

MAR 16 2026

SENATE CONCURRENT RESOLUTION

REQUESTING THE AUDITOR TO CONDUCT A COMPREHENSIVE PERFORMANCE
AND FISCAL AUDIT OF THE GOVERNANCE STRUCTURE AND
ADMINISTRATIVE LEADERSHIP OF THE DEPARTMENT OF EDUCATION.

1 WHEREAS, article X, section 3, of the Hawaii State
2 Constitution establishes a statewide system of public education
3 administered by the Department of Education under the policy
4 direction of the Board of Education; and
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6 WHEREAS, the Department of Education maintains a governance
7 and administrative leadership structure that includes the State
8 Superintendent, Deputy Superintendents, Assistant
9 Superintendents, and Complex Area Superintendents; and
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11 WHEREAS, these leadership positions are responsible for
12 overseeing statewide educational policies, operational
13 management, program implementation, and administrative support
14 functions that affect public schools throughout the State; and
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16 WHEREAS, the Legislature is obligated to ensure that public
17 funds appropriated for the administration of the public
18 education system are used efficiently, effectively, and in a
19 manner that maximizes resources available to support students,
20 teachers, and school-level services; and
21

22 WHEREAS, the Department of Education Strategic Plan
23 establishes statewide priorities, goals, and performance
24 objectives intended to guide leadership responsibilities and
25 operational activities within the Department; and
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27 WHEREAS, a comprehensive review of the governance structure
28 and administrative leadership of the Department of Education
29 would provide valuable information to the Legislature regarding
30 whether the current organizational structure effectively
31 supports the goals and objectives of the Department of Education
32 Strategic Plan; and



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WHEREAS, a review of administrative leadership positions should include an evaluation of designated job responsibilities, staff assignments, program oversight responsibilities, and measurable performance outcomes associated with leadership and operational duties; and

WHEREAS, it is also important to evaluate the fiscal costs associated with administrative leadership positions, including salaries, benefits, support staff, and other operational expenditures, to determine the total cost of governance infrastructure; and

WHEREAS, a comprehensive fiscal and performance audit may identify opportunities to improve administrative efficiency, restructure divisions, reduce duplication of responsibilities, and strengthen accountability systems for leadership performance across the Department of Education; now, therefore,

BE IT RESOLVED by the Senate of the Thirty-third Legislature of the State of Hawaii, Regular Session of 2026, the House of Representatives concurring, that the Auditor is requested to conduct a comprehensive performance and fiscal audit of the governance structure and administrative leadership of the Department of Education; and

BE IT FURTHER RESOLVED that the audit is requested to include but not be limited to an examination of the following administrative leadership positions:

- (1) The State Superintendent;
- (2) Deputy Superintendents;
- (3) Assistant Superintendents; and
- (4) Complex Area Superintendents; and

BE IT FURTHER RESOLVED that the audit is requested to examine and describe in detail:



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- 1 (1) The designated job responsibilities and authority of
2 each administrative leadership position;
- 3 (2) The organizational structure and reporting
4 relationships among leadership positions;
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- 6 (3) The number of staff positions assigned to support each
7 leadership position;
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- 9 (4) The programs, divisions, and operational functions
10 overseen by each leadership position;
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- 12 (5) Performance outcomes related to leadership and
13 operational responsibilities and the extent to which
14 those outcomes align with the goals and objectives of
15 the Department of Education Strategic Plan;
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- 17 (6) The fiscal cost associated with each leadership
18 position, including salaries, benefits, support staff,
19 and related operational costs;
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- 21 (7) The total aggregated fiscal cost of the administrative
22 leadership structure described in this measure;
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- 24 (8) The extent to which responsibilities or operational
25 functions overlap or duplicate work across divisions
26 or leadership positions; and
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- 28 (9) Opportunities to improve administrative efficiency,
29 fiscal accountability, and organizational
30 effectiveness; and
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32 BE IT FURTHER RESOLVED that the audit is also requested to
33 identify and provide recommendations regarding:
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- 35 (1) The potential restructuring of the Department of
36 Education governance and administrative leadership
37 structure;
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- 39 (2) Opportunities to downsize administrative leadership
40 positions where appropriate and when feasible;
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- 1 (3) Strategies to minimize duplication of work across
- 2 departments and leadership levels;
- 3 (4) Methods to improve clarity of leadership
- 4 responsibilities and operational oversight; and
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- 6 (5) The development of a transparent system of
- 7 accountability and performance evaluation for
- 8 administrative leadership positions to ensure
- 9 alignment with departmental goals and
- 10 responsibilities; and
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12 BE IT FURTHER RESOLVED that the Auditor is requested to
13 submit a report of its findings and recommendations, including
14 any proposed legislation, to the Legislature no later than
15 twenty days prior to the convening of the Regular Session of
16 2027; and

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18 BE IT FURTHER RESOLVED that certified copies of this
19 Concurrent Resolution be transmitted to the Auditor, Chairperson
20 of the Board of Education, and Superintendent of Education.

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OFFERED BY:



