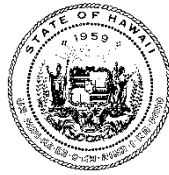


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STATE OF HAWAII
BOARD OF EDUCATION
P.O. BOX 2360
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April 21, 2022

TO: Board of Education

FROM: Catherine Payne
Chairperson, Superintendent Search Investigative Committee

AGENDA ITEM: Investigative committee (a permitted interaction group pursuant to Hawaii Revised Statutes Section 92-2.5(b)(1)) investigating issues relating to search for a superintendent: findings and recommendations on process for Board interview of finalists

I. EXECUTIVE SUMMARY

- The Board of Education (“Board”) established a committee to, among other things, recommend finalists for the position of superintendent.
- The committee will present the names of the finalists to the Board on May 5, 2022, and the Board will interview and deliberate on the finalists on May 19, 2022.
- The Board should consider adopting an interview process in advance to ensure efficiency, effectiveness, fairness, and transparency.

II. BACKGROUND

On June 3, 2021, the Board formed an investigative committee (a permitted interaction group pursuant to Hawaii Revised Statutes Section 92-2.5(b)(1)) tasked with investigating issues related to the search for a superintendent in accordance with the process and timeline approved by the Board (this investigative committee is herein referred to as the “Search Committee”). The Board assigned Board Members Kaimana Barcarse, Lynn Fallin, Kili Namau‘u, and myself to the investigative committee, with me serving as committee chairperson.

On May 20, 2021, the Board adopted a general timeline and process for searching for and selecting a long-term superintendent, provided that the Search Committee may make any revisions necessary to complete its tasks.¹ The process includes public input through various means, including an advisory group consisting of individuals representing key stakeholder groups with significant interest in public education (herein referred to as the “Advisory Group”).

On August 19, 2021, the Search Committee provided the Board with an update on the composition of the Advisory Group.² On December 16, 2021, the Search Committee updated the Board on the Advisory Group’s responsibilities and the process for selecting members to the Advisory Group.³

On October 21, 2021, the Board accepted grant funds from the Harold K.L. Castle Foundation and The Learning Coalition for various services from the National Association of State Boards of Education (“NASBE”), including assistance with the search and selection of a state superintendent.⁴ As a part of the same action, the Board also approved a general timeline for NASBE services, which, in effect amended the May 20, 2021 timeline for the search process so that the Board is scheduled to select a superintendent in May 2022 instead of March 2022. At the Board’s December 16, 2021 meeting, the Search Committee reported that it is operating on the following timeline:

Date	Activity
December 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

¹ My memorandum dated April 15, 2021 contains the original timeline and process adopted by the Board, 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 My memorandum dated August 19, 2021 contains the stakeholder groups that comprise the Advisory Group, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20210819_Update%20on%20Investigative%20Committee%20on%20Superintendent%20Search%20-%20Advisory%20Group%20stakeholders.pdf.

³ See my memorandum dated December 16, 2021, for more information, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20211216_Update%20on%20Investigative%20Committee%20on%20Superintendent%20Search.pdf.

⁴ See my memorandum dated October 21, 2021, for more information, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20211021_Action%20on%20Grant%20and%20NASBE%20Contract.pdf.

Date	Activity
By March 2022	Publish superintendent job announcement
By April 2022	Interview superintendent candidates
By May 2022	Board selects superintendent

At the Board’s January 20, 2022 General Business Meeting, the Search Committee notified the Board that it had completed its selection of the Advisory Group. Advisory Group members and stakeholder groups are listed below.⁵

Stakeholder Group	Organization/ Individual	Name	Position in organization
Parents	Hawaii State Parent Teacher Student Association (“Hawaii State PTSA”)	Patti Rabacal	Hawaii State PTSA President
Teachers (1)	Hawaii State Teachers Association (“HSTA”)	Sarah Tochiki	Kauai HSTA Chapter Vice President; Chiefess Kamakahelei Middle School teacher
Teachers (2)	Hawaii State Teacher Fellows	Whitney Aragaki	2022 Hawaii State Teacher of the Year; Waiakea High School teacher
School Administrators	Hawaii Government Employees Association (“HGEA”)	Derek Minakami	HGEA Bargaining Unit 6 President and Director
Community/ Non-profits	Hui for Excellence in Education (“HE’E”) Coalition	Cheri Nakamura	HE’E Executive Director
Hawaiian Education	‘Aha Kauleo	Kahele Dukelow	‘Aha Kauleo Luna Ho’omalua
Charter Education	Hawaii Public Charter Schools Network (“HPCSN”)	Jenn Hiro	HPCSN Board Member; Innovations Public Charter School Teacher Director

⁵ See my memorandum dated January 20, 2022 for more information, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20220120_Update%20on%20Investigative%20Committee%20on%20Superintendent%20Search.pdf.

