

Human Resources Committee Meeting

Name

Hawaii State Department of Education Complex Area Superintendents

Organization

Department of Education

Position/Title

Complex Area Superintendents

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Upload Written Testimony Here

- [12value_16084_Upload_03_11_2025_Complex-Area-Superintendents.pdf](#)

JOSH GREEN, M.D.
GOVERNOR



KEITH T. HAYASHI
SUPERINTENDENT

**STATE OF HAWAII
DEPARTMENT OF EDUCATION
Ka 'Oihana Ho'ona'auao
P.O. BOX 2360
HONOLULU, HAWAII 96804**

November 3, 2025

The Honorable Wesley Lo
Committee Chairperson
Human Resources Committee
Hawaii State Board of Education
P.O. Box 2360
Honolulu, HI 96804

The Honorable Makana McClellan
Committee Vice Chairperson
Human Resources Committee
Hawaii State Board of Education
P.O. Box 2360
Honolulu, HI 96804

Dear Chairperson Lo, Vice Chairperson McClellan, and Members of the Human Resources Committee,

We are humbly writing to you to express our unwavering belief in Superintendent Keith Hayashi's leadership.

Since Superintendent Hayashi's appointment by the Board on July 26, 2022, his leadership of the department has yielded amazing academic gains after the pandemic in both ELA and Math. Leaders who are both inspiring and effective are rare. In Superintendent Hayashi we have it all: he has a unique ability to inspire others, brings together our communities with a clear vision, and most importantly maintains a genuine connection to students and educators that drives everything he does.

Superintendent Hayashi's leadership reflects a powerful balance of inspiration and a steadfast focus on students. He does not lead from behind a desk; he leads from the heart of the school community. Every initiative, policy, and difficult decision begins with a single guiding question: *"How will this benefit our students?"* This commitment is not just an ideal—it is a driving force that inspires and empowers those around him. His ability to clearly express and consistently act on this core belief is what makes him an exceptional and truly inspirational leader.

Beyond his focus on the student experience, Superintendent Hayashi has demonstrated a profound dedication to fostering an inclusive and equitable environment for all. He has a remarkable capacity to listen to diverse perspectives and build consensus around a shared vision. His work has consistently shown a commitment to breaking down barriers and ensuring that every student, regardless of their background, feels seen, supported, and empowered to succeed. This isn't just about policy; it's about creating a culture of belonging.

The Honorable Wesley Lo and Members of the Board

November 3, 2025

Page 2

Superintendent Hayashi is also a master of forward-thinking. He possesses a remarkable ability to see past immediate challenges and develop a long-term, proactive vision for the state. He is adept at analyzing trends, identifying opportunities, and creating sustainable plans that prepare students and the entire school system for the future with a heavy focus on being ‘globally competitive and locally committed.’ This kind of foresight is crucial for navigating the ever-evolving landscape of modern education and ensures that our state is not just keeping up, but leading the way.

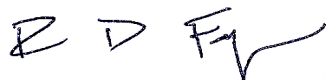
Our schools benefit from Superintendent Hayashi’s exceptional skill in building strong, lasting partnerships. He understands that schools are an integral part of a larger ecosystem. His dedication to forging meaningful relationships with business leaders and community organizations has yielded incredible benefits for students, from new mentorship programs to increased funding and real-world learning opportunities. These collaborative efforts demonstrate a leader who is committed to leveraging every possible resource to support student current and future success. It is not by coincidence that the State of Hawaii continues to lead post pandemic academic recovery efforts. It is due to all of the leadership dispositions that Superintendent Hayashi possesses.

In summary, we whole-heartedly believe in Superintendent Hayashi’s transformational ability to lead the Department of Education. His inspiring leadership, student-first approach, and ability to forge powerful partnerships make him exceptional in his role. We humbly request that the Board of Education approve the extension of Superintendent Hayashi’s contract until December 31, 2029.

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



Cindy Otsu



Rebecca Winkie

The Honorable Wesley Lo and Members of the Board

November 3, 2025

Page 2

Campbell-Kapolei

Hāna-Lahainaluna-Lāna‘i-Moloka‘i



Rochelle Mahoe

Farrington-Kaiser-Kalani

Linell Dilwith

Linell Dilwith

Kaimukī-McKinley-Roosevelt



John A. Erickson

‘Aiea-Moanalua-Radford



Ernest Muh

Leilehua-Mililani-Waialua



Sam Izumi

Castle-Kahuku



Disa Hauge

Nānākuli-Wai‘anae



Stacey Bello

Ka‘ū-Kea‘au-Pāhoa



Kasie Kaleohano

Hilo-Waiākea

Janette Snelling

Janette Snelling

Honoka‘a-Kealakehe-Kohala-Konawaena

Leila Maeda-Kobayashi

Leila Maeda-Kobayashi

Kapa‘a-Kauai-Waimea

Lori Yatsushiro

Lori Yatsushiro

Baldwin-Kekaulike-Kūlanihāko‘i-Maui

Human Resources Committee Meeting

Name

Hawaii State Department of Education Complex Area Superintendents

Organization

Department of Education

Position/Title

Complex Area Superintendents

Agenda Item

III. Superintendent's employment contract

Position

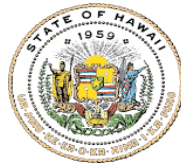
Support

Written Testimony

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JOSH GREEN, M.D.
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KEITH T. HAYASHI
SUPERINTENDENT

**STATE OF HAWAII
DEPARTMENT OF EDUCATION
Ka 'Oihana Ho'ona'auao
P.O. BOX 2360
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November 3, 2025

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November 3, 2025

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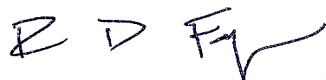
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Baldwin-Kekaulike-Kūlanihāko‘i-Maui

Human Resources Committee Meeting

Name

Ken Kakesako

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony**Write Testimony**

Aloha members of the Human Resources Committee,

My name is Ken Kakesako and I am writing in strong support of the approval of a new employment contract for Keith T. Hayashi as Superintendent of the Hawaii State Department of Education (Department) with a retroactive payment.

