



**STATE OF HAWAII
BOARD OF EDUCATION
HUMAN RESOURCES COMMITTEE MEETING**

MINUTES

Queen Liliuokalani Building
1390 Miller Street, Room 404
Honolulu, Hawaii 96813
Thursday, September 18, 2025

PRESENT:

Wesley Lo, Committee Chairperson
Elynne Chung
Mary Hattori
Sylvia Lee
Bill Arakaki, *Ex Officio*
Kahele Dukelow, *Ex Officio*
Ken Kuraya, *Ex Officio*
Roy Takumi, *Ex Officio*

EXCUSED:

Makana McClellan, Committee Vice Chairperson

ALSO PRESENT:

Keith Hayashi, Superintendent, Department of Education
Tammi Oyadomari-Chun, Deputy Superintendent of Strategy, Department of Education
Sean Bacon, Assistant Superintendent, Office of Talent Management, Department of Education
Colonel Christopher Busque, Military Liaison
Wimmie Wong Lui, Board Analyst
Keli Houston, Board Analyst
Lady Garrett, Secretary

I. Call to Order

Committee Chairperson Wesley Lo called the Human Resources Committee meeting to order at 1:18 p.m.

The meeting was recessed at 1:20 p.m. and reconvened at 1:21 p.m.

Board Member Roy Takumi entered the meeting at 1:21 p.m.

II. Approval of meeting minutes of June 19, 2025, Human Resources Committee meeting

ACTION: Approve the meeting minutes of June 19, 2025, Human Resources Committee meeting. (Chung/Lee). The motion carried unanimously by consent.

Colonel Christopher Busque entered the meeting at 1:22 p.m.

III. Superintendent's self-assessment of performance for 2024-2025 school year

Committee Chairperson Lo called on Keith Hayashi, Superintendent to present his self-assessment of performance for the 2024-2025 school year.

Hayashi shared that the focus has been to lead with equity, in alignment with duties and responsibilities, as superintendent. The report is divided into two parts as follows:

- **Part I** summarizes progress on the Superintendent evaluation metrics set by the Board, with a detailed update for each; and
- **Part II** highlights broader leadership actions related to the fulfillment of duties and responsibilities under the Superintendent's contract.

In 2024-25 the Department of Education (Department) continued to experience long-term effects of the pandemic on students, our workforce and the supply chain for goods and equipment. This review is intended to provide transparency, demonstrate accountability, and support continued alignment between the role of the superintendent and the Board of Education (Board) as everyone works to strengthen public education for all of Hawai'i's students.

Hayashi shared that four metrics were "met" Metric 1A - attendance; Metric 1B - academic achievement; Metric 5 - modernize delivery of services and resource allocation; and Metric 8 - information technology strategic plan. He also shared that four metrics "exceeds" Metric 1A - attendance; Metric 1B - academic achievement; Metric 2 - revise graduation requirements; and Metric 3 - human resources plan. Metric 6 - conditions assessment of facilities was "partially met" due to funding restrictions.

Hayashi highlighted that regarding academic achievement the Department saw real progress with proficiency rates increasing for students across all subgroups despite challenges with attendance. Regarding Metric 5, the Department utilized a cross office

approach to support the budget reallocation of \$6.3 million in fiscal year (FY) 2026 and \$10 million for FY 2027 to support emerging priorities.

Hayashi shared highlights from Part II: fulfillment of duties and responsibilities, a phased realignment was done to improve clarity and reflects a serious commitment for schools given federal uncertainty. The Department issued guidance for schools with state and federal leaders to protect core programs and ensure continuity for schools.

Hayashi expressed pride in the work done by the schools and alignment efforts supporting the public education system.

Committee Chairperson Lo called for public testimony.

Ken Kajihara, member of the public, testified in support of providing students with hands-on experience and noted that under Hayashi's leadership students have access to these opportunities.

Committee Chairperson Lo expressed appreciation for the student achievement performance metric. He voiced support for developing a human resources plan that goes beyond processing paperwork, emphasizing the need for innovative and holistic approaches to recruitment and retention. Committee Chairperson Lo also noted that the conditions assessment did not include funding considerations, and stressed the importance of establishing a clear methodology, as facilities are aging and a consistent approach is needed to address unknown conditions.

