



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.

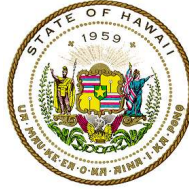
In spite of the Maui fires, I believe Superintendent stayed the course on his plan to build a leadership team around him that can deliver for the long run. While we are impatient in our desire to see our public education system improve, we recognize that educational progress takes time, and buy-in from 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

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 "K".

Senator Michelle N. Kidani, Chair
Senate Committee on Education



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 exemplar 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 .

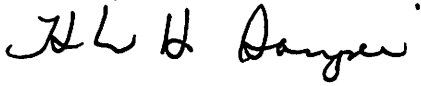
Furthermore, through our Superintendent's direction, we were able to establish the Integrated Education and Training (IETs) and Workforce Readiness programs, utilizing Federal WIOA funding to promote workforce development and professional skills, training, internships, while working very closely with 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 cursive script that reads "Helen H. Sanpei". The signature is written in black ink and is positioned below the word "Sincerely,".

Helen H. Sanpei, Principal

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

Board of Education Meeting Testimony : Entry # 58**Name**

Derek Minakami

Organization

Kāneʻohe Elementary School

Position/Title

Principal

email receipt

- I would like to receive an email receipt.

Emailderek.minakami@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**

Text Box

Write Testimony

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.*

Board of Education Meeting Testimony : Entry # 40

Name

Kim Sanders

Organization

Ewa Makai Middle School

Position/Title

Principal

email receipt

- I would like to receive an email receipt.

Email

kim.sanders@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

Text Box

Write Testimony

Mr. Keith Hayashi has demonstrated exceptional leadership and a strong commitment to the success of the Hawai'i Department of Education (HIDOE). His innovative approaches and strategic planning have resulted in significant improvements across all areas of our educational system. His focus on middle school has increased our ability to create a solid foundation in middle school concepts. Our school just received one of the AMLE Schools of Distinction Awards and it is partly due the backing of our supervisors in the complex and state level. He is leading our state in providing the best education for our students.

Under Keith Hayahsi's leadership, the HIDOE 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

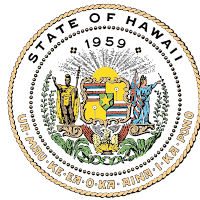
cares about hearing our voices.

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.*



**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

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.

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

Board of Education Meeting Testimony : Entry # 78**Name**

Janette Snelling

Organization

Hawaii Department of Education-HKKK Complex Area

Position/Title

Complex Area Superintendent

email receipt

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Emailjanette.snelling@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**

Text Box

Write Testimony

Dear Chair Takumi, Vice Chair Arakaki, and members of the Hawai'i Board of Education:

I am providing testimony in support of Superintendent Keith Hayashi earning a rating of Highly Effective for his year end 2023-24 evaluation. There are a myriad of reasons that we have benefitted from his leadership; I will share two specific examples of how I have been impacted by his leadership:

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

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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-Kealakehe-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.

Emaillisa.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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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.*

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



Desiree Sides
Baldwin-Kekaulike-Kūlanihāko'i-Maui

Daniel S. Hamada

Danny Hamada
Kapa'a-Kauai-Waimea