



# THE WASHINGTON STATE BOARD OF EDUCATION

*A high-quality education system that prepares all students for college, career, and life.*

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<b>Title: Update from Roles and Responsibilities Task Force</b>	
<b>As related to:</b>	<input type="checkbox"/> <b>Goal One:</b> Develop and support policies to close the achievement and opportunity gaps. <input type="checkbox"/> <b>Goal Two:</b> Develop comprehensive accountability, recognition, and supports for students, schools, and districts. <input type="checkbox"/> <b>Goal Three:</b> Ensure that every student has the opportunity to meet career and college ready standards. <input type="checkbox"/> <b>Goal Four:</b> Provide effective oversight of the K-12 system. <input checked="" type="checkbox"/> <b>Other</b>
<b>Relevant to Board roles:</b>	<input type="checkbox"/> Policy leadership <input type="checkbox"/> System oversight <input type="checkbox"/> Advocacy <input type="checkbox"/> Communication <input checked="" type="checkbox"/> Convening and facilitating
<b>Policy considerations / Key questions:</b>	This section is not related to business items under consideration at this meeting.
<b>Relevant to business item:</b>	None
<b>Materials included in packet:</b>	This section includes the following documents: <ul style="list-style-type: none"><li>• Proposal from Gavin Payne that was an approved exhibit at the October 18, 2017 special board meeting.</li><li>• Gavin Payne resume that was provided at the October 18, 2017 special board meeting.</li></ul>
<b>Synopsis:</b>	This is an update on the facilitation of the discussion between OSPI and SBE about roles and responsibilities.

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DT: 10 October 2017

TO: Chris Reykdal, Washington State Superintendent of Public Instruction  
Peter Maier, Vice Chair, Washington State Board of Education

FR: Gavin Payne  
CEO, GPC Advisors, LLC

RE: Engagement of Services: Facilitation of SPI & SBE roles and responsibilities

You are seeking an independent third party to help facilitate a series of conversations between representatives of the State Board and State Superintendent's Offices. I would be honored to provide that service.

As I understand it, the goal is for the parties to arrive at a mutually agreed-upon set of actions within the next two months that would:

- provide clear and unambiguous delineation of roles and responsibilities between the partners on a going-forward basis;
- provide, as necessary, language commemorating and operationalizing that agreement, which might also form the basis of legislation codifying the new agreement.

I understand both of the parties are eager to engage in this facilitated decision-making process and each agrees to act in good faith to insure that negotiations are efficient, effective, and conducted with honor. Further, each party has identified the basic issues to be discussed and is prepared to begin work in earnest.

Customarily, the process I conduct is as follows:

- 1) Research & planning based on client-supplied background documentation;
- 2) Initial and follow-up interviews conducted by phone or via email;
- 3) One or more in-person negotiating sessions take place. In this case, I anticipate two;
- 4) Drafting of final agreements (if successful), and circulation of documents;
- 5) A final endorsement activity, either in person or by phone;
- 6) If legislation is called for, a follow-up session is required to delineate roles and rules of engagement in pursuing the bill. This can be conducted at the same time as the endorsement activity, or at a later date without the facilitator.

I estimate this activity will take approximately 4 days of my time, delineated as follows:

Research & planning:	0.5 day
Phone Interviews:	0.5 day
Sessions:	2.0 days (including travel)
Drafting final agreement:	1.0 day

My fee for services is \$2500 per day, plus regular and customary expenses, totaling \$10,000 for this engagement.

As always, if you have any questions or concerns, please be sure to contact me.  
Thank you for this opportunity.

## Experience & Expertise

### Consultant; Education Policy

GPC Advisors, LLC

Current

Operate a national public affairs consultancy serving education clients; including foundations, membership organizations, advocacy groups, not-for-profit organizations, and corporations:

- Help transform state accountability drivers and systems of support in a post-NCLB ecosystem.
- Provide effective strategic planning for advocacy and public engagement, especially of equity stakeholders.
- Make and sustain connections between groups to leverage their work aimed at positive student outcomes.
- Advise and consult on effective means of state and district engagement, relationship building and communications.

2010-2013

- Helped transform state education agencies by coaching leaders and leveraging external supporters.
- Coordinated and directed diverse coalition participants toward a common purpose: high academic expectations for all.
- Provided effective strategic planning for advocacy and public engagement.

### Director; U.S. Policy, Advocacy, & Communications

Bill & Melinda Gates Foundation

2013-2016

Led the team responsible for developing and executing engagement strategies to support the scaling and sustainability of the foundation's work toward Early Learning, K-12 Education and Post-Secondary Success:

- Directed a wide range of large, visible, and inter-related policy and programmatic grants with equity at their core.
- Built and managed a diverse staff of academics, program professionals, policy leaders, and communications experts.
- Directed efforts to improve college finance and financial aid, higher education data transparency, comprehensive and sustained K12 teacher professional learning, and exemplary early learning models to serve all students, especially those of color and those in poverty.
- Promoted and funded broad coalitions in states to implement high academic standards, build capacity for innovative accountability/intervention systems, and deeply engage parents and the public.

### Chief Deputy State Superintendent of Public Instruction

California Department of Education

2003-2010

Managed a 1,500-person state department with a \$200 million annual budget:

- Disbursed \$50 billion to school districts, charter schools and other agencies; administered 8 million academic assessments; directed academic interventions at schools and districts; oversaw restructuring at fiscally insolvent districts, coordinated textbook adoption efforts; managed relations with state board of education and Governor.
- Guided federal, state and local relations; developed and fostered philanthropic relationships; initiated and implemented major policy initiatives on high school reform, professional development, and closing the achievement gap.
- Served as a Trustee of the California State Teachers Retirement System and on the WestEd Board of Directors, as well as many national education policy task forces and steering committees.

### Chief of Staff; Senate Majority Caucus Chair

California State Senate

1994-2002

Managed 50 Staff in 5 Capitol and District Offices:

- Oversaw a yearly legislative portfolio focusing on education and environmental issues.
- Staffed annual Education Budget process.
- Guided member services to meet the needs of caucus members and staff.
- Separately directed a political operation managing state and local campaigns.

### Member; Board of Directors

Sacramento Federal Judicial Library & Learning Center Foundation

Current

## Education

Fellow, Public Affairs; CORO Foundation, San Francisco

BA, Political Science; University of California, Davis