

Early Learning Board (ELB)

Thursday, August 10, 2017

1:30 am – 4:00 pm

The public may attend the meeting in any of the locations specified below:

Main Site: KCAA/CEED
2707 So. King Street, Honolulu

Board Members in Attendance:

Dayna Luka (for Pankaj Bhanot), Kaina Bonacorsi, Al Castle, Mike Fahey, Matthew Shim (for Virginia Pressler), Dan Miyamoto (for Christina Kishimoto), Jin Chang, Edeluisa Baguio-Larena, Bob Peters, Namaka Rawlins, Mari Uehara

Absent: Ann Tom, Joanne Taira (for David Lessner), Wai‘ale‘ale Sarsona (for Jack Wong)

Executive Office on Early Learning staff in attendance: Lauren Moriguchi

Public in Attendance:

Robyn Chun, Christina Cox, Kim Guieb, Anne Horiguchi, Ben Naki, Melissa Pavlicek, Kerrie Urosevich, Deborah Zysman

| Agenda Item | Discussion | Action |
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| MINUTES: | | |
| Welcome/Introductions – Bob Peters | Bob welcomed ELB members and guests, and asked Mike to introduce newly confirmed ELB members – Edeluisa Baguio-Larena (Home Visiting Program rep), Mari Uehara (American Academy of Pediatrics rep), Namaka Rawlins (Hawaiian Medium Early Learning rep) for a second term, and Jin Chang (Family-Child Interactive Learning Program rep). Bob introduced Randy Moore. As the members make transition from an advisory to becoming a governing board, Randy Moore was | |

Early Learning Advisory Board

<http://elab.k12.hi.us>

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| | <p>approached to help members think about “what does it mean to be a public board member”. Randy is currently the Vice Chair-At-Large of the UH Board of Regents. He is a retired business executive, mathematics teacher at Central Middle School, HIDEOE assistant superintendent for school facilities and support services, and Peace Corps volunteer in Liberia.</p> <p>To start the discussion, Randy distributed a handout, “Essential Questions for Governing Boards” and addressed each of the 8 essential questions with the board members. Please see attached document for discussion responses.</p> <p>Bob shared that Randy’s discussion will be used as a foundation to keep the conversation going to identify organizational structure, including the types of committees, to support EOEL. Governance committee will continue to look into defining goals and how to organize the governing body – still a planning stage.</p> | |
| <p>Review and Approve 05/11/17 minutes – Bob Peters</p> | <p>The minutes of the May 11, 2017 meeting were approved as distributed.</p> | |
| <p>Leadership Report – Bob Peters</p> | <p>Bob reported the following:</p> <ul style="list-style-type: none"> • Bob wrote a letter on behalf of ELAB urging the Governor to sign HB 498, which the Governor has signed after May 11th. With Act 202, ELAB is now officially a governing body. • The sustainability sub-committee work group’s work is on hold until ELB’ role in budget and finances has been determined under the new statute. • The governance sub-committee work group will continue to meet to clarify responsibilities outlined in the statute; come to some consensus about functions; identify protocols to evaluating the | |

