quit because it is unfair to work without pay. However, the DOE understands this and uses it to their advantage. I love my students and care for them already (even in such a short period of time), but it is stressful working and not being paid. I am unable to make my rent this month and took a loan out. I refuse to take a loan from the DOE when they owe me my money.

This has been very stressful and unfair,

Ella O'Brien

September 19, 2024

Honorable Roy M, Takumi
Chairperson
Hawaii State Board of Education
P.O. Box 2360
Honolulu, HI 96804

Honorable Bill Arakaki
Vice Chairperson
Hawaii State Board of Education
P.O. Box 2360
Honolulu, HI 96804

Dear Honorable Board of Education Chairperson Takumi, Honorable Board of Education Vice Chairperson Arakaki and Honorable Members of the Board of Education,

We are providing written testimony on agenda item VII, End of Year Evaluation of the Superintendent for the 2023-24 school year. We are in full support of Superintendent Keith Hayashi.

Superintendent Hayashi oversees our Hawaii State Department of Education which is the largest government agency or business in the state. The magnitude of responsibility and oversight is tremendous and Superintendent Hayashi has been managing and leading the organization very well. His humble approach and systematic and strategic decision making has galvanized the community to support our public education system.

One of the Professional Standards that Superintendent Hayashi self rated on is Visionary Leadership. Superintendent Hayashi embodies the essence of *Ne'epapa*, leading the school system with a resolute commitment to purposeful and intentional guidance. By harnessing the collective strength of our educational community, he ensures that every decision and strategy is driven by a clear vision of excellence and equity. Furthermore, his leadership is characterized by a deep passion for education and an unwavering focus on aligning all efforts with a shared mission in order for every public high school graduate to be Globally Competitive and Locally Committed. Through his example, he inspires educators and stakeholders alike to lead with intention, fostering a collaborative environment where every action is thoughtfully considered and every opportunity is seized to enhance the learning experience for all students.

Superintendent Hayashi has a deep understanding of systems, is a proven strategic thinker, and demonstrates confident problem solving skills, which has earned the trust of senior leaders, as well as school level administrators across the state. Superintendent Hayashi's focus is always on students. That is the foundation first and foremost in the way that he leads; what is the benefit to our students? As a former principal he has the reputation of challenging the status quo that exists in the Department. Asking, "How can? when others say, "No can."

Superintendent Hayashi's leadership throughout the process of developing the state's implementation plan of the Board approved strategic plan, specifically Goal 1, set a clear course of rigorous, attainable and transparent key performance indicators to measure student achievement and school improvement. Feedback and input at all levels in the department (teachers and staff, parents, principals and leadership) were taken into consideration while the plan was developed and it was evident that it was met with great appreciation as there was a sense that all voices were heard.

In closing, we look forward to Superintendent Hayashi's continued leadership as he guides and navigates the Department of Education to the fruition of the Board approved strategic plan and state's implementation plan. Thank you for your time and consideration.

Sincerely,

Hawaii State Department of Education Complex Area Superintendents



Richard Fajardo
Pearl City- Waipahu



Lanelle Hibbs
Kailua-Kalāheo



Sean Tajima
Campbell-Kapolei




Rebecca Winkie
Hāna-Lahainaluna-Lānaʻi-Molokaʻi



Rochelle Mahoe
Farrington-Kaiser-Kalani



Linell Dilwith
Kaimukī-McKinley-Roosevelt



John A. Erickson
ʻAiea-Moanalua-Radford



Bob Davis
Leilehua-Mililani-Waialua



Sam Izumi
Castle-Kahuku



Disa Hauge
Nānākuli-Waiʻanae



Stacey Bello
Kaʻū-Keaʻau-Pāhoa



Esther Kanehailua
Hilo-Waiākea

Janette Snelling

Janette Snelling
Honoka‘a-Kealakehe-Kohala-Konawaena

A handwritten signature in black ink, appearing to read "Desiree Sides".

Desiree Sides
Baldwin-Kekaulike-Kūlanihāko‘i-Maui

Daniel S. Hamada

Danny Hamada
Kapa‘a-Kauai-Waimea