Hayashi stated that regarding the conditions assessment the Department will look at other means to get this information by working with the complex areas.

Board Member Kuraya, Ex Officio, expressed appreciation and noted that the good working relationship helps to determine what needs to be done to support the Department.

IV. Adjustments to salary structure and salary establishment process for Department of Education subordinate superintendents

Committee Chairperson Lo stated that at the request of the former Board Chair Warren Haruki, an executive compensation study was conducted to provide information to "design and implement a comprehensive executive leadership compensation plan that aligns with the strategic goals, attracts and retains top talent and incentivized desired behaviors and to ensure best Human Resources practices are being met to maintain fair salaries with respect to the Executive leadership."

The impetus of this study was related to efforts in 2022, which provided adjustments for teachers and complex area superintendents, but did not provide adjustments for assistant superintendents and deputy superintendents, to ensure the proper analysis would be done. The Board has been in discussions with the Department regarding

equity adjustments for executive leadership to ensure alignment and fairness. An equity adjustment is not about whether a position is essential to the organization or how well someone performs. Instead, it is used to make sure an employee's pay is fair as compared to others in similar roles or relative to market standards. Equity adjustments only address pay alignment and fairness ensuring employees are compensated appropriately for the work they do, and not determining whether the role itself should exist. Given the different models offered by the Department on how to deliver these equity adjustments, the proposal reflects what is best given the cost implications and budgetary constraints.

Tammi Oyadomari-Chun, Deputy Superintendent of Strategy provided an overview of the implementation plan for adjustments to the salary structure for subordinate superintendents including deputies, assistant superintendents, and CASs focusing on subordinates at this time. The current salary ranges are less than recommended by the consultant; however, most CASs received an equity adjustment. The memo presents six options to address salaries in model A (market competitiveness) places each at the mid-level with a cost of \$1.73 million; model C (Gallagher recommendation regarding transition into new structure) moves every incumbent to minimum and 2% increase equivalent to raises received on July 1 for principals.

Committee Chairperson Lo called for public testimony.

Susan Pcola-Davis, member of the public, testified that equity tells someone whether they are valued and meaningful in their positions.

Board Member Dukelow, Ex Officio stated that the comparison shined a lot on the inequities between principal salaries and the subordinate superintendent salaries.

Committee Chairperson Lo asked about the compression issues and the difference between principals and CASs. Oyadomari-Chun explained that principals receive collective bargaining increases and the ranges are within the principal salaries.

Committee Chairperson Lo stated that many other categories had equity adjustments over time. Sean Bacon, Assistant Superintendent, Office of Talent Management (OTM) stated that teachers received an adjustment for compression, Vice Principals changed from 10-month to 12-month employees, architects in Bargaining Unit (BU) 13 also received salary adjustments. Committee Chairperson Lo noted that the Gallagher Study reflects that Most of the current salaries of the subordinate superintendents were 25% lower than the market midpoint. However, Committee Chairperson Lo, did note that the Board needed to factor in the current budgetary constraints.

Committee Chairperson Lo asked if the Department could provide more information about the teacher salary study. Bacon explained that in 2024, a Senate Concurrent Resolution directed the Department to review teacher salaries, and EXMI was selected to complete the report, which will be shared with the Board at a later date. Committee Chairperson Lo noted that the study found most teacher salaries were approximately 25% higher.

Committee Member Hattori expressed appreciation for the acknowledgment of budgetary constraints and efforts to address inequities.

Committee Chairperson Lo voiced his support and commended Hayashi for his ongoing efforts to make progress.

ACTION: Approve the salary ranges and implementation details for subordinate superintendents, as explained in Human Resources Committee Chairperson Wesley Lo's memorandum dated September 18, 2025. (Hattori/Chung). The motion carried unanimously by consent.

V. Adjournment

Committee Chairperson Lo adjourned the meeting at 2:02 p.m.

For written testimony see the following link:

https://boe.hawaii.gov/wp-content/uploads/20250918_HRC_testimony_20250917.pdf

https://boe.hawaii.gov/wp-content/uploads/20250918_HRC_testimony_20250918.pdf