



THE WASHINGTON STATE BOARD OF EDUCATION

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

OSPI, Executive Conference Room
600 Washington Street SE
Olympia, WA 98501

October 18, 2017
10:00 a.m. – 12:00 p.m.

SPECIAL BOARD MEETING AGENDA

- | | |
|-------------------------|--|
| 10:00 a.m. | Call to Order |
| 10:10-10:50 | Discuss next steps for OSPI/SBE Roles and Responsibilities Taskforce <ul style="list-style-type: none">• Identify R & R Taskforce membership<ul style="list-style-type: none">○ OSPI○ SBE• Contract for facilitation |
| 10:50-11:30 | Discuss Executive Director selection process <ul style="list-style-type: none">• Position description/announcement• Hiring Process |
| 11:30-11:45 | Update from Patty Wood about SBE-sponsored film screening
"I'm Not Racist...Am I?" |
| 11:45-12:00 p.m. | Business Items (<i>Action Required</i>) <ol style="list-style-type: none">1. Approval of proposal for facilitation services2. Approval of Job description and requirements for Executive Director
Position Announcement3. Approval of hiring process for Executive Director |
| 12:00 | Adjournment |

The Board reserves the right to adjust the times for these items as needed.
Members of the public may submit written comments to the Board at sbe@k12.wa.us.



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BUSINESS ITEMS

October 18, 2017

Business Item	*Motion Language	Exhibit
1. Approval of proposal for facilitation services	Motion: Move to approve the proposal from Gavin Payne for facilitation services and direct staff to develop and execute a contract based on the terms of the proposal, as shown in Exhibit A.	Exhibit A
2. Approval of job description and requirements for Executive Director Position Announcement	Motion: Move to approve the job description and requirements for applicants for the Executive Director of the Washington State Board of Education and direct staff to use same to finalize the Position Announcement, as shown in Exhibit B.	Exhibit B
3. Approval of hiring process for Executive Director	Motion: Move to approve the hiring process for the Executive Director of the Washington State Board of Education, as shown in Exhibit C, and direct staff to commence with the recruitment.	Exhibit C

*Please note that these recommended motions are consistent with the direction proposed by staff in the materials provided with the Agenda, or alternatively as recommended language for a motion if the Board elects to take action on a specific business item. The motions are subject to modification at the election of any Board member. The Board may also elect not to proceed with a motion on an agenda item.



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Title: Proposal for Facilitation Services	
Relevant to business item:	1. Approval of proposal for facilitation services
Materials included in packet:	<ul style="list-style-type: none">• Proposal for facilitation services (Draft Exhibit A)• Gavin Payne resume• SBE/OSPI Task Force Members List
Synopsis:	This section contains documents and supporting information relevant to the proposal for facilitation services.

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

Legislative Committee

Patty Wood	pattywoodsbe@gmail.com
Alan Burke	Alan.burke@k12.wa.us
Holly Koon	holly@mtbaker.wednet.edu
Judy Jennings	Jjennings60@comcast.net
MJ Bolt	Mjbolt356@gmail.com
Ricardo Sanchez	Sanchez.wastate@gmail.com

SBE/OSPI Roles and Responsibilities Task Force

Peter Maier	pmaiersbe@gmail.com
Alan Burke	Alan.burke@k12.wa.us
Connie Fletcher	Fletch501c@comcast.net
Kevin Laverty	gowssda@gmail.com



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Title: Executive Director Search	
Relevant to business item:	<ol style="list-style-type: none">2. Approval of job description and requirements for Executive Director position announcement.3. Approval of hiring process for Executive Director.
Materials included in packet:	<ul style="list-style-type: none">• State Board of Education Executive Director Search Process• Job Description/Announcement (final draft for Draft Exhibit B)• Proposed Process and Timeline (final draft for Draft Exhibit C)• WASA Process (from their website)• State Contracting Process (one pager)• State Contracting Timeline (one pager)
Synopsis:	This section contains documents and supporting information relevant to the Executive Director search process and state contracting process.

SBE Executive Director Search Process
Janis Avery, subcommittee chair

In order to achieve an outcome where the full board supports the final candidate, what do we want the process to achieve? The filled dots represent elements Janis proposes, the open dots are strategies we have begun or could be implemented.