I have had the distinct pleasure to watch Superintendent Hayashi drive the Department forward in its mission to educate the students of Hawaii. Superintendent Hayashi brings enthusiasm and energy to his meetings, speaking engagements, and public events and his love for education and for the students he serves is evident in all of his day-to-day actions. More than talking the talk, Superintendent Hayashi puts in to action programs and initiatives he has vetted with his team and believes will be best for all students in Hawaii.

As the leader of the Department, Superintendent Hayashi is the first to take responsibility for any problems or criticisms aimed at the Department and never looks to point the finger at others, but is quick to share praise and attribute any positive news at the Department as result of a collective team effort. Superintendent Hayashi is always looking to raise up those around him which is reflected in his initiatives to build a Department of leaders who coalesce around the mission to improve educational outcomes for our students.

I look forward to the continued good work that Superintendent Hayashi will accomplish in a second four-year contract and I know the Department and the students of Hawaii will benefit under his leadership.

Thank you for the opportunity to provide testimony.

Human Resources Committee Meeting

Name

Kenneth Hiraki

Organization

Public Schools of Hawaii Foundation

Position/Title

Executive Director

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

The Public Schools of Hawaii Foundation (PSHF) supports the proposed four-year contract extension for Superintendent Keith Hayashi.

Our Foundation, established in 1986 by business and education leaders, has worked for nearly four decades to strengthen Hawai'i's public schools through teacher grants, student innovation programs, and statewide partnerships. We have collaborated closely with Superintendent Hayashi and have seen firsthand his steadfast commitment to improving public education across the islands.

Under his leadership, the Department of Education (DOE) has demonstrated a renewed focus on student success, teacher empowerment, and innovation. Superintendent Hayashi has championed programs that expand career pathways and integrate technology into classrooms so every student—no matter where they live—has access to quality learning opportunities. His support of PSHF's initiatives such as our Good Idea Grants, the Āina Informatics Network, and Design Thinking + AI challenges has encouraged teachers and students alike to reimagine what learning can look like in Hawai'i. Supt. Hayashi has personally participated in many of our events, served as a judge during our AI pitch challenge, and attended several of our board meetings to provide updates on the DOE's latest efforts.

Continuity in leadership is critical at this moment. Hawaii's public schools are still recovering from the disruptions from the pandemic and the Lahaina wildfires while simultaneously preparing our next generation for a rapidly changing AI-driven world. Superintendent Hayashi's steady, community-centered leadership provides the stability, trust, and momentum our schools need to thrive.

For these reasons, the PSHF respectfully requests the Board of Education to approve Superintendent Hayashi's new four-year contract. His proven leadership, deep understanding of our school system, and unwavering commitment to the success of Hawaii's keiki make him the right leader at the right time.

Mahalo for your consideration.

Human Resources Committee Meeting

Name

Ian Kitajima

Organization

Pacific International Center for High Technology Research (PICHTR)

Position/Title

President

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

Testimony in Support of Superintendent Salary Adjustment

Aloha Chari Takumi, and Members of the Hawai'i Board of Education,

I submit strong support for the proposed contract and salary adjustment for Superintendent Hayashi. Hawai'i operates the nation's only statewide district—serving 150,000+ students across 258 schools on seven islands—yet our superintendent is paid well below market and among the lowest of large U.S. districts. The proposed base of \$294,674 simply moves the role to the market minimum and ties future increases to performance—aligning compensation with results, the Board's adopted compensation philosophy, and equity across the leadership team. Combined with clearer due-process provisions, this package is fiscally responsible, competitive for recruitment and retention, and worthy of a leader who met the stated expectations and goals, and carries one of the most complex K-12 mandates in the country.

Mahalo,

Ian Kitajima

President

Pacific International Center for High Technology Research (www.pichtr.org)

Human Resources Committee Meeting

Name

Kananinohea Makaimoku

Organization

‘Aha Kauleo Statewide Council for Ka Papahana Kaiapuni

Position/Title

Chair

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Upload Written Testimony Here

- [12value_16076_Upload_02_11_2025_Makaimoku.pdf](#)



'Aha Kauleo

STATEWIDE COUNCIL FOR KA PAPA HANA KAIAPUNI

TO: Wesley Lo, Chair, Human Resources Committee
Makana McClellan, Vice Chair, Human Resources Committee
Members of the Human Resources Committee

FROM: Kananinohea Māka'imoku, Chair
'Aha Kauleo Statewide Council for Ka Papahana Kaiapuni

**RE: BOE Human Resources Committee Meeting November 5, 2025 at 10:00AM
IN SUPPORT of the Contract Renewal of Superintendent Keith T. Hayashi**

Aloha mai e nā lālā hanohano o ka Papa Ho'ona'auao,

The 'Aha Kauleo (AKL) is in **support** of the contract renewal for Superintendent **Keith T. Hayashi**, which seeks to continue the critical progress underway for the Papahana Kaiapuni and Hawaiian language medium and immersion education across the state.

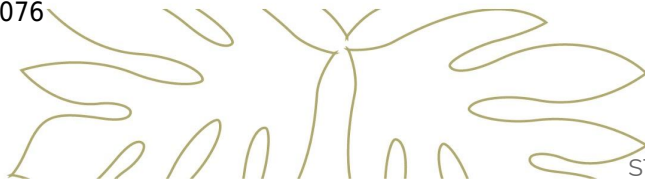
The 'Aha Kauleo (AKL) is the statewide council for the Papahana Kaiapuni, which provides proactive leadership, direction, and advocacy for the development and growth of its Hawaiian medium schools and advises directly through the Office of Hawaiian Education (OHE) of the Department of Education (DOE). AKL consists of parent and teacher representatives per elementary (K-6), secondary grades (6-12) and/or from each Hawaiian medium education site, and a principal representative, along with representatives from the University of Hawaii Hilo and Manoa, Brigham Young University-Hawaii, University of Hawaii-Maui College, Aha Punana Leo, Office of Hawaiian Affairs, and the Kamehameha Schools/Bishop Estate.

