

STATE OF HAWAII
BOARD OF EDUCATION
P.O. BOX 2360
HONOLULU, HAWAII 96804

October 21, 2021

TO: Board of Education

FROM: Catherine Payne
Chairperson, Board of Education

AGENDA ITEM: Board Action on acceptance of grant funds and associated timeline from Harold K.L. Castle Foundation and The Learning Coalition for National Association of State Boards of Education services related to the search and selection of a superintendent, Board strategic planning, process for evaluating the superintendent, and Board professional development

I. BACKGROUND

At its May 20, 2021 General Business Meeting, the Board of Education (“Board”) adopted a timeline and process for the search and selection of a long-term superintendent.¹ The timeline contemplated the Board contracting with a search firm in October 2021 and selecting the superintendent finalist in March 2022 with the caveat that these projections may change substantially depending upon the funding source and procurement method for contracting with a search firm.

At its June 3, 2021 Special Meeting, the Board established an investigative committee (“Search Committee”) tasked with conducting a search for a superintendent in accordance with the process and timeline approved by the Board and designated Board Members Kaimana Barcarse, Lynn Fallin, Kili Namau’u, and me to the Search Committee with me serving as chairperson.²

¹ The timeline and process is included in the attached memorandum from Investigative Committee Chairperson Catherine Payne, dated April 15, 2021, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20210520_Action%20on%20Investigative%20Committee%20on%20Transition%20and%20Search%20Process%20findings%20and%20recommendations.pdf.

² See Investigative Committee Chairperson Payne’s memorandum, dated May 20, 2021, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/Special_20210603_Action%20on%20Investigative%20Committee%20on%20Transition%20and%20Search%20Process%20findings%20and%20recommendations.pdf.

At its July 15, 2021 Special Meeting, Board members expressed a desire to have more discussion on the role of the Board and governance.³ At its August 12, 2021 Special Meeting, the Board received boardsmanship training from the National Association of State Boards of Education (“NASBE”) of which the Board is a member.⁴ Part of that training was to refocus on the roles of the Board and superintendent in establishing the vision, mission, and goals of the state education system and understanding how those roles relate to the selection of the next superintendent and development of a strategic plan.

At its September 2, 2021 Special Meeting, the Board received additional training from NASBE to build capacity for effective leadership and governance, establish major goals, and understand how these goals impact the Board’s search for a superintendent.⁵ Part of NASBE’s presentation outlined how the timeline and process for a superintendent search could overlap and be integrated with goal setting and strategic planning.

II. DISCUSSION

Board members’ desires for more clarity around the Board’s governance role opened the door for Board-level capacity building and understanding how governance, strategic planning, and selecting and evaluating a superintendent are all interconnected pieces of that role. After going through the NASBE training, the Search Committee members felt it would be difficult to continue carrying out its tasks without the Board first setting goals for the public education system.

I obtained a proposal from NASBE to comprehensively address the Board’s needs relating to the search and selection of a superintendent, Board strategic planning, process for evaluating the superintendent, and Board professional development (attached as **Exhibit A**). The proposal for the search and selection of a superintendent includes NASBE retaining a local search firm to facilitate outreach in Hawaii. Once the Board selects a superintendent, NASBE would also assist the Board with reviewing and revising its superintendent evaluation system. Professional development includes membership in NASBE, which gives Board

³ See the July 15, 2021 Special Meeting minutes here: <https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/a15fa9df11029fd70a2565cb0065b6b7/92f8f0d8c13be9b60a25873100037b78?OpenDocument>.

⁴ See Board Chairperson Payne’s memorandum, dated August 12, 2021, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/Special_20210812_Presentation%20on%20Boardsmanship%20Training.pdf.


⁵ See Board Chairperson Payne’s memorandum, dated September 2, 2021, here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/Special_20210902_Presentation%20on%20training%20to%20build%20capacity%20for%20effective%20leadership%20and%20governance.pdf.

members access to NASBE resources, data, webinars, conferences, and staff support and expertise.

By accepting the grant funds and approving the timeline, attached as **Exhibit A**, the Board would also agree to engage in a strategic planning process with NASBE. Robert Hull, President and CEO of NASBE described NASBE's 12-step strategic planning process at the Board's September 2, 2021 Special Meeting. I included the slide he presented at that meeting below.

Strategic Planning Process

1. **Context Setting:** lenses for development (authorities, etc.)
2. **Data Analysis:** evidence (qualitative and quantitative)
3. **Vision and Mission:** review, refine or develop
4. **Critical Analysis Review:** taking the pulse of past work
5. **Blue Sky Thinking:** brainstorming the possibilities
6. **Priority Setting:** whittling the list
7. **Consensus:** agreed upon goals
8. **Desired Outcomes:** identify metrics
9. **Defining Success:** identify milestones
10. **Capacity:** resources and processes
11. **Refinement and Adoption**
12. **Implementation, Monitoring and Reporting**



NASBE | National Association of State Boards of Education www.nasbe.org

The general timeline, attached as **Exhibit B**, shows when the Board would accomplish major milestones. Note that while the Board identified March 2022 as the date by which the Board would select a superintendent, with these new developments, I believe that it is more realistic to anticipate a selection by May 2022. While a later date is not ideal for the candidate pool, it will take some time to process the grant and contract with NASBE and engage in the strategic planning work that will set the foundation for the search for a superintendent. As much as possible, the Search Committee should endeavor to expedite the search process to optimize the pool of candidates.

