



THE WASHINGTON STATE BOARD OF EDUCATION

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

Title: Executive Director Search

- As Related To:**
- Goal One: Develop and support policies to close the achievement and opportunity gaps.
 - Goal Two: Develop comprehensive accountability, recognition, and supports for students, schools, and districts.
 - Goal Three: Ensure that every student has the opportunity to meet career and college ready standards.
 - Goal Four: Provide effective oversight of the K-12 system.
 - Other

- Relevant To Board Roles:**
- Policy Leadership
 - System Oversight
 - Advocacy
 - Communication
 - Convening and Facilitating

Policy Considerations / Key Questions: N/A

- Possible Board Action:**
- Review
 - Approve
 - Adopt
 - Other

- Materials Included in Packet:**
- Memo
 - Graphs / Graphics
 - Third-Party Materials
 - PowerPoint
- Proposed Process and Timeline (Draft Exhibit C) from October 18, Special Board Meeting
 - Job Description/Announcement (Draft Exhibit B) from October 18, Special Board Meeting

Synopsis: This section contains documents and supporting information relevant to the Executive Director search process and state contracting process.

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 identify 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 interview candidates; edit/approve interview questions and scoring rubric; provide available dates for interviews (11/7).
- OSPI HR – Schedule interviews (dates TBD).
- Subcommittee – Conduct interviews, recommend finalists to full Board (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** – Meet to choose new ED, agree on offer parameters (date TBD).
- Deb and OSPI HR – Make offer, negotiate within parameters, report result to Board chair.



Exhibit B

THE WASHINGTON STATE BOARD OF EDUCATION

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~ Executive Director ~

Announcement posted: October 18, 2017

Open until filled.

First review of applications will be November 7, 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 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.
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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.