

Hawaii Department of Education Superintendent Search

General Business Meeting
March 7, 2017

Board Action on Superintendent job description and characteristics

*Prepared and Presented
By*

RA
Ray and Associates, Inc.

Cedar Rapids, IA

Hawaii Department of Education

Twenty-Seven Characteristics Report Explanation

March 7, 2017

The attached report is a result of the survey that asked Board members, Advisory Group Members, Parents and other constituents to select nine most desirable characteristics from the twenty-seven listed in the survey instrument.

On the first page, you will note that all the groups are identified across the top of the sheet with a listing of the twenty-seven items listed vertically on the right side of the sheet. In each of the cells of the report there is a "raw" score of how many people actually chose the item and a "rank" which is depicted by a number from one to 27, except in the case of ties. For example, observing item number thirteen (13) which refers to "Understands or demonstrates the ability to become familiar with Hawaii's people, culture, history, environment, geography, and politics" in the first two columns (Teachers), three hundred and eighteen (318) people chose the item and it ranked 1st. Another example toward the bottom of the page for number twenty-seven (27) in the seventh two columns (Others), twenty-three (23) people chose the "Makes recommendations and decisions that are data-driven." item, thus it ranked 27th.

On the second page, only the ranks are listed for comparison. This is done in order to control for the size of the group and to avail the Board the opportunity to easily see what was important to each group. The data is reported in this manner so that no group overpowers another by sheer size. Each of the twenty-seven items are totaled according to rank from left to right and those totals indicated in the column labeled "Total." These totals are then ranked and reported in the column labeled "Combined Ranking." Note that the lower the total, the higher the ranking.

In analyzing the results, the consultants look for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. Ray and Associates consultant, Mr. Gary Ray read all the comments submitted via the online survey and the general themes from those comments will be discussed during the Board's general business meeting on March 7, 2017.

