


STATE OF HAWAII
DEPARTMENT OF EDUCATION
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OFFICE OF THE DEPUTY SUPERINTENDENT OF STRATEGY AND ADMINISTRATION

April 9, 2026

TO: The Honorable Roy M. Takumi
Chairperson, Board of Education

FROM: Tammi Oyadomari-Chun 
Deputy Superintendent of Strategy and Administration

SUBJECT: Department of Education Update on organizational alignment initiative

1. EXECUTIVE SUMMARY

In the Hawai'i State Department of Education (Department), the "Organizational Alignment" initiative has focused on aligning state offices to achieve strategic goals. The Department's pace of organizational alignment has accelerated under this initiative. Previously, completing any reorganization was cumbersome and took a long time, and the last had been approved by the Board on February 21, 2019.

As of March 31, 2026, the Department has initiated two phases of organizational alignment that included an external review of state office organization, reorganization of state offices, updated functional statements for state offices, and updated position descriptions. The Hawai'i State Board of Education (Board) approved a revised Board Policy 500-2, Plan of Organization, to streamline the process for organizational changes.

The Department's Plan of Organization describes the organizational structure, supervisory relationships among established positions, and the functions of each state and complex area office. The Plan, as of July 1, 2025, is posted online: <https://hawaiipublicschools.org/wp-content/uploads/Plan-of-Organization.pdf>. The Plan includes functional statements and organizational charts for state and complex area offices and incorporates "Phase 1" of organizational alignment: 11 reorganizations that were approved in the 2024-25 school year.

During the 2025-26 school year, the Department has initiated consultation with unions for nine reorganizations thus far. Future phases will also address complex area offices, tri-level roles and responsibilities and modernization.

2. BACKGROUND

On May 18, 2023, the Board approved the Implementation Plan of the Board's 2023-2029 Strategic Plan. Priority III: Effective and Efficient Operations at All Levels - Strengthening systems to create safe, supportive and well-resourced schools includes a goal related to operational and management processes: Goal 3.2: All operational and management processes are aligned and implemented in an equitable, transparent, effective, and efficient manner.

The Implementation Plan's Desired Outcome 3.2.2 states, "all Department of Education programs, human resources, organizational structure, and finances are structured to accomplish the strategic plan goals and outcomes." The Implementation Plan includes an action item to address the organizational structure of state offices.

The Department's "Organizational Alignment" initiative aims to align the state structure and human resources to achieve strategic education goals, clarify the tri-level roles and roles of the Department as a State Education Agency and a Local Education Agency for federal programs, and emerge as a flexible learning organization. The initiative is a multi-phase and multi-year process. The Department aims to align the current organization and to establish the processes and culture for ongoing review of the organizational structure that is a part of routine continuous improvement.

School-level staffing is not included as part of this initiative since school-level staffing is delegated to school principals with approval by the Complex Area Superintendent, consistent with Section 302A-1303.6, Hawai'i Revised Statutes, which established the Weighted Student Formula.

3. ORGANIZATIONAL ALIGNMENT - MILESTONES

Phase I: Spring 2024 - Summer 2025 (Completed)

The Department's Organizational Alignment initiative made strides in realigning the state structure and human resources to achieve strategic education goals. During Phase I, the Department achieved multiple milestones.

- Commissioned the Council of the Great City Schools (CGCS), a national coalition of the nation's largest school districts, to review our state-level organizational structures and practices.

CGCS's Executive Director Ray Hart shared highlights of the report with the Board during its December 12, 2024 meeting. The CGCS report underscored areas for growth and informs our continuous improvement as a learning organization.

- Communicated with state office employees about the initiative, the CGCS report, and process for organizational alignment. Solicited employees' feedback for organizational alignment.
- Formalized union-consulted organizational alignments of Office of Fiscal Services and Office of Talent Management that were paused during pandemic.
- Secured approval from the Board for the Office of the Deputy Superintendents organizational reporting structure and the new Office of Campus Operations and Support.
- Received unanimous approval by the Board to revise [Board Policy 500-2 \(Plan of Organization\)](#) on February 13, 2025. The updated policy ensures the Board receives the Department's plan of organization annually, delegates authority for organizational alignment to the Superintendent as part of the Superintendent's managerial authority, and requires Board approval for changes in the plan of organization that involve the creation or abolishment of an office led by a subordinate superintendent.
- Established process for Superintendent's approval for organizational alignments upon conclusion of consultation with the unions pursuant to Board Policy 500-2 (Plan of Organization).
- Recommended to the Board a change to leadership reporting structure relating to operations to establish the Office of Campus Operations and Support led by an assistant superintendent to report to the Office of Deputy Superintendent of Operations effective July 1, 2025. The Board approved the change on June 19, 2025.
- Consulted with the Hawai'i Government Employees Association, Hawai'i State Teachers Association, and United Public Workers regarding the implementation of state office reorganizations. In school year 2024-25, 11 state office reorganizations were completed.

