



# THE WASHINGTON STATE BOARD OF EDUCATION

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*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

**September 26, 2017**

## **SPECIAL BOARD MEETING AGENDA**

- |                  |   |
|------------------|---|
| <b>3:00 p.m.</b> | <b>Call to Order</b>  |
| <b>3:00-3:10</b> | <b>Discussion of Selection Process for Interim Executive Director Position</b>  |
| <b>3:10-3:40</b> | <b>Executive Session – Evaluate the Qualifications of an Applicant for Public Employment: Interim Executive Director Candidates</b>   |
| <b>3:40-3:50</b> | <b>Discussion of Selection Process for Permanent Executive Director Position</b>  |
| <b>3:50-4:00</b> | <b>Business Items (<i>Action Required</i>)</b> <ol style="list-style-type: none"><li>1. Approval and/or Delegation of the Selection Process for Permanent Executive Director Position</li><li>2. Approval of Hiring of Interim Executive Director</li></ol> |
| <b>4:00</b>      | <b>Tentative Adjournment</b>  |

**The Board reserved 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](mailto:sbe@k12.wa.us).**



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<b>Title: September 26 Special Board Meeting Packet Cover Sheet</b>		
<b>As related to:</b>	<input checked="" type="checkbox"/> <b>Goal One:</b> Develop and support policies to close the achievement and opportunity gaps. <input checked="" type="checkbox"/> <b>Goal Two:</b> Develop comprehensive accountability, recognition, and supports for students, schools, and districts.	<input checked="" type="checkbox"/> <b>Goal Three:</b> Ensure that every student has the opportunity to meet career and college ready standards. <input checked="" type="checkbox"/> <b>Goal Four:</b> Provide effective oversight of the K-12 system. <input type="checkbox"/> <b>Other</b>
<b>Relevant to Board roles:</b>	<input checked="" type="checkbox"/> Policy leadership <input checked="" type="checkbox"/> System oversight <input checked="" type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Communication <input checked="" type="checkbox"/> Convening and facilitating
<b>Policy considerations / Key questions:</b>	N/A	
<b>Relevant to business item:</b>	1. Approval and/or Delegation of the Selection Process for Permanent Executive Director Position 2. Approval of Hiring of Interim Executive Director	
<b>Materials included in packet:</b>	<ul style="list-style-type: none"><li>• Letter from Chair Laverty</li><li>• Old Job Description for Executive Director of the SBE (For Reference Purpose Only)</li><li>• Motion Language</li></ul>	
<b>Synopsis:</b>	N/A	

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September 26, 2017

Board Members:

As I understand from the Board's discussion at the September meeting, it is in our interest to get someone in the interim Executive Director position as quickly as possible to ensure a smooth transition given Ben Rarick's departure date and to begin the search for a permanent ED. Therefore, I am attempting to expedite our selection process for the position given the work we have ahead of us. I have outlined a timeline at the end of this memo addressing how we might move quickly to secure a permanent ED.

If the Board would prefer to go through a more deliberative process about a potential interim executive director, please be prepared to discuss that during the special meeting or contact me individually before the meeting. If we choose to do a longer process, I think it is safe to say that an interim likely will not be on board until late October or early November.

Per the email from Carole Lynch in OSPI HR, resumes for the interim ED position may be submitted through 5 p.m. Monday, September 25th for consideration at our Tuesday, September 26th telephonic special meeting at 3 p.m.

### **Sept. 26th Special Meeting Process**

This will be a bit more tightly scripted than most meetings so I can ensure that everyone has a chance to speak on the phone.

I will open the meeting at 3 p.m. and ask for the roll to be called for purposes of a quorum. I am allowing time at the beginning of the meeting for discussion of the interim ED selection process and then will convene us into executive session.

When we go into executive session, I will have an opening statement about candidates we have for the Interim ED position. After that, I will ask each board member to speak - in turn - and offer questions or other comments on candidate resumes.



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After each Board member has weighed in, I will go around again asking for additional comments. You can pass if you do not have comments to add. I will do this again until there are no more comments from Board members in considering candidate qualifications.

I will then reconvene us to public session. I am allowing time for a discussion of the permanent ED selection process in the public session. After this discussion we will go to our action items. Our first action will be a motion to approve or delegate the selection process for permanent ED. Our second action will be a motion to authorize the hiring of an interim ED for a specified period of time at a rate of pay either specifically called out or an "up to" amount to be negotiated by the Board chair.