Hawaii Department of Education Raw Scores Sheet

Qualities Desired in a New Superintendent	Teachers (605)		Administrators (169)		Parents (391)		Students (68)		Community Member (323)		Business (33)		Others (139)		Advisory Group (9)*		Board (5)*		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	105	26	32	26	101	17	14	21	64	23	6	24	30	23	2	14	1	14	Is resilient and adaptable and views challenges as opportunities.
2	311	3	85	2	153	7	28	7	105	12	10	12	54	7	4	5	1	14	Possesses a high degree of empathy and emotional intelligence that enables him or her to cultivate strong relationships and create a positive work environment and culture.
3	130	21	38	21	77	23	14	21	51	27	4	26	25	26	2	14	0	20	Possesses a high degree of self-awareness and integrity that allows for the identification and management his or her own weaknesses.
4	261	6	77	4	139	9	30	5	120	8	11	11	47	14	1	24	3	4	Inspires teamwork (building trust and empowering others to achieve a common purpose).
5	272	5	55	12	155	6	25	9	101	14	8	18	57	4	2	14	0	20	Demonstrates humility (being patient and respectful of others, appreciating employee contributions, and taking responsibility for his or her decisions).
6	126	22	38	21	106	14	14	21	71	21	8	18	30	23	2	14	1	14	Demonstrates a commitment to continuous improvement and professional excellence.
7	238	9	79	3	173	5	28	7	160	3	15	4	54	7	5	3	4	1	Encourages innovation and visionary risk-taking to develop new educational opportunities and uses and encourages creative problem solving to overcome challenges.
8	203	11	77	4	129	11	21	10	163	2	18	1	60	3	2	14	2	10	Understands and can effectively implement change management in large, complex organizations and has the ability to foster a culture that generates genuine enthusiasm for positive and meaningful change.
9	280	4	70	6	186	4	21	10	153	4	17	2	67	1	4	5	2	10	Is able to demonstrate openness and transparency and communicate effectively with diverse audiences to achieve desired results.
10	135	20	43	17	79	22	16	15	77	20	8	18	38	16	3	10	0	20	Has successful experience in sound management practices, including appropriate participation of others in planning and decision-making.
11	155	15	69	7	96	18	14	21	99	16	13	7	33	22	1	24	4	1	Is a transformational leader with a record of motivating employees to exceed expectations.
12	112	24	39	20	65	25	9	26	54	26	9	17	37	17	1	24	0	20	Has a management record of creating stability and harmony in a large, complex organization.
13	318	1	68	8	204	3	30	5	164	1	15	4	61	2	7	1	3	4	Understands or demonstrates the ability to become familiar with Hawaii's people, culture, history, environment, geography, and politics.
14	110	25	32	26	86	21	15	19	81	19	10	12	46	15	3	10	0	20	Demonstrates ability to advocate for and work effectively with state and federal political leaders and public officials.
15	191	12	50	15	96	18	15	19	63	24	6	24	37	17	2	14	0	20	Possesses excellent people skills and can present a positive image of Hawaii education.
16	149	16	68	8	89	20	19	13	103	13	12	10	50	12	5	3	3	4	Is able to attract, identify, build, and retain a strong leadership team that is capable of advancing the Board and Department's educational vision.
17	250	8	58	11	209	1	40	2	129	7	10	12	48	13	2	14	1	14	Demonstrates a deep commitment to helping all students maximize their potential.
18	252	7	65	10	125	13	21	10	118	9	13	7	51	9	4	5	2	10	Has knowledge of research and best practice in the area of educational data and accountability systems, including knowledge of how such systems can support student achievement and equity.
19	176	14	35	24	106	14	19	13	94	18	7	23	55	6	2	14	0	20	Understands or is able to become familiar with relevant laws, rules, and regulations governing public education in Hawaii.
20	138	18	42	19	105	16	16	15	112	10	15	4	56	5	3	10	1	14	Has experience in the management of resources for a large, complex organization and knowledge of or is capable of learning sound fiscal practices for government agencies.
21	219	10	44	16	128	12	16	15	106	11	13	7	36	20	3	10	3	4	Has knowledge of research and best practice that promote the continuous improvement of teacher quality.
22	118	23	34	25	54	27	16	15	59	25	4	26	34	21	1	24	2	10	Has experience in the selection and implementation of educational priorities consistent with the interests and needs of the Board of Education and Department of Education.
23	137	19	43	17	77	23	11	25	100	15	10	12	37	17	4	5	0	20	Is able to build consensus and commitment among individuals and groups both within and outside of the organization.
24	143	17	55	12	130	10	31	4	95	17	8	18	30	23	4	5	3	4	Possesses the ability to enhance student performance, especially in identifying and closing gaps in student achievement.
25	316	2	88	1	206	2	41	1	144	5	17	2	51	9	2	14	4	1	Embraces and demonstrates a strong commitment to make all decisions based on what is best for our students.
26	178	13	51	14	151	8	35	3	134	6	10	12	51	9	6	2	3	4	Is able to develop, improve, and communicate strategic goals, objectives, and a vision of high quality public education.
27	85	27	38	21	58	26	9	26	66	22	8	18	23	27	2	14	1	14	Makes recommendations and decisions that are data-driven.

* The numbers reflected for Board and Advisory Group participation reflect only those members who elected to participate via hard copy submission and does not include the members who chose to participate the online survey.