- Agreement on the position description
 - All members were asked to review and give feedback.
 - Input received was incorporated in the description.
 - Search Task Force reviewed, edited and approved the description.
 - Board approves description on 10/18.
- Persuasive outreach to potential candidates on behalf of the Board
 - Members identify prospects and organizations that should receive written announcement from Chair.
 - Members indicate prospects they would like to reach out to or ask Deb to reach out.
- A culturally diverse pool of qualified candidates.
- Possibility of candidates from backgrounds in addition to education.
- Other process indicators desired for an effective search?

Possible constraints on the search:

- Impact of political environment on potential candidates.
- Impact of other searches underway or planned (WASA, AWSP, PESB).



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~ Executive Director ~

Announcement posted: October 18, 2017

*To be considered for the first round of interviews,
application materials must be received by November 6, 2017.*

State Board of Education

The State Board of Education (the Board) is authorized by the Washington State Legislature to provide advocacy and strategic oversight of public education, implement an accountability system that results in improved student learning, and provide leadership in the creation of a system that personalizes education and respects diverse cultures, abilities, and learning styles. The Board promotes achievement of the goals of Washington's Basic Education Act, approves high school graduation requirements, develops performance improvement goals, approves scores needed to meet the standards on state assessments, collaborates with P-20 education and workforce stakeholders and policy makers, and executes some regulatory activities.

Attentive to stubborn gaps in opportunity and achievement for students of color, the Board is currently establishing equity policies and practices to govern its own behavior and to apply to policy and advocacy activities to boost system accountability to all students.

The Board consists of 16 members: Seven members appointed by the governor; five members, including two from eastern Washington and three from western Washington, elected by the members of public school boards of directors; the superintendent of public instruction (SPI); one member elected by approved private school boards of directors; and two non-voting student representatives selected by the Board. Visit www.sbe.wa.gov for more information.

Scope of Responsibility:

The Board is seeking a dynamic and proven leader with a passion for excellence in education to serve as Executive Director. Executive Director of the Board is an exempt position; appointed by, reporting to, and serving at the pleasure of the Board.

The Board is currently working with the Superintendent of Public Instruction to define ideal roles and responsibilities for the Board and the Office of the Superintendent of Public Instruction (OSPI) with regard to state education policy and governance. The Executive Director will be integral to facilitating and informing this process, and developing a set of recommendations for the Governor and Legislature.

During 2018, the Executive Director will work with the Board, stakeholders and policy makers to revise the Board's strategic plan and to operationalize the Board's commitment to equity and high performance outcomes for students of color, students with disabilities, and students from low-income families.

The Executive Director plays an important role in Washington State's effort to create an education system where purpose, policy, programs, practices and partnerships are vertically aligned to maximize the success of all students in our state. As part of this work, the Executive Director will identify education trends and policy priorities, and make legislative and other recommendations for improving educational experiences and outcomes of all students in Washington State.

The Executive Director is responsible for the overall operation of the Board; interpreting and operationalizing Board goals and activities, influencing and collaborating with other stakeholders; and managing office operations including a staff of seven and an annual budget of just over one million dollars.

Essential activities include, but are not limited to:

- Assures that the Board has access to relevant information and understands the impact and implications of their policy options. Operationalizes an “equity lens” for the Board to utilize in making effective policy decisions.
- Identifies opportunities for Board contributions to the continuous improvement process for public education; provides research, policy analysis and environmental scans on issues of import to the Board; drafts documents for consideration by the Board; identifies relevant connections between Board initiatives and other P-20 stakeholders; and facilitates direct interaction among stakeholders and the Board.
- Manages a complex set of initiatives from policy creation to implementation in a timely manner. Develops policy and budget proposals for the Governor and Legislature.
- Collaborates with multiple stakeholders to identify opportunities for coalition building including: the Governor’s office, Legislators and their staff, OSPI, educational associations and organizations, citizen groups, students and their families, school districts, and local, state and federal government representatives.
- Represents the Board at conferences and functions, makes presentations to the Legislature and other bodies, and speaks for the Board to news media and public forums on matters arising before the Board. Involves Board members as collaborators and spokespersons whenever possible.
- Leads and manages the office including: development of staff as individuals and a team, aligning their responsibilities and accountability to Board goals; building a satisfied and effective team; budgeting, writing grant applications and managing contracts.

Key Competencies:

- Strong commitment to continuous improvement in educational outcomes for all students. Ability to seek innovative solutions for systemic disparities in student experiences and outcomes.
- Keen understanding of opportunity and achievement gaps, and challenges facing students of color, students with disabilities, and low-income children and families. Demonstrated experience advancing equity.
- Respect for student voice and commitment to keeping students at the center of policy making.
- Ability to productively facilitate the work of a citizen Board whose members have tremendous expertise, as well as diverse experiences and skill sets; commitment to transparent processes for maximum board involvement and understanding.
- Excellent communications skills including the ability to speak and write clearly and succinctly when explaining complex policy issues to enable the Board to make contextualized decisions.
- Ability to use and understand research and data to analyze Washington’s complex educational environment and guide the work of the Board.
- Capacity to manage a flexible, long-term vision; ability to facilitate a change process that recognizes and celebrates indicators of change, addresses stakeholder concerns, and builds awareness, consensus, and coalitions.

- Strong relationship management and political skills working with a variety of entities such as legislative bodies, state and federal agencies, tribal governments, educational associations, school districts, interest groups, parents and students.
- Demonstrated experience with the legislative process from drafting proposed legislation to collaborating for policy change, and with direct advocacy with individual legislators.
- Individual and group interpersonal skills including but not limited to listening for understanding, influencing, mediation, consensus building and collaboration.

Desired Qualifications and Credentials:

- A Master's degree in public policy, public administration, education or closely allied field or equivalent experience.
- Strategic planning and policy development experience.
- Supervisory, legislative advocacy, budget, rulemaking, and fiscal experience.
- Relevant experience in influencing state education policy issues in the context of local and federal education requirements.

Salary and Benefits:

The annual compensation range for the position will depend upon the qualifications of the candidate selected. Washington State has a generous benefit package including paid vacation/sick leave, health, dental and life insurance, retirement, and an optional deferred compensation program. You may go to www.hca.wa.gov for more information regarding state health benefits and costs and www.drs.wa.gov for more information regarding retirement options.

To Be Considered for this Position, Please Submit:

- A cover letter of no more than two pages outlining your interest in the position that also specifies how you meet the qualifications of the position.
- A chronological resume including: dates in each position held for previous employers, and volunteer experiences and community engagement activities with an emphasis on impact or results.
- A list of three references and contact information from different employers or leaders of community initiatives in which you played an important role. The Board is particularly interested in learning about your skills and accomplishments related to advancing an equity agenda. Letters of reference will not be reviewed.

PROPOSED PROCESS and TIMELINE - Final draft for SBM

Developing Executive Director job description/announcement:

- Janis – Draft job description/announcement, send to board members for input, and incorporate member input (done).
- Board members – Provide input for job description/announcement (done).
- Subcommittee – Finalize and approve job description/announcement (done).
- Full Board – Approve job description/announcement (10/18).

Seeking highly qualified candidates:

- Deb and OSPI HR – Post announcement (10/18).
- **Board members** – Outreach to highly qualified applicants (**begin now**): send Tami names and contact info (if you have it); indicate whether you have talked with the potential applicant or if you would like Deb to call.
- **Board members** – Outreach to organizations and associations (**begin now, complete by 10/24**): send Tami organization names and contact info (if you have it).
- Deb – Follow-up phone calls to potential applicants identified by Board members, if requested (as soon as identified, complete by 10/27).
- Deb - Group email to executive directors of organizations and associations asking them to distribute job announcement to their networks (10/18 and 10/25).
- Kevin – Group email to candidates identified by Board members and staff inviting them to apply (week of 10/23).

Screening candidates:

- Deb and OSPI HR – Draft screening tool, based on job description, to identify qualified applicants (by 10/25); forward qualified applicants' materials to subcommittee (as they come in).
- Subcommittee – Review qualified applicants and begin to identify possible interview candidates; review recruitment process and make any needed recommendations (11/7).