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| | <p>effectiveness of achieving desired goals; and ensure all voices are heard.</p> <ul style="list-style-type: none"> • Bob and Lauren met with the AG office to address some immediate questions moving forward as a governing body: <ul style="list-style-type: none"> ○ Re-appointment of the members is not needed. ○ New chair is not required to be re-appointed and the chairperson does not have to be from the private sector. Bob will remain as the chair. ○ Re-hiring of Executive Director of EOEL is not required, until December 2018 when the current term expires. As a governing body, an annual evaluation of the Director should be completed before the year is out. ELB to work on the evaluation process as well as identify what the evaluation will entail. ○ Budgeting process – Lauren is meeting with the Governor in September and presenting her office budget. ELB to ensure budget aligns with the goals and priorities of EOEL. ○ Report to whom? – ELB is ultimately responsible to the children and organization the members represent; and not to BOE or legislators directly. ○ All members to complete financial disclosure form. Lauren will send Bob a disclosure form to be distributed to the members. The financial disclosures are not publicly disclosed. All governing board members are made public. • Next steps will include identifying mission, organizational structure – may need different committees based on what’s in statute, how to function as a governing body; and board membership – have the option to ask folks to apply for specific expertise membership position (something to look into in near future). | |
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| <p>EOEL Update – Lauren Moriguchi</p> | <p>Lauren reported on the following updates:</p> <p><u>EOEL Staffing Update</u></p> <ul style="list-style-type: none"> • Data Processing User Support Technician is a temporary position funded through previous cost savings. • Secretary has been hired to start on August 15th. • The interviews for the Government Affairs Specialist position will be held in August with the anticipation of the person starting in October/November, in time for the 2018 legislative session. • The Research Statistician position has been posted and will follow the HODOE application process. • The office is working on establishing the Program Specialist position. <p><u>EOEL Program Update</u></p> <ul style="list-style-type: none"> • The office continues to focus on the following 4 areas to improve access to high quality pre-k program: <ol style="list-style-type: none"> 1. Five new classrooms will be opening in 2018-2019 school year: Kohala (Hawai‘i Island), Kula (Maui), Kilohana (Molokai), Kailua (O‘ahu) and Kalihi Uka (O‘ahu). 2. \$300K has been allocated to support family engagement projects by contracting providers of the Family-Child Interactive Learning programs. The office is working with the AG’s office to ensure the contracts abide by the Constitution. 3. The office is working on how best to support the early childhood work force by (a) proposing the elimination of the option to passing the PRAXIS exam to obtain an Add-A-Field in Pk-3 to an existing teacher license with the Hawaii Teacher Standards Board (HTSB). The proposal passed through the | |

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| | <p>HTSB work group and the full HTSB will review on Sept. 8th. Testimonies have been submitted (The Native Hawaiian Education Council has submitted testimony in support and promote strategies in support of Hawaiian medium educators in near future.) and a teacher will be testifying. If this proposal passes the full board, the office will be including 30-36 hours of coursework in early childhood education from HODOE OHR TATP (Teacher Assignment and Transfer Program) in order to teach in an EOEL pre-k classroom; and (2) collaborating with UH system on increasing access to early childhood coursework through a hybrid model, which will support licensed teachers who are in need of ECE coursework as well as non-licensed teachers with degrees in ECE who are interested in obtaining a license. The office is working with UH Mānoa College of Education and Samuel N. & Mary Castle Foundation is providing scholarship funds to support this effort.</p> <p>4. With Act 202, schools are now required to complete EOEL’s induction program prior to opening a public pre-k classroom. The office will support this program by providing an Early Learning Academy to build upon the foundational work (i.e., coaching and mentoring) with the administrators and teachers in order to promote capacity building within the field of early childhood and the alignment of a strong P-3 system.</p> <ul style="list-style-type: none"> • With the remainder of the funds from the NGA ECE grant, the office is working with Hawai‘i P-20 on a communication plan and the development of a logo for the office. Although the initial intent was to create a video to increase public awareness of the importance of early learning, the focus was modified to meet the timeline of the grant. The message will be inclusive of all role groups (parents, families, caregivers, infant and toddler programs, home visiting, home-based, FCILs, and center-based programs) and | |
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| | <p>not just on public pre-k. The goal is to bring the EC community together around this messaging.</p> <p><u>Early Childhood Strategic Plan Update</u></p> <ul style="list-style-type: none"> • The Steering Committee has continued to meet and will be providing an update on Phase I of the plan in October. Phase I will provide an overview of current efforts across the early childhood system in Hawai‘i and will assist in identifying gaps in the system. • Phase II will address the essential components of the early childhood system, such as data, funding, work force, and quality. This phase will be a part of a longer-term and more aspirational vision for the plan. | |
| <p>Action Strategy Update – Kerrie Urosevich</p> | <p>Kerrie distributed packets that summarized Action Strategy team updates and highlighted key activities of each of the teams as well as items that sought ELB’s assistance for feedback and action. ELB members are invited to help with the following:</p> <ul style="list-style-type: none"> • Team 1: ELB to review and provide feedback on a statewide breastfeeding plan, once the plan is finalized and submitted. • Team 2: ELB to share any information and/or trainings focused on helping families create safe and nurturing families. • Team 3: ELB to share any information and/or trainings focused on social emotional development; and if interested in learning more or reviewing the “Nutrition and Physical Activity Guidelines”, ELB to contact Keiko Nitta, keiko.nitta@doh.hawaii.gov. • Team 4: ELB to visit Keiki Central, www.auw211.org/Search.aspx, and go through the directory critically and help identify gaps about programs and services that are not listed. <p>Kerrie invited ELB members to the next All Teams’ meeting,</p> | |