Harold K.L. Castle Foundation (“Castle Foundation”) and The Learning Coalition (“TLC”) have awarded the Board with a grant that will cover the cost of NASBE’s services, totaling \$150,000. The Board must now consider whether to accept the grant and the terms of the grant. Because the Board is administratively a part of

the Department, if the Board agrees to accept the grant funds (and correspondingly the terms of the grant as described in **Exhibit C**), the grant and NASBE contract must be processed through the Department. Under this structure, the Board would direct the Department to accept the funds, direct the Department to negotiate documents through Board Executive Director Kunishige, and authorize me and Board Executive Director Alison Kunishige to negotiate and execute documents relating to the grant and NASBE contract.

III. RECOMMENDATION

I recommend that the Board direct the Department to accept grant funds totaling \$150,000 from the Harold K.L. Castle Foundation and The Learning Coalition for NASBE services, and to negotiate any documents necessary to effectuate the acceptance of grant funds and NASBE contract in accordance with the terms described in **Exhibit C** through authority delegated to Board Executive Director Alison Kunishige. I recommend the Board authorize me and Board Executive Director Kunishige to negotiate and execute any documents necessary to effectuate the acceptance of grant funds and NASBE contract in accordance with the terms described in **Exhibit C**. I also recommend that the Board approve the general timeline for NASBE services attached as **Exhibit B**.

Proposed motion: “Moved to:

- 1. Direct the Department of Education to accept grant funds totaling \$150,000 from the Harold K.L. Castle Foundation and The Learning Coalition for National Association of State Boards of Education services;**
- 2. Direct the Department to negotiate any documents necessary to effectuate the acceptance of grant funds and NASBE contract in accordance with the terms described in Exhibit C through authority delegated to Board Executive Director Alison Kunishige; and**
- 3. Authorize Board Chairperson Catherine Payne and Board Executive Director Kunishige to negotiate and execute any documents necessary to effectuate the acceptance of grant funds and NASBE contract in accordance with the terms described in Exhibit C.**
- 4. Approve the general timeline for NASBE services attached as Exhibit B.”**

Exhibit A
NASBE Services

Superintendent Search and local search firm	\$74,000
Professional Development	\$50,500
Strategic Planning Assistance	\$13,500
Chief Evaluation	\$12,000
TOTAL	\$150,000

Exhibit B
General Timeline of NASBE Services

Date	Activity
October—November 2021	Process grant award and contract with NASBE
November 2021—January 2022	Establish foundation for superintendent search (desired traits, skills, and abilities in the superintendent; desired outcomes of state education system)
By February 2022	Establish desired outcomes for the superintendent
By March 2022	Publish superintendent job announcement
By April 2022	Interview superintendent candidates
By May 2022	Board selects superintendent
September-October 2022	Board and superintendent engage in strategic planning work. Initiate discussion on superintendent evaluation process
October 2022	NASBE conducts work session with the Board to work on goal statements, outcomes, benchmarks, metrics, and monitoring processes NASBE conducts work session with the Board and superintendent to establish Year 1 goals and a process for ongoing annual evaluation based on performance metrics linked to the strategic plan
October—November 2022	Board adopts strategic plan
December 2022	Board reviews the Department's work plan for implementation of the strategic plan

Exhibit B
General Terms of Grants and NASBE Contract

Terms for Acceptance of Funds

1. Harold K.L. Castle Foundation (“Castle”) and The Learning Coalition (“TLC”) will award the Hawaii State Board of Education (“Board”) a grant totaling \$150,000.
2. The Board shall use the grant to contract with the National Association of State Boards of Education (“NASBE”) for expenses relating to a superintendent search, strategic planning, superintendent evaluation, and Board professional development.
3. The grant period will end on September 30, 2023, unless extended by the mutual agreement of Castle and TLC.
4. Castle, TLC, and the Board’s Executive Director will negotiate a payment schedule with reports and other deliverables that will fall within the grant period, with direction from the Board Chairperson.
5. The Board’s Executive Director will negotiate a contract with NASBE for services including a superintendent search (including subcontracting with a local search firm to facilitate outreach in Hawaii), strategic planning, superintendent evaluation, and Board professional development, to the extent it is necessary to contract for these services, with direction from the Board Chairperson.
6. The term of the NASBE contract will end on August 31, 2022, unless extended by the mutual agreement of NASBE and the Board.
7. All grant funds will go toward NASBE services as described in the contract. Any remaining funds will be returned to Castle and TLC.