Interviewing finalists and selecting new ED:

- Deb and OSPI HR – Draft interview questions and scoring rubric, based on job description (11/1).
- Subcommittee – Identify final list of proposed interview candidates to be recommended by the subcommittee chair (or Interim ED) to the full board in Executive Session at November Board Meeting; edit/approve interview questions and scoring rubric; provide available dates for interviews (11/7).
- OSPI HR – Schedule interviews (dates TBD).
- Subcommittee – Conduct candidate interviews, identify and report recommended finalists to full Board in brief Special Meeting/Executive Session (dates TBD).
- **Board members** who are not on the subcommittee – Option to interview finalists (dates TBD).
- Subcommittee – In person finalist interviews tentatively scheduled Dec 5 or 7, in Olympia.
- **Full Board** – Special Meeting with an Executive Session. In Executive Session, subcommittee will provide results of finalist interviews for full board discussion of qualifications and compensation, discuss offer parameters but no final decisions made. In open session, vote to offer the position to a specific person, and direct Deb to work with OSPI HR to negotiate final offer/contract (date TBD).
- Deb and OSPI HR – Make offer, negotiate within parameters, provide contract to Board chair for signature.

WASA Board Adopts Recruitment and Selection Process for New Executive Director

As was reported in the October *Hotline*, WASA Executive Director Bill Keim has announced his retirement effective June 30, 2018. At their October 9 meeting, the WASA Board adopted the process and timeline for the selection of a new Executive Director. Dennis Ray, of Northwest Leadership Associates, will be conducting the search on behalf of the Board. The following key dates are part of the overall recruitment and selection timeline adopted by the WASA Board:

Recruitment and Selection Steps	Date
Search consultant to administer Leadership Profile Survey to WASA members.	October 30, 2017
Position posted on the WASA website. An announcement and application will be sent to all WASA members.	November 9, 2017
The application window closes.	January 29, 2018
Applicant screening and selection of candidates to be interviewed.	February 9, 2018
Interviews scheduled with the selected candidates.	February 14, 2018
WASA members notified about candidates to be interviewed.	February 15, 2018
Interviews conducted.	February 27–28, 2018
Board action to approve a contract with the selected candidate.	March 14, 2018
Press release and notification to WASA membership about the new Executive Director.	March 14, 2018
New Executive Director assumes the position.	July 2, 2018

Should you have any questions about this process or position, feel free to contact WASA President Steve Webb, Steven.Webb@vansd.org; Dennis Ray, dennisray@mac.com; or Executive Director Bill Keim, bkeim@wasa-oly.org. The WASA Board appreciates your assistance in encouraging qualified candidates to apply for this important position.

Steve Webb
WASA President

Washington Association of School Administrators
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Competitive Procurement Paperwork Process



Competitive Procurement Suggested Timeline

	Task	Responsibility
Weeks 1-2	<ul style="list-style-type: none"> Draft procurement document: Request for Proposals (RFP) or Request for Qualifications/Quotations (RFQQ). Work with the Contracts Office if you have any questions Develop score sheets for use by evaluators Submit procurement and Request for Procurement Activity for approval 	Program
	<ul style="list-style-type: none"> Take procurement package to Contract Review Meeting 	Contracts Office
Weeks 3-6	<ul style="list-style-type: none"> Issue procurement Contracts Office will advertise procurement by posting to WEBS and OSPI website (Program may also choose to send to Consultants directly; names must be recorded and sent to the Contracts Office.) 	Contracts Office
	<ul style="list-style-type: none"> Field Consultant questions; work with program to provide answers Post addenda as necessary 	Contracts Office
	<ul style="list-style-type: none"> Conduct pre-proposal conference if noted in the procurement 	Program
	<ul style="list-style-type: none"> Collect responses to RFP Complete initial review to make sure proposals adhere to minimum qualifications of the procurement 	Contracts Office
Weeks 7-8	<ul style="list-style-type: none"> Evaluate proposals in accordance with the criteria in the procurement Schedule and conduct interviews if necessary Check references if necessary Select Apparent Successful Contractor and notify the Contracts Office (Please turn in all score sheets to the Contracts Office) 	Program
Weeks 9-10	<ul style="list-style-type: none"> Notify Apparent Successful Contractor and non-successful proposers (Contracts Office will send email notification; program will receive a copy) 	Contracts Office
	<ul style="list-style-type: none"> Negotiate contract with Apparent Successful Contractor (Negotiation can begin as soon as the Apparent Successful Contractor is notified) Conduct debriefing conferences if requested Draft contract and submit to Contracts Office 	Program
Weeks 11-12	<ul style="list-style-type: none"> Take contract package to Contract Review Meeting File Contract with DES Execute contract upon approval from DES 	Contracts Office