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| | <p>scheduled for Wednesday, October 18, 2017. She announced that Doug Imig will have a set of indicators for AS work to be shared by end of September.</p> <p>Kerrie also gave a brief update on the SMALLIFY teams. Currently there are 11 teams: 8 teams from the AS, ‘Ohana Nui team, HCAN’s communication team, and early childhood investment priorities team. The early childhood investment priorities team, represented by EOEL, HCAN, AS, KS, and Most Likely Succeed, created a survey to gather input from parents, teacher, child care providers, and other early childhood service providers about how they want Hawai‘i to invest in the future of our children. The survey information will be used to identify 3 – 5 top priorities. The team is asking for ELB members help in sharing as well as completing the survey. The survey link will be opened until August 15th.</p> | |
| <p>Member Updates – Bob Peters</p> | <p><i>DHS.</i> Dayna reported on the following:</p> <p>As part of Hawai‘i’s plan towards achieving compliance in accordance with the Child Care Development Block Grant Act of 2014:</p> <ul style="list-style-type: none"> • DHS is currently rolling out the initial health and safety training for licensed, registered and exempt providers. Providers were sent letters in July to inform them of the initial health and safety training requirements. At the end of July, providers were sent packets of the initial health and safety training materials with a deadline of August 31st. Due to a delay in the mailing, DHS will work with providers if they are not able to make the deadline. • DHS licensing inspectors will be performing at least 1 pre-licensure inspection for compliance with health, safety, and fire standards in the State and are conducting at least one unannounced inspection annually of licensed providers for compliance with the child care | |

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| | <p>licensing standards, which will include an inspection for compliance with health, safety, and fire standards.</p> <ul style="list-style-type: none"> • Preschool Open Doors SY 2016-2017 is as follows: <ul style="list-style-type: none"> ○ 2,813 applications were received, 697 application were denied, 19 withdrew applications. ○ Once selected, 217 were terminated (reasons for denial could be age, over income, etc). ○ Over 1,800 families participated. <p><i>Hawaiian Medium Education.</i> Namaka announced that Keaomālamalama is hosting its 4th Native Hawaiian Education Summit on Sept. 7-9, 2017 at Ko‘olau Ballroom. The summit will highlight 2 Hawaiian education goals of advancing ‘Ōlelo Hawai‘i and the Hawaiian culture. The members were invited to register online (www.keomalalama.org). The Summit information handout was provided.</p> <p><i>Home Visiting Program.</i> Edel shared the following information:</p> <ul style="list-style-type: none"> • The 4th Annual Home Visiting/Early Childhood Conference is scheduled for Sept. 12-13, 2017 at Hilton Waikiki Kuhio. • The National Home Visiting Resource Center (NHVRC) launched a new website featuring the 2017 Home Visiting Yearbook, www.nhvrc.org. According to Hawaii Profile (https://www.nhvrc.org/wp-content/uploads/HI-Profile.pdf), over 7,900 home visits were provided and 757 families and 787 children were served in 2015. The profile also identified 80,200 potential beneficiaries in 2015. • The Administration for Children and Families released an updated “Early Childhood Homelessness in the United States: 50-State Profile” (https://www.acf.hhs.gov/ecd/50-states-profile), which | |
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| | <p>provides a snapshot of early childhood data available for children who are experiencing homelessness and includes publicly available data for 2014-2015. Data indicated that 1 in 48 children under age 6 identified as homeless in 2015.</p> <p><i>HIDOE.</i> Dan announced that new Superintendent, Dr. Christina Kishimoto, started on August 1st; and Amy Kunz, Senior Assistant Superintendent and Chief Financial Officer, is serving as Interim Deputy Superintendent until Dr. Kishimoto can hire for this position.</p> <p><i>HAIS.</i> Bob shared Robert Landau has resigned as the Executive Director of HAIS; and Philip Bossert will be assuming the Acting Executive Director position for next two years, effective August 1st.</p> | |
| <p>Public Comment – Bob Peters</p> | <p>Deb informed that through a generous funding from Samuel N. and Mary Castle Foundation, HCAN and EOEL are coordinating Dr. Ruby Takanishi’s visit to the islands the week of October 23rd. Dr. Takanishi is an initiator of P-3 movement and has recently written a book, <i>First Things First! Creating the New American Primary School</i>. Deb would like to schedule a session with ELB, Charter School Commission, etc., either together with other key stakeholders or alone with Dr. Takanishi.</p> <p>HCAN has scheduled 2018 Children’s Policy Agenda convening meeting on August 28th at HawaiiUSA Federal Credit Union to identify 2018 priorities and unite collective voices of the service providers, educators and advocates.</p> <p>Samuel N. and Mary Castle Foundation is also funding family partnership/engagement pilot project of Family Hui and Seagull Schools, supporting parents as first advocates for their children. Al shared that philanthropic organizations are looking at macro-economic issues such as family engagement and breaking them down to specific pieces as demonstration projects that have specific goals and outcomes.</p> | |