Hawaii Department of Education Consultant Ranking/Recommendation Sheet

Qualities Desired in a New Superintendent	Teachers	Administrators	Parents	Students	Community Members	Business	Others	Advisory Group	Board of Education	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	26	26	17	21	23	24	23	14	14	188	23		1. Is resilient and adaptable and views challenges as opportunities.
2	3	2	7	7	12	12	7	5	14	69	6		2. Possesses a high degree of empathy and emotional intelligence that enables him or her to cultivate strong relationships and create a positive work environment and culture.
3	21	21	23	21	27	26	26	14	20	199	26		3. Possesses a high degree of self-awareness and integrity that allows for the identification and management his or her own weaknesses.
4	6	4	9	5	8	11	14	24	4	85	10	Recommend	4. Inspires teamwork (building trust and empowering others to achieve a common purpose).
5	5	12	6	9	14	18	4	14	20	102	12		5. Demonstrates humility (being patient and respectful of others, appreciating employee contributions, and taking responsibility for his or her decisions).
6	22	21	14	21	21	18	23	14	14	168	22		6. Demonstrates a commitment to continuous improvement and professional excellence.
7	9	3	5	7	3	4	7	3	1	42	3	Recommend	7. Encourages innovation and visionary risk-taking to develop new educational opportunities and uses and encourages creative problem solving to overcome challenges.
8	11	4	11	10	2	1	3	14	10	66	5	Recommend	8. Understands and can effectively implement change management in large, complex organizations and has the ability to foster a culture that generates genuine enthusiasm for positive and meaningful change.
9	4	6	4	10	4	2	1	5	10	46	4	Recommend	9. Is able to demonstrate openness and transparency and communicate effectively with diverse audiences to achieve desired results.
10	20	17	22	15	20	18	16	10	20	158	19		10. Has successful experience in sound management practices, including appropriate participation of others in planning and decision-making.
11	15	7	18	21	16	7	22	24	1	131	16	Recommend	11. Is a transformational leader with a record of motivating employees to exceed expectations.
12	24	20	25	26	26	17	17	24	20	199	26		12. Has a management record of creating stability and harmony in a large, complex organization.
13	1	8	3	5	1	4	2	1	4	29	1	Recommend	13. Understands or demonstrates the ability to become familiar with Hawaii's people, culture, history, environment, geography, and politics.
14	25	26	21	19	19	12	15	10	20	167	21		14. Demonstrates ability to advocate for and work effectively with state and federal political leaders and public officials.
15	12	15	18	19	24	24	17	14	20	163	20		15. Possesses excellent people skills and can present a positive image of Hawaii education.
16	16	8	20	13	13	10	12	3	4	99	11	Recommend	16. Is able to attract, identify, build, and retain a strong leadership team that is capable of advancing the Board and Department's educational vision.
17	8	11	1	2	7	12	13	14	14	82	9	Recommend	17. Demonstrates a deep commitment to helping all students maximize their potential.
18	7	10	13	10	9	7	9	5	10	80	8	Recommend	18. Has knowledge of research and best practice in the area of educational data and accountability systems, including knowledge of how such systems can support student achievement and equity.
19	14	24	14	13	18	23	6	14	20	146	17		19. Understands or is able to become familiar with relevant laws, rules, and regulations governing public education in Hawaii.
20	18	19	16	15	10	4	5	10	14	111	15		20. Has experience in the management of resources for a large, complex organization and knowledge of or is capable of learning sound fiscal practices for government agencies.
21	10	16	12	15	11	7	20	10	4	105	13		21. Has knowledge of research and best practice that promote the continuous improvement of teacher quality.
22	23	25	27	15	25	26	21	24	10	196	25		22. Has experience in the selection and implementation of educational priorities consistent with the interests and needs of the Board of Education and Department of Education.
23	19	17	23	25	15	12	17	5	20	153	18		23. Is able to build consensus and commitment among individuals and groups both within and outside of the organization.
24	17	12	10	4	17	18	23	5	4	110	14		24. Possesses the ability to enhance student performance, especially in identifying and closing gaps in student achievement.
25	2	1	2	1	5	2	9	14	1	37	2	Recommend	25. Embraces and demonstrates a strong commitment to make all decisions based on what is best for our students.
26	13	14	8	3	6	12	9	2	4	71	7	Recommend	26. Is able to develop, improve, and communicate strategic goals, objectives, and a vision of high quality public education.
27	27	21	26	26	22	18	27	14	14	195	24		27. Makes recommendations and decisions that are data-driven.

This document is property of Day and Associates, Inc. and is not intended for circulation or distribution without permission.

* Usually not out to external materials, useful to consultant, however.

Hawaii Department of Education Seeks A Superintendent Who...

- Inspires teamwork (building trust and empowering others to achieve a common purpose).
- Encourages innovation and visionary risk-taking to develop new educational opportunities and uses and encourages creative problem solving to overcome challenges.
- Understands and can effectively implement change management in large, complex organizations and has the ability to foster a culture that generates genuine enthusiasm for positive and meaningful change.
- Is a transformational leader with a record of motivating employees to exceed expectations.
- Understands or demonstrates the ability to become familiar with Hawaii's people, culture, history, environment, geography, and politics.
- Is able to attract, identify, build, and retain a strong leadership team that is capable of advancing the Board and Department's educational vision.
- Has knowledge of research and best practice in the area of educational data and accountability systems, including knowledge of how such systems can support student achievement and equity.
- Embraces and demonstrates a strong commitment to make all decisions based on what is best for our students.
- Is able to develop, improve, and communicate strategic goals, objectives, and a vision of high quality public education.
- Is able to demonstrate openness and transparency and communicate effectively with diverse audiences to achieve desired results.
- Demonstrates a deep commitment to helping all students maximize their potential.