We submit this testimony in support of and with comments on the renewal of Superintendent Keith T. Hayashi's employment contract with the Hawai'i Department of Education.

Under Superintendent Hayashi's leadership, **measurable progress for Kaiapuni education has been achieved statewide**, including:

- The addition of **ten (10) Kaiapuni teacher positions**, directly addressing the shortage of qualified Hawaiian-medium teachers and strengthening language-medium fidelity.
- The creation of **three (3) new positions within the Office of Hawaiian Education (OHE)** to expand coordination, teacher development, and systemwide support for Kaiapuni programs.
- The collaborative development of the **Kaiapuni Strategic Plan**, which establishes a clear vision and measurable goals for Hawaiian language-medium education, reflecting the priorities of our educators, families, and communities.

These developments mark significant movement toward equity for Kaiapuni education within the statewide public school system.



At the same time, we offer the following comments to underscore the importance of continuing the invaluable work already underway under Superintendent Hayashi’s leadership:

1. **Sustained Implementation:** Many crucial initiatives launched through Superintendent Hayashi’s support — including curriculum resource development, leadership pipelines, and system alignment for assessment and data — are actively progressing. These efforts represent significant movement toward realizing the goals of the Kaiapuni Strategic Plan. Continued, stable leadership will be essential to carry this momentum forward and ensure full implementation.
2. **Accountability for Kaiapuni Equity:** As these initiatives advance, the next step will be to strengthen how Kaiapuni progress is reflected across the Department’s systemwide measures. Embedding Kaiapuni-specific indicators — such as teacher recruitment and retention, student and faculty proficiency in ‘Ōlelo Hawai‘i, and equitable resource distribution — will help institutionalize the progress already being made under the current leadership.
3. **Community Partnership:** ‘Aha Kauleo values the Superintendent’s ongoing collaboration with Kaiapuni stakeholders and his support for authentic engagement through OHE and community representatives. We look forward to continuing this strong partnership to guide implementation of the Kaiapuni Strategic Plan and ensure decisions remain grounded in Hawaiian language and values.

‘Aha Kauleo recognizes that these initiatives are the result of deliberate and sustained effort under Superintendent Hayashi. His continued leadership offers the consistency and institutional understanding needed to bring this collective work to completion. For this reason, we respectfully urge the Board to **renew his contract**, affirming both the progress achieved and the shared commitment to the long-term success and equity of the Papahana Kaiapuni and Hawaiian language medium and immersion education across the state.

E OLA KA ‘ŌLELO HAWAI‘I!!!

Human Resources Committee Meeting

Name

Reid Kuba

Organization

Jarrett Middle School

Position/Title

Principal

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

I am writing this testimony in SUPPORT for Superintendent Keith Hayashi. His exceptional leadership and unwavering support have made a profound difference in the educational experiences at Jarrett Middle School. As a principal and a member of our school community, I have had the privilege of working closely with Superintendent Hayashi, and I have witnessed firsthand his dedication to not only advancing education in Hawaii but also to providing genuine support to individual schools and programs.

Superintendent Hayashi has been an incredible advocate for Jarrett Middle School. Despite his busy schedule, he has shown up time and again to support us in both formal and informal ways. One of the most memorable examples of his support is his consistent attendance at our school's musical performances. His presence at these events speaks volumes about his commitment to fostering creativity and celebrating student achievements.

In addition to his support of our arts programs, Superintendent Hayashi has attended our annual Jarrett Middle School Foundation Dinner, which raises crucial funds for our students and programs. He has also been an ardent supporter of our After School All Stars program, which provides critical after-school opportunities for students to engage in academic and enrichment activities. His advocacy for this program helps ensure that our students have access to a well-rounded educational experience beyond the classroom.

On a personal note, I have been impressed by Superintendent Hayashi's thoughtful gestures of recognition, even during the most demanding of times. On a few occasions, he has texted me outside of regular school hours to congratulate me on the accomplishments of the school, often for things I did not even know he was aware of. These moments of personal acknowledgment, often when I least expected them, have shown me just how deeply he is invested in the well-being and success of the schools and educators he oversees. It speaks to his genuine care and the depth of his leadership.

Superintendent Hayashi has always gone above and beyond to support our students, faculty, and community. His presence and support have made a positive difference here at Jarrett Middle School, and I have no doubt that his continued leadership will positively impact the entire state of Hawaii.

Human Resources Committee Meeting

Name

Lorelei Aiwohi

Organization

Kaimuki High School

Position/Title

Principal

Agenda Item

III. Superintendent's employment contract

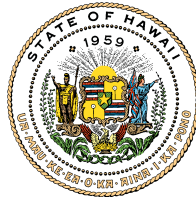
Position

Support

Written Testimony**Upload Written Testimony Here**

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JOSH GREEN, M.D.
GOVERNOR



KEITH T. HAYASHI
SUPERINTENDENT

**STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
KAIMUKI COMPLEX
HONOLULU, HAWAII 96816**

November 3, 2025

Subject: Support for the Extension of Superintendent Keith Hayashi's Contract

Dear Hawaii State Board of Education Members:

It is with strong conviction that we support the extension of Superintendent Keith Hayashi's contract to continue his leadership of the public schools of Hawaii.

In his tenure, which includes one year as Interim and three as Superintendent, Mr. Hayashi has navigated Hawaii's public schools through some of the most difficult and transformative times in modern history. He has done so with a steady hand and a clear, student-centered philosophy of creating learners who are "Globally Competitive and Locally Committed." This vision has elevated the importance of student empowerment and sharpened the focus on preparing all students for post-secondary success.