If this works as outlined, I will ask a member make the appropriate motion and another member on the call second the motion after first identifying themselves for the record. Then I will call for board discussion - and go around again for comments. After discussion concludes, I will call for the question and ask for a roll-call voice vote.

If you have any concerns about this structure, please let me know. Thank you, again for bearing with this process.

### **Proposed Permanent ED Search Timeline**

Here is my suggestion for a timeline that is *quite aggressive - I am basing this on doing a WA state/local search and the absence of a search firm*. If we decide that we have not received enough qualified candidates with a posting and outreach by members and the interim ED, we can consider using a search firm. However, adding a search firm may take the decision-making process into January and possibly as late as our March meeting, realistically speaking.

**Sept. 26** – At the Special Meeting, the Board authorizes the Executive Committee, in consultation with OSPI HR, to create and implement a process for Executive Director candidate recruitment. Members are to submit any key ED criteria to member Janis Avery and/or OSPI HR by Monday, Oct. 2.



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**Oct. 4** - Janis/ OSPI HR provide an overview tied to the job description and potential modifications on the Executive Committee call.

**Oct. 6** - Revised job description is circulated to the board by OSPI HR with a final description as approved by the Executive Committee being circulated to the Board  
Oct. 8.

**Oct. 10** - OSPI HR posts notice of position vacancy and resume review process beginning 10/30.

**Oct. 31** - Resumes compiled by OSPI HR will be reviewed by EC. Some allowances may need to be made so that if we receive a large amount of resumes, the OSPI HR can reduce the number.\*

**Nov. 2** - EC convenes (some EC members at NASBE) and reduces pool to ten or fewer resumes for consideration by the full Board at the November board meeting.

**Nov. 7** – Full Board meeting convenes at 6 p.m. (for a working dinner) and goes into an executive session with OSPI HR to review resumes of permanent ED candidates and select the finalists to be interviewed by the full board.

**Dec. 5** - Board holds a special meeting to interview finalists in an open meeting and may go into an executive session for discussion of qualifications if needed.

**Dec. 6-11** – OSPI HR and/or Executive Committee members will conduct candidate reference checks

**Dec. 12** - Board holds another special meeting telephonically with an executive session to discuss finalists then reconvenes in public to take action.

I am not able to anticipate everyone's thoughts on this topic, but as our facilitator I welcome additional insights, revisions, comments, at the special meeting on September 26th. The timeline may be too aggressive, but we need a starting point to begin the search process.



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Kevin Laverty

Chair

\* If the Board wishes to review all resumes submitted the Executive Committee can work with OSPI HR to come up with a process to do this.

**~ Executive Director ~**

*Located at the Old Capitol Building in Downtown Olympia, Washington  
Opened May 16, 2011 ~ Applications will be reviewed upon arrival*

**State Board of Education Profile**

The State Board of Education 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 also promotes achievement of the goals of Washington's Basic Education Act, approves high school graduation requirements, develops performance improvement goals, approves changes in the scores needed to meet the standards on the state assessments, works with higher education, workforce and early learning policy makers, approves waivers for educational restructuring, and provides oversight of Required Action Districts.

The Washington State Board of Education is comprised of sixteen members. Five members are elected regionally by representatives of local school boards and seven are gubernatorial appointees. The Superintendent of Public Instruction and one private school representative also serve. In addition to the fourteen voting members, the Washington Association of Student Councils appoints two high school members. You may go to [www.sbe.wa.gov](http://www.sbe.wa.gov) for detailed information of the Washington State Board of Education.

**Scope of Responsibility:**

The State Board of Education is seeking a dynamic and proven leader with a passion for excellence in education to serve as Executive Director. The Executive Director is appointed by, reports to, and serves at the pleasure of the Board.

The Executive Director will work with Board members to implement the Board's strategic plan, identify education trends and policy priorities, and make legislative and other recommendations for improving the education of students in Washington State.

This position is responsible for the overall operation of the Board and includes planning, organizing, directing, communicating and supervising the Board's staff and the Board's annual budget of approximately \$850,000.

**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.
- Provides research and policy analysis on issues and prepares drafts of needed documents for consideration by the Board, which will often include identifying relevant connections between various initiatives.
- Management of a complex set of initiatives from policy creation to implementation.