Phase II - Spring 2025 - Summer 2026 (In progress)

The Department's executive leadership continued to carefully evaluate the CGCS report's recommendations, as well as their experiences, employees' feedback, and best practices in crafting Phase II organizational alignments.

In Phase II, deputy and assistant superintendents continue to oversee state office organizational alignments that are subject to consultation with the unions. As of March 31, 2026, the Department is consulting with the unions on nine reorganizations, and anticipates nine more reorganizations during the school year 2025-26.

Phase III - Spring 2026 - Summer 2027 (In planning)

The Department is preparing for reorganizations in the school year 2026-27 by

- Reviewing position titles that refer to "districts."
- Researching best practices among school districts regarding federal programs (e.g., State Education Agencies and Local Education Agencies) to prepare an organizational alignment proposal for Phase III.

4. ORGANIZATIONAL ALIGNMENT - ADDRESSING CCGS RECOMMENDATIONS

In 2024, Superintendent Keith Hayashi requested that the CGCS review the Department's state offices to:

- Identify opportunities to streamline processes, implement industry best practices, improve existing procedures, systems, and internal controls within the offices reviewed, and strengthen internal and external communications.
- Examine the offices' organizational structures to identify and address scopes of responsibilities, alignment, redundancies, and duplication of efforts across all levels.
- Develop actionable recommendations to achieve greater clarity, enhance managerial effectiveness, increase operational efficiencies, and enhance the system's ability to address and support all students.

During Phase I and II, the Department has taken a proactive as well as targeted approach in response to the CGCS report. For example, the Department has:

- Clarified Department priorities via internal communication by executive leadership to ensure our organizational structure aligns with our key priorities around high-quality student learning for all, an effective workforce, and efficient systems of support. Previously, the CGCS review had found a lack of consistency in priorities across different levels and areas, leading to conflicting goals and initiatives.

- Communicated with Executive Leadership about the annual calendar for state office organizational alignments following an initial trial in Phases I and II. This action addressed the CGCS organizational review that found the Department was not carrying out reorganization in a consistent, cyclical manner.
- Reviewed federal programs for action in Phase III. CGCS indicated that the Department's federal programs were scattered across the Department under several sections/branches, resulting in inefficiency, limited support, oversight, and coordination for monitoring. The Department paused reorganization of federal programs during Phase I due to significant actions by the U.S. Department of Education regarding federal funding and program administration.
- Made changes to address inconsistent or inappropriate spans of control through organizational alignments. The CGCS Team identified reporting relationships that had very small spans of control and large spans of control.
- Examined and took action on relocating functions within the Department. CGCS noted functions within a Department office organization that would or may be better served in another office.
- Updated and continues to review job descriptions, starting with position descriptions over two decades old. The CGCS report had emphasized the importance of current job descriptions to ensure Department needs and skills were relevant to current demands.
- Continued its work to dismantle silos, to "melt the walls" between state offices and across the tri-level, and to work "in the spirit of ne'epapa." CGCS expressed the importance of promoting collaboration, teamwork, and open communication across the Department.

The Department welcomed the CGCS review. Some of CGCS's recommendations were modified for action by the Department while other suggestions may be considered for future organizational changes.

5. GOVERNING REQUIREMENTS

Multiple requirements govern the Department's Plan of Organization (the Plan) and changes to the Plan:

- [Section 302A-1111, Hawai'i Revised Statutes](#) (HRS) designates the Superintendent as "the chief executive officer of the public school system having jurisdiction over the internal organization, operation, and management of the public school system . . . under policies established by the Board."
- [Board Policy 500-2 Plan of Organization](#) requires the Board of Education to approve changes in the plan of organization that involve the creation or abolishment of an office led by a subordinate superintendent (e.g., Deputy Superintendent, Complex Area Superintendent).

- [Governor's Administrative Directive 25-01](#) continues prior years' "policy and procedures by which changes in organization and function may be made" pursuant to [Governor's Administrative Directive 24-02, Extension of Administrative Directive No. 19-02](#), Policy and Procedures for Effecting Organizational and Functional Statement Changes. The document requires that "departmental organizational information be updated annually as of June 30th of each fiscal year" (i.e., "annual snapshot" of the Plan representing the status as of the end of the fiscal year). The annual updates must include any changes in the organization and position charts, including changes in organizational titles, the establishment of new positions (permanent or temporary), reclassification of positions, and abolishment of positions.
- As described in [Governor's Administrative Directive 19-02](#), the Governor delegates approval of functional and organizational changes to department directors and defines "reorganization or change in organizational structure... as:
 1. Creation of a new organizational segment or abolishment of an existing one
 2. Rearrangement or regrouping of existing organizational segments involving the reassignment or redistribution of functions and positions affected by these changes
 3. Creation of a new supervisory level or delegation of an existing one."
- Furthermore, [Section 89-9, HRS](#), and collective bargaining agreements with labor unions require consultation with unions on changes in working conditions due to organizational changes. This includes changes in supervisory relationships, scope of work, and work location.

TOC:kp
c: Office of Talent Management