Under his stewardship, the Department has deepened its focus on key priorities, including educational equity, student achievement, and supporting our teaching force. His leadership has been marked by an emphasis on collaboration, transparency, and accountability—values that are essential for enhancing student outcomes and meeting the unique needs of our statewide educational system.

We respectfully request that the Board grant Superintendent Hayashi a multi-year contract of up to four years. This leadership stability is critical to maintaining the momentum of our strategic priorities, academic initiatives, and modernization efforts.

Furthermore, we encourage the Board to address the Superintendent's compensation, bringing it in line with national benchmarks and the findings of the recent executive compensation study. The complexity of managing Hawaii's single, statewide school system is immense, yet the position's salary has not kept pace with the demands of the role or the compensation in comparable districts. A competitive salary is a necessary investment to retain a proven leader and properly value the stewardship of our public school system.

Superintendent Hayashi has demonstrated a profound commitment to our state's students, educators, and families. His vision has positioned our schools for long-term success, and he has earned the confidence of stakeholders to continue this important work.

We appreciate your consideration of our support and thank you for your service to Hawaii.

Respectfully, Kaimuki Complex Area Principals

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

Human Resources Committee Meeting

Name

Brian Miyamoto

Organization

Hawaii Farm Bureau

Position/Title

Executive Director

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Upload Written Testimony Here

- [12value_16070_Upload_02_11_2025_Miyamoto.pdf](#)



P.O. Box 253, Kunia, Hawai'i 96759
Phone: (808) 848-2074; Fax: (808) 848-1921
e-mail info@hfbf.org; www.hfbf.org

November 5, 2025

Meeting of The Board of Education – *Papa Ho'ona'auao*
Human Resources Committee

Agenda Item III: Superintendent's employment contract

Aloha Chairperson Lo and Members of the Human Resource Committee,

I am Brian Miyamoto, Executive Director of the Hawai'i Farm Bureau (HFB). Organized since 1948, the HFB comprises 1,800 farm family members statewide and serves as Hawai'i's voice of agriculture to protect, advocate, and advance the social, economic, and educational interests of our diverse agricultural community. On behalf of our members statewide, I am pleased to submit testimony in strong support of Superintendent Keith Hayashi.

In my 20 years with the Hawai'i Farm Bureau, I have had the opportunity to work with the Department of Education under several superintendents. I can honestly say that this is the most support and highest engagement for Farm to School and agriculture that I have seen from DOE's leadership. Superintendent Hayashi has made agriculture a true priority, creating opportunities that benefit students, support farmers and ranchers, and strengthen Hawai'i's food security.

Superintendent Hayashi has demonstrated clear legislative leadership and strategic advocacy in advancing agriculture and food security. Under his direction, DOE has embraced its responsibilities under Act 175 (2021), which requires that 30% of all school food be locally sourced by 2030. He has convened multiple meetings with the agriculture sector, engaged stakeholders, and directed his leadership team to support farm-to-school efforts, agriculture education, and career pathways.

A key example of this advocacy is DOE's Regional Kitchen initiative. The first of these facilities, planned for Central O'ahu, will expand school meal production while creating consistent demand for Hawai'i's farmers and ranchers. This model not only modernizes school food service but also moves DOE closer to fulfilling Act 175's mandate, benefiting both students and local producers.

For these reasons, the Hawai'i Farm Bureau respectfully urges the Board of Education to approve a four-year contract extension through December 31, 2029, along with a competitive salary adjustment.

Mahalo for the opportunity to provide testimony in strong support of Superintendent Keith Hayashi.

Human Resources Committee Meeting

Name

Osa Tui

Organization

Hawai'i State Teachers Association

Position/Title

President

Agenda Item

III. Superintendent's employment contract

Position

Comments only

Written Testimony

Upload Written Testimony Here

- [12value_16068_Upload_01_11_2025_Tui.pdf](#)



1200 Ala Kapuna Street • Honolulu, Hawai'i 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

Andrea Eshelman
Executive Director

TESTIMONY TO THE HAWAI'I BOARD OF EDUCATION HUMAN RESOURCES COMMITTEE

Item: **Superintendent's employment contract**

Position: **Comments**

Hearing: **Wednesday, November 5, 2025, 10:00 a.m., Queen Lili'uokalani Building Room 404**

Submitter: **Osa Tui, Jr. – President, Hawai'i State Teachers Association**

Committee Chair Lo, Vice Chair McClellan, and members of the committee,

The Hawai'i State Teachers Association would like to provide comments on the superintendent's employment contract, which includes an 18% increase (from \$249,600 to \$294,674) retroactive to July 1, 2025 and a 5% to 8% increase annually every July 1 upon attaining a satisfactory annual performance evaluation.

Much of the rationale for these increases comes from "a study and market research" which was conducted on behalf of the board. The board also adopted a compensation philosophy that "recognizes the importance of compensation in attracting, retaining, and motivating high-performing educational leaders and professionals who are committed to delivering excellent outcomes for our students, families, and the broader community."

As you know, the Hawai'i State Teachers Association Bargaining Unit 05 collective bargaining agreement expires on June 30, 2027. Our members wholeheartedly agree that compensation is important in attracting, retaining, and motivating our educators who work so very hard day in and day out to make the superintendent shine.

The board was provided an equally comprehensive study on teacher compensation on October 9, 2025. Some of the findings we found from the study were as follows:

- While the average teacher salary is slightly above the market midpoint, base pay is a top concern due to the high cost of living
- Retention remains a challenge

- Salary progression lacks predictability
- Shortage differentials of smaller amounts were generally not effective
- Compression fixes had limited reach
- Communication and transparency are significant challenges
- Teachers trust HSTA

The study also made several recommendations regarding the actual salary structure currently in place, including:

- Consider automatic step increases
- Consider adjustments to initial placement and recognized experience
- Align incentive and supplemental pay programs
- Improve communication and transparency

As CEO compensation across the country continues to become disconnected from the workers they oversee, we look forward to discussions with the Hawai'i State Department of Education following the recently released teacher compensation study. The proposed superintendent's salary increases serve as a benchmark for our educators in upcoming negotiations.