- Develop policy and budget legislative proposals and evaluate Governor and legislative bills.
- Works with Legislators, the Office of the Superintendent of Public Instruction, educational organizations, citizen groups, other state agencies, the Governor's Office, school districts, and representatives of other local and federal government offices to provide information to the Board for consideration in the decision-making process.
- Represents the State 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.
- Handles all personnel related activities for Board staff. Currently the Board has four staff members that the Executive Director supervises; and a fifth staff member who is supervised by the Executive Assistant.
- Prepares and monitors the Board's budget to assist the Board with policy decisions.
- Ability to write grants and manage contracts.

#### Key Competencies:

- A strong commitment to improving education in the state of Washington.
- Ability to work efficiently and productively with a diverse Board.
- Demonstrated strong leadership and vision in education reform.
- Demonstrated interpersonal and political skills working with a variety of entities such as legislative bodies, state and federal agencies, tribal governments, local governments, educational associations, interest groups and parents.
- Demonstrated experience with the legislative process.
- Successful record of building relationships with diverse interests.
- A keen understanding of the achievement gap and the challenges facing low-income children and families.
- Excellent oral and written communications skills.
- Ability to supervise staff, setting goals, and measuring performance.
- Ability to handle multiple responsibilities and provide quick turnaround.
- Strong listening skills.
- Effective team builder.
- Strong research skills (must understand and use research and data to guide the work of the Board).
- Results oriented.
- Strong mediation and consensus building skills.

#### Desired Qualifications and Credentials:

- A Master's degree in public policy, public administration, education or closely allied field.
- Strategic planning and policy development experience.
- Supervisory, legislative advocacy, budget, rulemaking, and fiscal experience.
- Preference will be given to those candidates who possess relevant experience in state education policy issues.



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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](http://www.hca.wa.gov) for more information regarding state health benefits and costs and [www.drs.wa.gov](http://www.drs.wa.gov) for more information regarding retirement options.

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### To Be Considered for this Position, Please Submit:

- A cover letter (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 and total month/years in each position held for each previous employer.
- A list of three professional references from different employers.

Please send all the application materials to the attention of:

***Kristin Collins, SPHR***  
**Office of Superintendent of Public Instruction**  
**600 Washington Street Southeast/Post Office Box 47200**  
**Olympia, Washington 98504-7200**  
**Voice/Message: (360) 725-6270; FAX: (360) 664-0567**  
**E-mail: [Kristin.collins@k12.wa.us](mailto:Kristin.collins@k12.wa.us)**  
**Internet: <http://www.k12.wa.us>**

Please be aware that agency hiring authorities reserve the right and may exercise the option to make a hiring decision at any time during the recruitment process. Electronic application packages are encouraged and should be sent in ***MS Word format only***.

The State Board of Education is an equal opportunity employer. Women, racial and ethnic minorities, persons of disability, persons over 40 years of age, and disabled and Vietnam era veterans are encouraged to apply. Persons with a disability who need assistance in the application process, or those needing this announcement in an alternative format may call Kristin Collins at (360) 725-6270 or TTY (360) 664-3631.

Completing this form will enable the State Board of Education to assess the composition of the workforce for Affirmative Action planning purposes. We ask your voluntary cooperation in responding to the questions below. This information will be treated as confidential and will be available only to authorized personnel. It will be maintained in a location separate from your official personnel file. The information you provide may require verification. Please be advised, if race, culture, military and/or disability status is not indicated, the statewide personnel computer system will classify you as Caucasian, no active military duty and no disability. Please review the affirmative action definitions attached to this form.