**State of Hawaii Department of Education
POSITION DESCRIPTION - SUPERINTENDENT**

Position Summary

The Superintendent of the State of Hawaii's Department of Education ("Department") serves as the chief executive officer of the statewide public school system, with responsibility for both the State Education Agency ("SEA") and Local Education Agency ("LEA") roles for 256 schools (15 complex areas) on six islands, over 175,000 students, approximately 22,300 permanent employees, and approximately 13,500 casual hires and substitute employees, and an annual operating budget in excess of \$1.9 billion. Reporting to the State Board of Education ("Board"), the Superintendent is accountable for achieving the Department's goals as set out in the Department and Board's joint strategic plan.

Position Qualifications and Competencies

Education. Master's degree from an accredited college or university in education, business, or public administration, or a closely related field. Alternatives to these education qualifications may be allowed as the Board may find appropriate and acceptable.

Experience. Minimum of 5 years in progressively increasing leadership roles in public or business administration working with multi-year strategic planning and budgeting. At least five years shall have been in an executive capacity leading a diverse senior team in a large multi-geographic organization, and at least three shall have been in an educational environment.

Competencies.

- Demonstrated success in collaboratively building, nurturing, and sustaining an organizational culture which supports a school system that serves all students, develops a climate that fosters innovative continuous improvement, and promotes collaboration, trust, and high expectations.
- Understanding of complex organizations and how to produce successful change management efforts and educational reform.
- Deep understanding of Hawaii's culture and values and demonstrated ability to incorporate them into leadership decisions, actions, and style.
- Ability to effectively communicate to diverse audiences to achieve desired results and practices strong two-way communication skills.
- Demonstrated ability to advocate for and effectively represent the Department's position on legislative initiatives and work effectively with state and federal political leaders and public officials.
- Understands and responds appropriately to news media.

Primary Responsibilities

- Works with the governor, Board, and key stakeholders to ensure the efforts of the Department are aligned with the goals of the joint strategic plan.

- Formulates, prioritizes, and deploys appropriate strategies, change efforts, action plans, and key performance indicators to achieve the goals of the joint strategic plan; regularly communicates and reports on the progress of the goals of the joint strategic plan to the Board and other key stakeholders.
- Attracts, leads, builds, and retains a strong leadership team which drives achievement of the goals of the joint strategic plan.
- Defines the State accountability system and selects and administers statewide assessments aligned with State standards. Ensures data systems for the inputs and outputs of the education system support a focus on achievement, equity, and progress, and are broadly available.
- Oversees the administration of state and federal funds and programs; ensures allocation of funds, programs and resources align with joint strategic plan and direction from the Board. Ensures the preparation, transparency, and fiscal management of the Department's budget and advocates funding to achieve the vision and goals of the joint strategic plan.
- Promotes standards and statewide programs that continuously incent and improve teacher quality.
- Develops and maintains working relationships with key stakeholder groups, related state agencies (such as the Department of Health and Department of Human Services), federal agencies, state and federal political leaders and other public officials, and serves as the primary contact for such individuals and agencies.
- Cultivates and maintains learning relationships with national education leaders, evaluates new strategies and innovations, and implements best practices and necessary system changes.
- Ensures the Department has processes and systems in place for the internal organization, operation, and management of the public school system, including a proactive 2-way communication plan and process, which address both internal and external stakeholders, as well as safety, disaster recovery, and business continuity plans to effectively respond to emergency situations.
- Ensures compliance with all applicable state and federal laws, including those that recognize both of Hawaii's official languages, and any Board, state, and federal policy and regulations governing education.
- Serves as Department's Chief Procurement Officer and ensures appropriate financial controls are in place.
- Approves the appointment of all Educational Officers, hires and seeks Board approval for all Department executives, makes final decisions on actions where serious disciplinary action is contemplated for an employee, and engages in labor negotiations.
- Exercises administrative oversight of attached agencies.