Stakeholder Group	Organization/ Individual	Name	Position in organization
Early Education	Early Learning Board	Cherilyn Shiinoki	Family Hui Hawaii Executive Director
Adult Education	Individual	Dane Yonamine	McKinley Community School for Adults teacher
Higher Education	Individual	David Lassner	University of Hawai'i President
Military	Individual	Angenene Robertson	Director of Manpower and Personnel Directorate, U.S. Indo-Pacific Command
Business	Individual	Toby Taniguchi	Chief Operating Officer of KTA Super Stores
English Learners	Individual	Patricia Halagao	Professor and Chair of Department of Curriculum Studies, College of Education, University of Hawai'i, Mānoa
Special Education	Special Education Advisory Council of Hawaii ("SEAC")	Martha Guinan	SEAC Chairperson

On February 17, 2022, the Search Committee updated the Board on the stakeholder input process and results for the development of the superintendent job description. The Search Committee gathered feedback on the education system's greatest needs, areas of growth, and desired outcomes through meetings with its Advisory Group, focus groups, and meetings with key legislative committee chairpersons. The Search Committee presented a revised job description to the Board based on the feedback gathered.⁶

At its March 3, 2022 General Business Meeting, the Board adopted the job description but with additional revisions. The Board added competencies that state, "Has a demonstrated ability to fully understand a diverse and unique education system" and "Has a demonstrated ability to hire and manage competent people in

⁶ See my memorandum dated February 17, 2022 for more information, including the proposed job description, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/GBM_20220217_Superintenden%20Search%20update%20and%20findings%20and%20recommendations%20job%20description.pdf.

key positions, including finance and budget, facilities, human resources and information technology.” The Board also changed the “Experience” section to state, “Minimum of ten years in progressively increasing leadership roles with history of successfully handling the increased responsibilities associated with each promotion earned. At least five years shall have been as a chief executive officer or similar position of leadership. Experience in a similar sized organization desired.”

III. UPDATE

Applications. On March 7, 2022, NASBE posted a call for applications with the job description on its website, shared it with its network, and put it in various publications. The Search Committee posted a call for applications on the Board’s website and distributed a news release. The Search Committee received 27 applications by the original deadline of April 1. Due to the lower-than-expected volume of applications, particularly from Hawaii-based applicants, the Search Committee extended the deadline to April 12 and issued another news release with the announcement. The Search Committee received another eight applications by the extended deadline for a total of 35.

Finalists selection. Robert Hull, former president and chief executive officer of NASBE and current senior advisor, ranked applicants into three tiers based on qualifications and provided the full list of applicants, this initial ranking, and all applications to the Search Committee for review. Through consensus, the Search Committee determined which applicants to interview.

By the time we deliver our oral report to the Board on April 21, the Search Committee will have conducted initial virtual interviews with seven candidates. The Search Committee also has asked each of these candidates to provide written responses to questions determined by the Search Committee. After conducting all interviews and reading all written responses, the Search Committee will select its top candidates.

The Search Committee has asked the Advisory Group to watch the recorded interviews of these top candidates and provide feedback. The Search Committee will use the Advisory Group’s feedback to finalize its recommendation for finalists to the Board.

Recommendation and final selection timeline. Once the Search Committee determines the finalists, the following timeline describes the remainder of the process:

Date	Activity
April 29, 2022	The Search Committee publicly posts its final memorandum with the meeting materials recommending the finalists.
May 5, 2022 General Business Meeting	<p>The Search Committee reports its final recommendation on the finalists. This report will complete the work of the committee and it will cease to exist.</p> <p>The Board adopts a process for interviewing the finalists (see below for more details).</p>
May 19, 2022 Special Meeting	The Board interviews and takes action on the finalists.

(Note that I, in my capacity as Board Chairperson, am rescheduling the May 19 General Business Meeting to May 5, and instead, I am scheduling a Special Meeting on May 19 dedicated to the selection of the superintendent.)

In its final memorandum to the Board recommending the finalists, the Search Committee will include the redacted resume and cover letter, written responses to a set of general questions, and summarized Advisory Group feedback for each finalist. The Search Committee will also provide the interview questions it used to interview the seven candidates.

IV. FINDINGS

The Search Committee finds that the Board needs to adopt a structured process that it will use to interview the finalists and, ultimately, select one. A predetermined and structured interview process ensures efficiency, effectiveness, fairness, and transparency.

The Search Committee finds that laser-focused questioning is a necessary component of the structured process. An interview of a single finalist would take significant time. With the possibility of multiple finalists, the Board must be an efficient interviewer to ensure it is able to get through all interviews diligently while providing itself enough time to deliberate and come to a decision. Therefore, it is necessary to limit the number of questions Board members may ask, and with only a limited number of questions, it is necessary to limit the questions to those relevant to the competencies the Board adopted through the job description.