The Hawai'i State Teachers Association appreciates the opportunity to provide comments on this agenda item.

Human Resources Committee Meeting

Name

Della Teraoka

Organization

University of Hawai'i

Position/Title

Interim Vice President for Community Colleges

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony**Upload Written Testimony Here**

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‘Ōnaehana Kulanui o Hawai‘i

Office of the Vice President for Community Colleges

November 1, 2025

To: Human Resources Committee, Board of Education

From: Della Teraoka

Subject: Superintendent’s employment contract

I am writing to express my support for the continuation of Superintendent Keith Hayashi’s contract for the recommended four years at the recommended higher salary.

Superintendent Hayashi has demonstrated excellence in his role as superintendent for a state-wide school district of over 150,000 students across 258 schools and seven islands. I have worked with Superintendent Hayashi in a collaborative role over the past nine years in various capacities, and he is always focused on ensuring students are achieving strong outcomes and the state is moving the needle towards excellence. He demonstrates competency in his ability to meet his performance targets, and he does so with dignity and aloha.

I strongly support the recommendation memo from the Human Resources Committee.

Mahalo,

Della Teraoka
Interim Vice President for Community Colleges

2444 Dole Street, Bachman Hall 202
Honolulu, Hawai‘i 96822
Telephone: (808) 956-7038
Fax: (808) 956-5286

An Equal Opportunity/Affirmative Action Institution

Human Resources Committee Meeting

Name

Kathleen Stanley

Organization

private citizen and parent of Kaiser High School graduate

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

Chair Lo and members of the Human Resources Committee

I am Kate Stanley and speak in strong support of the recommendation that the Committee recommend to the full board the employment contract between the Board and Keith T. Hayashi, including the other items in the recommendation set forth in the memo dated November 5, from Wesley Lo to the Board of Education.

I have worked in Hawaii State government for over 50 years including 10 years as a member of the Hawaii State House of Representative, worked for 4 Governors (Waihee, Cayetano, Abercrombie and Ige) and worked for 3 Superintendents (Hamamoto, Matayoshi and Hayashi).

My son is a proud graduate of Kaiser High School class of 1998. I too am a public high school graduate from the mainland who came to Hawaii as a VISTA volunteer in 1967 serving in Waimanalo.

I have seen a lot and know a lot .

I am in strong support of the salary recommendation and other recommendations before you relating to the contract for Keith T. Hayashi as Superintendent of Education.

It is very important that in these times we have a person of high moral and ethical character who is committed to public education. Keith is honest, courageous, committed to public education, acts with integrity and kindness , accepts responsibility and demonstrates resilience. This is what is needed now more than ever in Hawaii's Superintendent.

People will work for Keith , myself included, because of his character and commitment to public education.

Right now we need a Superintendent that all of us can follow and support. That doesn't mean that we agree with him all the time but that we are willing to give our best to make Hawaii's public schools the best that they can be. People see Keith's commitment and they want to help him succeed.

In Keith we have a Superintendent who works every day all day long so that each public school graduate is globally competitive, locally committed, and a life long learner.

Please support the recommendation before you.

Human Resources Committee Meeting

Name

Terrence George

Organization

Hawai'i Community Foundation

Position/Title

CEO & President

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

I fully support the Committee Chair's recommendation to offer Superintendent Keith Hayashi a four-year contract with the compensation package as written. Under the leadership of the Superintendent, the Hawaii State Department of Education has made major strides in student supports, student achievement, and community engagement. The Committee has done a thorough job of establishing a compensation philosophy, commissioning a market study, and developing a benchmark to guide the Board in setting compensation. Thank you for your hard, careful work to establish a data-driven basis for your contract renewal and compensation package.

Human Resources Committee Meeting

Name

KHELSEA MALAKAUA

Organization

Laʻiʻōpua 2020

Position/Title

Captain/ Program Coordinator

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

Aloha Chairperson, Board Members, and Superintendent Hayashi,

My name is Khelsea Malakaua, and I work with Laʻiʻōpua 2020 in Kailua Kona. I am writing to share my strong support for extending Superintendent Hayashi's contract.

During his time as superintendent, I have seen his genuine commitment to 'āina based education, which directly supports his vision of students who are "globally competitive, locally committed." His leadership brings together educators, community organizations, and families around a shared vision for education that honors 'āina, culture, and Hawai'i.

Through this collaboration, programs like Pre-Ho'ākea and Ho'ākea have been able to connect with schools across West Hawai'i. Students not only learned from our team about the history and importance of wa'a, but thanks to the partnerships strengthened under Superintendent Hayashi's leadership, they were also able to explore and learn from multiple 'āina organizations, each sharing their unique knowledge and kuleana. His efforts have taken this work further, creating richer and more connected learning experiences for students and communities alike.

Superintendent Hayashi's openness and steady encouragement have strengthened the bridge between schools and the wider community. He recognizes that the most meaningful education happens when we work together, when students can learn from the people, places, and values that make Hawai'i home.

For these reasons, I strongly support extending Superintendent Hayashi's contract so that this important work, rooted in collaboration and community, can continue to grow.

Mahalo nui for the opportunity to share my testimony and for your continued commitment to education and our keiki.