Name:	
Date of Birth (MM/DD/YY):	<input type="checkbox"/> Male <input type="checkbox"/> Female
<b>Ethnicity/Hispanic Origin</b>	
Are you of Hispanic/Latino Origin? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Hispanic Origin includes all persons of Mexican, Mexican American, Chicano, Puerto Rican, Cuban, Central or South American, Dominican, Latin American or other Spanish culture or origin, regardless of race.	
<b>Race Information (check all that apply)</b>	
<input type="checkbox"/> American Indian or Alaskan Native – A person having origins in any of the original peoples of North and South America (including Central America), and who maintains a tribal affiliation or community attachment.	
<input type="checkbox"/> Asian – A person having origins in any of the Asian groups.	
<input type="checkbox"/> Black/African-American	
<input type="checkbox"/> Native Hawaiian or Other Pacific Islander	
<input type="checkbox"/> White/Caucasian	
<b>Disability Information</b>	
Do you have a physical, sensory, or mental condition that substantially limits any of your major life functions, such as working, caring for yourself, walking, doing things with your hands, seeing, hearing, speaking, or learning? <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Veteran Information (CHECK ALL THAT APPLY)</b>	
<input type="checkbox"/> Non Veteran	
<input type="checkbox"/> Vietnam-era Veteran	
<input type="checkbox"/> Disabled Veteran*	
<input type="checkbox"/> Discharged with a duty-related disability* and less than 1 year of service	
<input type="checkbox"/> Discharged at the convenience of the government with less than 1 year of service	
<input type="checkbox"/> Honorably Discharged with 1 year + of service receiving less than \$500 month	
<input type="checkbox"/> Separated or Retired Veteran earning less than \$500 month in retirement pay or with fewer than 20 years' active service.	
<input type="checkbox"/> Retired Veteran earning more than \$500 month in retirement pay or with 20 or more years' active service.	
<input type="checkbox"/> Other Veteran: _____	
<input type="checkbox"/> Surviving Spouse or Surviving Registered Domestic Partner of a Veteran.	
Please Choose Branch of Military:	
<input type="checkbox"/> Air Force <input type="checkbox"/> Army <input type="checkbox"/> Navy <input type="checkbox"/> Marine Corps <input type="checkbox"/> National Guard <input type="checkbox"/> Coast Guard	
<b>If you are a disabled veteran, state your percent (%) of disability _____ %</b>	
<b>Signature:</b>	<b>Date:</b>

For the purpose of determining seniority for granting preference during layoffs and subsequent re-employment, any permanent employee who has one or more years of active military service in any branch of the armed forces of the United State or who has less than one year's service and is discharged with a disability incurred in the line of duty or is discharge at the convenience of the government and who, upon termination or such service, has received an honorable discharge, a discharge for physical reasons with an honorable record, or a release from active military service with evidence of service other than that for which an undesirable, bad conduct, or dishonorable discharge is given: Provided, that for the purposes of this section "veteran" does not include any person who has:

- (1) Twenty or more years active military service, and whose retirement is designated by the armed forces of the United State as "voluntary" as evidenced by the DD Form 214 or other official military records; **and**
- (2) Whose military retirement pay is in excess of five hundred dollars per month.

If you are a veteran or a surviving spouse or a surviving registered domestic partner of a veteran of active service in the armed forces of the United States, please provide a copy of the military discharge paper (DD214) or (NGB From 22). Military credit will be given based on this document.

**Permanent Employee** – For layoff purposes, any non-civil service exempt employee who has satisfactorily passed their probation period.

**Vietnam-era Veteran** – A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961\*, an May 7, 1975, and was discharge or released with other than a dishonorable discharge; or who was discharge or released from active duty for a service-connected disability if any part of the active duty was performed between August 5, 1964, and May 7, 1975. (\*Service between February 28, 2961, and August 4, 1964, must have been performed within the Republic of Vietnam in order to qualify)

**Disability** – For affirmative action data reporting purposes, people with disabilities are persons with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means:

- (a) Any physiological or neurological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the body systems or functions: or
- (b) Any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability.

The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

**Disabled Veteran** – A person who is entitled to compensation under laws administered by the U.S. Department of Veteran Affairs for disability (A) rated at 30% or more, or (B) rated at 10% or 20% in the case of a veteran who has been determined by the Department of Veteran's Affairs to have a serious employment handicap, or (C) a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty. Applicant must provide a letter from the Department of Veteran's Affairs Secretary confirming employment handicap as it relates to item (B).



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## BUSINESS ITEMS

September 26, 2017

Business Item	*Motion Language	Exhibit	Supporting Documents
<b>1. Approval and/or Delegation of the Selection Process for Permanent Executive Director Position</b>	<p><b>Motion:</b> Move to approve the selection process for permanent Executive Director position, as shown in Exhibit A</p> <p>Or...</p> <p><b>Motion:</b> Move to delegate the selection process for permanent Executive Director position to ____ (NAME OF PERSON OR ENTITY)_____.</p>	Exhibit A	N/A
<b>2. Approval of Hiring of Interim Executive Director</b>	<p><b>Motion:</b> Move to hire __ (NAME) __ as Interim Executive Director on terms and conditions to be negotiated by the Board Chair in consultation with OSPI HR. The hiring of _____ shall be for a specific period of time that may be extended without further Board action if the Executive Committee approves the extension. The rate of pay shall not exceed the rate of pay of the Present Executive Director.</p>	No Exhibit	N/A

\*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.