The Search Committee finds that any candidate who agrees to come before the Board as a finalist is taking a risk, and the Board should recognize and respect

finalists' willingness to open themselves up to public scrutiny without any guaranteed benefit. Therefore, Board members should speak only in the affirmative when deliberating on finalists and avoid criticisms or other negative statements that could put a finalist in a bad light.

The Search Committee finds that interviews do not reveal everything about a candidate and a performance task designed to measure real-world competencies could provide the Board with additional useful information about finalists. However, the Search Committee will not have the time to design and administer such a performance task. Therefore, the Board should allow the Board Chairperson or her designee to design and administer a performance task.

V. RECOMMENDATION

Based on the foregoing, the Search Committee recommends that the Board adopt the interview process attached as **Exhibit A**. The Search Committee also recommends that each Board member, Board student representative, and Board military representative sign up for a competency to design their main question around using the sign-up sheet attached as **Exhibit B**.

In accordance with Sunshine Law, Board Members cannot discuss or take action on the Search Committee's recommendation at this meeting but can do so at the Board's May 5, 2022 General Business Meeting.

Proposed motion: "Move to adopt the interview process for superintendent finalists attached as Exhibit A to Search Committee Chairperson Catherine Payne's memorandum dated April 21, 2022."

Exhibit A

Board Interview Process of Superintendent Finalists

Board of Education Interview Process of Superintendent Finalists

1. On the day of the interviews, each finalist will participate in a performance task that will measure the finalist's communication skills, analytical skills, and other competencies as appropriate. The Board Chairperson or her designee design and administer the performance task.
2. The Board will interview each finalist one at a time using a single round of questions.
3. Each Board member, the Board student representative, and the Board military representative may ask one main question on the core competencies in the Board-adopted job description. The main question must be related to the competency for which the Board member signed up in advance at the May 5, 2022 General Business Meeting.
4. Immediately after the finalist's response to the main question, the Board member that asked the main question may ask one follow-up question directly relating to the main question or to the finalist's answer to the main question. While Board members must ask every finalist the same main question, the follow-up questions may differ because they will depend heavily on the finalist's response.
5. After the final interview is complete, the Board will recess to allow each Board member time to individually consider:
 - a. Information provided by the Search Committee (cover letters and resumes, written responses, and summarized Advisory Group feedback);
 - b. The performance task;
 - c. Finalist interviews;
 - d. Public testimony; and
 - e. Any other relevant information.
6. After Board members have had time to consider all available information, the Board will reconvene and take a non-binding straw poll to determine Board members' initial assessments.
7. After the straw poll, Board members will deliberate and discuss the finalists. No motion will be necessary to conduct straw polls or to enter deliberation. During deliberation, Board members must speak only in the affirmative and may not make negative statements about finalists.
8. After deliberation is complete, the Board will take another non-binding straw poll. If no finalist appears to have a majority of Board members in favor, the Board will enter deliberation again. It will repeat this process until a straw poll indicates that a finalist has a majority of Board members in favor.
9. When the Board is ready, a Board member makes a motion and the Board votes.

Exhibit B

Main Question Sign-up Sheet

Board Member Main Question Sign-up Sheet

Each Board member, Board student representative, and Board military representative should sign up for one competency from the superintendent job description around which to design a main interview question for superintendent finalists. Each competency should have only one name associated with it.

Competency	Name
1. Demonstrates commitment to developing a culturally responsive, internationally competitive, student-centered education curriculum and instructional program for all students and families.	
2. Exhibits an understanding of complex organizations and how to produce successful change management and educational reform.	
3. Demonstrates understanding of the structure, roles, and responsibilities of the Department's state, complex area, and school-level system of education.	
4. Has a demonstrated ability to make large-scale positive impacts for students and a history of establishing effective processes and organizational systems to achieve desired outcomes.	
5. Is cognizant of national and international trends, best practices, policies, and research on ensuring student success.	
6. Has a record of excellent decision making based on a thorough understanding of the issues and of incorporating multiple stakeholder voices in the process.	
7. Has a deep understanding of Hawaii's history, culture, and values, including the key role that Kaiapuni education plays, and has incorporated this understanding in leadership decisions, actions, and style.	
8. Has credibility and builds positive relationships with all stakeholders.	
9. Demonstrates a commitment to lifelong learning as a reflective and self-aware leader.	
10. Has a demonstrated ability to fully understand a diverse and unique education system.	
11. Has a demonstrated ability to hire and manage competent people in key positions, including finance and budget, facilities, human resources, and information technology.	