

**Permitted Interaction Group Report and Recommendations  
Hawai'i State Board of Education Policy Audit**

To: Donald Horner, Chair  
Hawai'i State Board of Education

From: Nancy J. Budd, Policy Audit PIG Chair  
Brian DeLima  
Patricia Halagao  
Jim Williams

Date: November 7, 2014

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This report conveys to the full Board the work of the Permitted Interaction Group assigned to review the policies of the Board of Education. It solely reflects the findings and recommendations of the Policy Audit PIG.

I. Introduction

A Permitted Interaction Group (PIG) was appointed on August 21, 2012 to work on the on-going audit of Board of Education policies and to report its findings to the Board. Your PIG was given the task of reviewing the current board of education policies, researching best practices, and making comprehensive recommendations to the Board.

The original PIG included board members Nancy Budd, Jim Williams and Brian DeLima. A fourth member, Charlene Cuaresma, joined the PIG and was later replaced by Patricia Halagao, her successor. We have worked diligently over the past months, with the able administrative assistance of Liann Ebesugawa and Alika Ke Paloma, and are pleased to provide this report and accompanying recommendations to the board for further discussion, review, referral and action.

II. Background

In early-2012, Nancy Budd and Brian DeLima informally began work on an audit of the BOE policies. During this early work, it became clear that the organizational structure of the policies was relatively haphazard and did not align with strategic goals. After consultation with Don McAdams of the Broad Foundation and reviewing examples of policy manuals from districts across the country, a template that identified “**ends policies**”, or policies that envision the outcomes the Board is seeking for the educational system, and “**means policies**”, or the methods for achieving and/or maintaining those outcomes, was chosen and the policies re-grouped to align with our strategic plan.

Using this template, the current PIG reviewed each existing policy, identifying those that may no longer be needed as well as areas where new policies might be considered.

A monitoring report column, setting forth compliance measures for each board policy, was an added feature. *These measures are critical to the implementation of the policies, though their development was outside the scope of the PIG's work.*

### III. Approach

While reviewing each policy, we considered its impact on our strategic goals and its relevance. We also looked at the structure of the policy and attempted to streamline. For example, we often found that the rationale for a policy was embedded in the policy itself.

As there are numerous additional governing documents that affect and/or direct the work of the Department of Education and Board of Education, it was the PIG's view that where a BOE policy would be redundant we recommended deletion. We welcome the views of others, including our Attorney General, regarding this matter.

All "ends" policies are new, excepting the Philosophy of Education and the adult education policy. There are several other new policies that have been drafted in rough form to start work on developing the policy and others that have been given "placeholder" status with the expectation that a new policy addressing the issue will be drafted in committee or otherwise.

Using the new template, each policy has been given a new policy number. Our report identifies the current policy number for cross-reference until this work is finalized.

### IV. Next Steps

Your PIG respectfully recommends that the policies now identified under Section 1, Student Success, be referred to the Chair of the Student Achievement committee for further action; those identified under Section 2, Staff Success, be forwarded to the Chair of the Human Resources committee for further action; and those identified under Section 3, Effective Systems of Support, be referred to the Chair of the Finance and Infrastructure committee for further action.

We ask that Chair Horner determine referral of all other policies, as needed, prior to board consideration.

Finally, we recommend that measures to monitor implementation be developed in conjunction with each policy as it is adopted.