

MAR 16 2026

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# SENATE 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  
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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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34           WHEREAS, a review of administrative leadership positions  
35 should include an evaluation of designated job responsibilities,



1 staff assignments, program oversight responsibilities, and  
2 measurable performance outcomes associated with leadership and  
3 operational duties; and  
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5 WHEREAS, it is also important to evaluate the fiscal costs  
6 associated with administrative leadership positions, including  
7 salaries, benefits, support staff, and other operational  
8 expenditures, to determine the total cost of governance  
9 infrastructure; and  
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11 WHEREAS, a comprehensive fiscal and performance audit may  
12 identify opportunities to improve administrative efficiency,  
13 restructure divisions, reduce duplication of responsibilities,  
14 and strengthen accountability systems for leadership performance  
15 across the Department of Education; now, therefore,  
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17 BE IT RESOLVED by the Senate of the Thirty-third  
18 Legislature of the State of Hawaii, Regular Session of 2026,  
19 that the Auditor is requested to conduct a comprehensive  
20 performance and fiscal audit of the governance structure and  
21 administrative leadership of the Department of Education; and  
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23 BE IT FURTHER RESOLVED that the audit is requested to  
24 include but not be limited to an examination of the following  
25 administrative leadership positions:  
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- 27 (1) The State Superintendent;
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- 29 (2) Deputy Superintendents;
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- 31 (3) Assistant Superintendents; and
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- 33 (4) Complex Area Superintendents; and  
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35 BE IT FURTHER RESOLVED that the audit is requested to  
36 examine and describe in detail:  
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- 38 (1) The designated job responsibilities and authority of  
39 each administrative leadership position;
- 40 (2) The organizational structure and reporting  
41 relationships among leadership positions;  
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- 1           (3) The number of staff positions assigned to support each  
2           leadership position;
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- 4           (4) The programs, divisions, and operational functions  
5           overseen by each leadership position;
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- 7           (5) Performance outcomes related to leadership and  
8           operational responsibilities and the extent to which  
9           those outcomes align with the goals and objectives of  
10          the Department of Education Strategic Plan;
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- 12          (6) The fiscal cost associated with each leadership  
13          position, including salaries, benefits, support staff,  
14          and related operational costs;
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- 16          (7) The total aggregated fiscal cost of the administrative  
17          leadership structure described in this measure;
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- 19          (8) The extent to which responsibilities or operational  
20          functions overlap or duplicate work across divisions  
21          or leadership positions; and
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- 23          (9) Opportunities to improve administrative efficiency,  
24          fiscal accountability, and organizational  
25          effectiveness; and
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27           BE IT FURTHER RESOLVED that the audit is also requested to  
28 identify and provide recommendations regarding:

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- 30          (1) The potential restructuring of the Department of  
31          Education governance and administrative leadership  
32          structure;
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- 34          (2) Opportunities to downsize administrative leadership  
35          positions where appropriate and when feasible;
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- 37          (3) Strategies to minimize duplication of work across  
38          departments and leadership levels;
- 39          (4) Methods to improve clarity of leadership  
40          responsibilities and operational oversight; and
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1 (5) The development of a transparent system of  
2 accountability and performance evaluation for  
3 administrative leadership positions to ensure  
4 alignment with departmental goals and  
5 responsibilities; and  
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7 BE IT FURTHER RESOLVED that the Auditor is requested to  
8 submit a report of its findings and recommendations, including  
9 any proposed legislation, to the Legislature no later than  
10 twenty days prior to the convening of the Regular Session of  
11 2027; and  
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13 BE IT FURTHER RESOLVED that certified copies of this  
14 Resolution be transmitted to the Auditor, Chairperson of the  
15 Board of Education, and Superintendent of Education.  
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OFFERED BY: 