Khelsea Malakaua
Laʻiʻōpua 2020

Human Resources Committee Meeting

Name

Curt Otaguro

Organization

Personal

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Upload Written Testimony Here

- [12value_16058_Upload_31_10_2025_Otaguro.pdf](#)

Curt T. Otaguro
2939 E. Manoa Rd. #A3
Honolulu, Hawaii 96822

October 31, 2025

To: Mr. Wesley Lo, Chairperson
Board of Education Human Resources Committee

Subject: Superintendent's Employment Contract

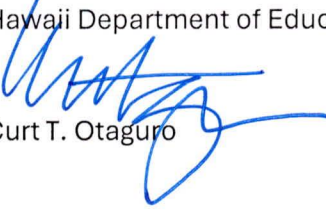
I am submitting written testimony in support of Superintendent Keith T. Hayashi new, four-year contract. I have had the honor and privilege to work with the Superintendent in 2022-2024. Although my time at the Department of Education (DOE) was short, I was amazed at his ability to touch the lives of so many individuals throughout our communities. His wealth of knowledge and experience at all different levels within the DOE makes him an ideal Superintendent to lead our 258 schools and 40,000+ employees.

Superintendent Hayashi has a vision and communicates well. He is a people-person by nature and leads with his heart. He has compassion for his students, teachers, and staff. His leadership style has improved the morale of his team. Always under criticism, Superintendent handles difficult situations well and has the confidence to make tough decisions. The State of Hawaii is fortunate to have a Superintendent with the qualifications to interact and communicate with students, faculty, staff, business leaders, private industry, and government leaders (both Federal and State). He is decisive and results oriented. But he allows his leadership team to make their own decisions by not micro-managing.

What makes Superintendent Hayashi special is the bond that he has with his Principals and school-level leadership. He leads by example and takes time out of his busy schedule to visit every school. He attends community meetings and is well respected by his peers. I have worked with many leaderships throughout my career and working with Superintendent Hayashi was a positive experience. He brings out the best in his people and is caring about their well-being.

On the academic front, Superintendent Hayashi leverages his "hands on" experience and knowledge that allows his leadership team to keep improving programs to create workforce development and pathways that give students the opportunity to succeed in different ways. Measuring student academic success continues to attract criticism from some, but I am confident that Superintendent Hayashi can and will continue to make a positive difference for our students' education and future successes.

I appreciate the Board's consideration to reappoint Mr. Keith T. Hayashi as Superintendent for the Hawaii Department of Education through December 31, 2029.


Curt T. Otaguro

Human Resources Committee Meeting

Name

Damian Carroll

Organization

Vision To Learn

Position/Title

National Director and Chief of Staff

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Write Testimony

On behalf of Vision To Learn, a nonprofit charity providing free eye exams and glasses to students attending HIDOE Title I schools, I am writing to support the extension of Superintendent Hayashi's contract. Supt. Hayashi has consistently supported innovative programs that help our keiki succeed in school, and in life. In collaboration with our partners at Project Vision, Vision To Learn has, through the Better Vision for Keiki program, provided over 12,400 HIDOE students with eye exams and 9,000 with glasses during Supt. Hayashi's tenure. The Superintendent has frequently been an attendee of events celebrating students receiving their new glasses, to reinforce their self-confidence and remind them to wear their glasses as prescribed, at school and at home. He has supported the program's research-based program model, which provides vision services to keiki where they are every day - at their neighborhood school - to bypass common barriers preventing them from accessing vision care. Best of all, he has helped the program garner MedQUEST payments, using health dollars to help students achieve in school. Research from Johns Hopkins University shows that through Vision To Learn's program, students receiving glasses made larger gains on standardized tests, equivalent to adding 2-4 months of learning time to their school year. Students with an IEP or those scoring in the lowest quartile made gains equivalent to 4-6 months of additional learning time. With vision services applied to students throughout the state, including on Molokai and Kauai, Hawaii has become the first state in the nation to ensure that every child in need gets the glasses they need to see clearly at school. Extending Supt. Hayashi's contract will allow him to continue his support for innovative programs like Better Vision for Keiki, while understanding that students' ability to learn depends on many factors complementing and enhancing quality classroom instruction.

Human Resources Committee Meeting

Name

Pauline Sato

Organization

Malama Learning Center

Position/Title

Executive Director

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony**Upload Written Testimony Here**

- [12value_16054_Upload_31_10_2025_Sato.pdf](#)



Mālama Learning Center is a non-profit organization based in West Oahu. Our mission is to inspire communities to care for Hawai'i by perpetuating conservation, culture, and sustainability through education.

P.O. Box 1662
Honolulu, HI 96806

TESTIMONY IN SUPPORT OF
SUPERINTENDENT KEITH HAYASHI'S
EMPLOYMENT CONTRACT

Wednesday, November 5, 2025 at 10:00am
Human Resources Committee

Aloha Chairperson Lo, Vice Chairperson McClellan and Members of the Committee:

I am writing to express my appreciation for Superintendent Keith Hayashi. His innovative leadership and steadfast support of 'āina-based education have been invaluable. It is evident that he truly believes this approach is vital to the future of our children and of Hawai'i nei.

Superintendent Hayashi made significant gains in SY2024-2025 particularly through the Ho'ākea Mauka to Makai Navigating Our Future program. Ho'ākea began in 2023 as an idea to connect ocean activities through Hawai'i's unique voyaging canoes to land activities conducted by various bio-cultural conservation organizations. Starting with a reach of less 1,000 students on O'ahu, the program has expanded greatly statewide with a more than 10-fold increase this past school year.

One of the key elements leading to this success in growth is the ability of Superintendent Hayashi and his team to work in partnership with non-profit organizations, trusting them to coordinate and facilitate, which is more efficient and makes the learning closer to the source. We have heard from students and teachers alike that the kinds of experiences created through Ho'ākea are eye-opening, memorable, and inspirational – leading to real-world impact.

On behalf of Mālama Learning Center, I wholeheartedly give an A+ to Superintendent Hayashi and our support for renewing and extending the length of his contract, as well as modifying his pay structure to be competitive and aligned with national standards. There is more work to be done in 'Āina-Based Education to grow our partnerships so that our land and sea will be healthy and our keiki will have the best chances of success as they graduate and become community contributors.

Mahalo for the opportunity to provide this testimony. Please contact me at pauline@malamalearningcenter.org with any questions.

Aloha,

A handwritten signature in black ink, appearing to read "Pauline M. Sato", with a stylized flourish at the end.

Pauline M. Sato
Executive Director

Human Resources Committee Meeting

Name

Jayla Fernandez

Organization

Hilo-Waiakea Complex Area

Position/Title

Secretary

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Upload Written Testimony Here

- [12value_16051_Upload_31_10_2025_Fernandez.pdf](#)

JOSH GREEN, M.D.
GOVERNORKEITH T. HAYASHI
SUPERINTENDENTKASIE P.T. KALEOHANO
COMPLEX AREA SUPERINTENDENT

STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
HILO-WAIĀKEA COMPLEX
75 AUPUNI STREET, RM. 203
HILO, HAWAII 96720

October 29, 2025

Subject: Letter of Support for Mr. Keith Hayashi, Superintendent Hawaii State Department of Education.

Dear Hawaii State Board of Education Members:

It is with great enthusiasm that we express the highest levels of support for extending Superintendent Keith Hayashi's contract to continue leading Hawai'i's public schools. Moving toward his fifth year of service, including one year as Interim Superintendent and three as the appointed leader—he has provided steady, student-centered leadership through some of the most challenging and transformative times in public education. His philosophy of students being "Globally Competitive and Locally Committed" has placed an indelible mark on student voice, while also striving for college, career and community readiness.

Under his direction, Hawai'i's Department of Education has strengthened its focus on equity, student achievement, and educator support. His leadership has emphasized collaboration, transparency, and accountability; values essential for rebuilding trust, advancing student outcomes, and addressing the unique needs of our statewide school system.

As the Board of Education considers the next contract term, we urge you to provide Superintendent Hayashi with a **multi-year agreement of up to four years**. Continuity in leadership is vital for the success of our strategic priorities, implementation of academic initiatives, and ongoing efforts to modernize the State of Hawaii Department of Education.

Regarding compensation, we respectfully encourage the Board to align the Superintendent's salary with national benchmarks and the findings of the recent executive compensation study. Hawai'i's public school system is very unique as a one state system making it one of the most complex in the nation, yet the current compensation remains far below comparable districts despite the increasing demands and expectations of the role. A fair, competitive salary is essential not only to retain a proven leader but also to reflect the value of educational leadership in our state.

Superintendent Hayashi has demonstrated a deep commitment to Hawai'i's students, families, and educators. His vision and dedication have positioned our public schools for long-term improvement. I believe he has earned the confidence of the working field, Board of Education, and surrounding communities to continue this important work.

Thank you for considering this testimony and for your continued service to Hawai'i's public school students.

Respectfully,

Hilo-Waiakea Complex Area Principals

Lindsay Miyashiro

Lindsay Miyashiro (Oct 29, 2025 15:57:22 HST)

Jennifer Suoka

Jennifer Suoka (Oct 29, 2025 20:16:46 HST)

Adrian DeMillo

Adrian DeMillo (Oct 30, 2025 09:19:06 HST)

Travis Toriano

Tyson Tomono

Tyson Tomono (Oct 30, 2025 09:54:48 HST)

David Dinkel

David Dinkel (Oct 30, 2025 10:01:06 HST)

Kimberly Castillo

Kimberly Castillo (Oct 30, 2025 10:03:49 HST)

Dawn E. Palmerston

Dawn E. Palmerston (Oct 30, 2025 11:46:20 HST)

Keloy Koga

Keloy Koga (Oct 30, 2025 13:24:25 HST)

Ken K. Natanabe

Ken K. Natanabe

Suzanne M. Ochi

Suzanne M. Ochi (Oct 30, 2025 16:06:47 PDT)

AN EQUAL OPPORTUNITY EMPLOYER

Superintendent Hayashi Support Letter

10-29-2025

Final Audit Report

2025-10-30

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By:	Jayla Anne Fernandez (10122873@k12.hi.us)
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Agreement completed.

2025-10-30 - 1:24:26 PM HST



Human Resources Committee Meeting

Name

Deborah Mattheus

Organization

Hawaii Keiki: Healthy & Ready to Learn, and UH Manoa School of Nursing & Dental Hygiene

Position/Title

Senior Practice Director for Hawaii Keiki; Endowed Professor in School Health University of Hawaii at Manoa School of Nursing & Dental Hygiene

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony

Upload Written Testimony Here

- [12value_16049_Upload_31_10_2025_Mattheus.pdf](#)

HAWAII' I KEIKI

Healthy and Ready to Learn



www.nursing.hawaii.edu/hawaiiikeiki

UH Mānoa Nursing with the HI State Dept. of Education and State Public Charter School Commission

October 31, 2025

Aloha Members of the Board of Education:

My name is Dr. Deborah Mattheus, Senior Practice Director for the Hawai'i Keiki: Healthy and Ready to Learn Program and a University of Hawai'i at Mānoa Professor in Nursing. The Hawai'i Keiki Program was established over 10 years ago through a partnership between HIDOE and the UH Mānoa School of Nursing and Dental Hygiene in an effort to provide equitable access to health services in schools, thereby improving student health outcomes, keeping students in school and ultimately improving student academic outcomes. This partnership has allowed school administrators and teachers to focus on those critical tasks that support student academic development, preparing them for a successful future while relieving them from the duties related to the physical and mental health needs of their students.

The Hawai'i Keiki Program through the superintendent's support has helped to reduce absenteeism by placing nurses (RN & APRNs) in high risk schools, allowing them to provide clinical care, health education/training, mental health management, sports physicals, vaccinations when needed as well as mentorship for Health Academy Students. Last school year alone, Hawai'i Keiki provided over 80,000 clinic visits to public school students with 85% of those students returning to class versus being sent home after a visit which often happens if a nurse is not present.

Superintendent Hayashi's ability to stay in touch with what is happening on the ground in schools is evident as he often visits schools including our health clinics and when needed meets with Hawai'i Keiki leadership to discuss health related issues, seeking collaboration and solution to some very difficult circumstances such as the pandemic, vaccine rates and the federal government changes that potentially affect support services for our keiki related to health and wellbeing. In addition, his passion related to developing the HIDOE Health Academy's has evolved in a magnificent way that not only prepares students for a stable career in healthcare upon graduation from High School but also inspiring many of these students to seek higher education.

We thank Superintendent Hayashi for his dedicated service and effectiveness as a leader. The Hawai'i Keiki Program fully supports the continuation of Keith Hayashi as Superintendent of the Hawai'i Department of Education.

Sincerely,

Deborah Mattheus

Deborah J. Mattheus, PhD, APRN-RX, CPNP, FAAN
University of Hawai'i at Mānoa
School of Nursing and Dental Hygiene
Endowed Professor in School Health
Senior Practice Director Hawai'i Keiki: Healthy & Ready to Learn

Human Resources Committee Meeting

Name

Deborah Mattheus

Organization

Hawaii Keiki Healthy and Ready to Learn Program (University of Hawaii at Manoa School of Nursing)

Position/Title

Senior Practice Director Hawaii Keiki, Endowed Professor in School Health

Agenda Item

II. Approval of meeting minutes of September 18, 2025, Human Resources Committee meeting

Position

Support

Written Testimony**Upload Written Testimony Here**

- [12value_16047_Upload_31_10_2025_Mattheus.pdf](#)

HAWAII' I KEIKI

Healthy and Ready to Learn



www.nursing.hawaii.edu/hawaiiikeiki

UH Mānoa Nursing with the HI State Dept. of Education and State Public Charter School Commission

October 31, 2025

Aloha Members of the Board of Education:

My name is Dr. Deborah Mattheus, Senior Practice Director for the Hawai'i Keiki: Healthy and Ready to Learn Program and a University of Hawai'i at Mānoa Professor in Nursing. The Hawai'i Keiki Program was established over 10 years ago through a partnership between HIDOE and the UH Mānoa School of Nursing and Dental Hygiene in an effort to provide equitable access to health services in schools, thereby improving student health outcomes, keeping students in school and ultimately improving student academic outcomes. This partnership has allowed school administrators and teachers to focus on those critical tasks that support student academic development, preparing them for a successful future while relieving them from the duties related to the physical and mental health needs of their students.

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We thank Superintendent Hayashi for his dedicated service and effectiveness as a leader. The Hawai'i Keiki Program fully supports the continuation of Keith Hayashi as Superintendent of the Hawai'i Department of Education.

Sincerely,

Deborah Joyce Mattheus

Deborah J Mattheus PhD, APRN-RX, CPNP, FAAN
University of Hawai'i at Mānoa
School of Nursing and Dental Hygiene
Endowed Professor in School Health
Senior Practice Director Hawai'i Keiki: Healthy & Ready to Learn

Human Resources Committee Meeting

Name

Kahanu Keawe

Organization

Uakoko Consulting, LLC

Position/Title

Owner

Agenda Item

III. Superintendent's employment contract

Position

Support

Written Testimony**Upload Written Testimony Here**

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October 31st, 2025

To the Hawai'i Board of Education:

I am writing to express our full support for **Superintendent Keith Hayashi** and his contract renewal to serve an extended term in the Hawai'i State Department of Education.

The school system and community of Kaua'i has had the privilege of receiving support from Superintendent Keith Hayashi to bring forward the "Ho'ākea: Mauka to Makai Initiative" here on Kaua'i. Under his vision of "Ho'ākea: Mauka to Makai Initiative", we coordinated two projects that exposed over 9,000 students on Kaua'i to cultural and 'āina-based programming: Wa'a Kaulua Pae Kula and Ho'ākea Kaua'i. Many students and families have had the privilege to be activated by the programs he supports to feel closer to their cultural identity, embrace ancestral ways of being, and find a sense of belonging rooted in community.

Wa'a Kaulua Pae Kula is a project that brings the experience of *wa'a kaulua* (double-hulled voyaging canoe) directly to campuses for the students and staff all Kaua'i HIDOE schools to engage in hands-on learning through a rotation of stations that feature traditional knowledge of navigation and 'ike Hawai'i. In its inaugural year SY24-25, Wa'a Kaulua Pae Kula reached every HIDOE school on Kaua'i and provided an interactive experience for students to board and learn from the participating vessels, their respective crew members, and other 'āina-based community partners. This program that he supported also brought forward numerous professional development opportunities for the teachers of Kaua'i to build pilina (relationship) with place-based knowledge to better serve their students. In a survey of 876 students across 20 schools, 92.5% reported that they enjoyed learning about wa'a and voyaging. In a survey of 107 teachers across 20 schools, 83% reported interest in incorporating wa'a and voyaging into their classrooms. This data shows us that having an advocate like Superintendent Keith Hayashi is an inflection point for the history of education in Hawai'i.

We believe that Superintendent Keith Hayashi's support for these 'āina-based educational programs amplifies opportunities for the keiki of Hawai'i to be connected deeper to their best selves, their families, their communities, and their potentiality. Opportunities that he supports helps to actualize the goal of creating locally-committed and globally-competitive students, which comes at a critical time for Hawai'i.

We believe that approving **Superintendent Keith Hayashi** for renewed term as the Hawai'i State Department of Education superintendent will continue his momentum of positively altering the trajectory for many students. We encourage your consideration and support, and welcome you to contact us if you require any additional information.

Me ka ha'aha'a,

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