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| | Funding pilot projects with concrete steps can help to identify what works and what doesn't. | |
| Review Agenda Outcomes – Bob Peters | <ul style="list-style-type: none"> • At September meeting, members be ready to engage in mission, organizational structure and protocol discussion. • Lauren to bring budget for ELB feedback. • Visit online provider directory, Keiki Central, and let Kerrie know of any gaps. • Smallify Team's survey to be completed. • Get "advisory" out of language. | |
| Announcements | ELB to meet 2 nd Thursday of every month at KCAA CEED Training Facility, until further notice of change. | |
| Executive Session | No items from the AG. | |
| Closing – Mike Fahey | "If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." – John Quincy Adams | |

Submitted by: Kim Guieb

Early Learning Board
Essential Questions for Governing Boards
August 10, 2017

Discussions, responses and questions from the meeting are written in blue.

Randy stated that a public board is different from a private board, and could argued that it is more challenging. The first difference/challenge is that in the private sector, the board members select themselves based on the skills, belief, and/or attitude the board members may bring to make the board strong; whereas in the public board, the members are appointed by someone else and the members may not necessarily have the understanding nor the time when they apply for the membership position. In a public board, trying to bring different experiences and perspectives to a same page can be a challenge. The second challenge of a public board is that the legislation dictates what the board is supposed to do, written by legislators who write up these laws based on their perspective of how legislators operate, such is the example of the current ELB make up. The board is made up of representatives of specific interest groups. Members come together for one purpose but with very different perspectives.

The following questions are aimed at members coming to a common understanding of what are best practices of a highly performing board and be on the same page about where the board is going, how to get there, and how to respond.

1. What is governing (vs. what is management)?

ELB is a governing body and not a management committee. As a governing body, these questions can be defined in any way the board members decide, except what the Attorney General tells the board what they cannot do.

a. Setting the mission, goals, strategic direction – the desired outcomes.

This is done together, the board and CEO. Typically, these are proposed by the executive and the board discusses, tweaks as appropriate, and develops the mission, goals and strategic direction. The desired outcomes are what do you want the entities to do and how do you know when these outcomes are achieved.

b. Hiring the chief executive, approving his/her objectives, and supporting and evaluating him/her.

The CEO belongs to the board. The board supports the CEO up to “45 seconds before collectively you decided you need a new one”. Support, support, support.

c. Oversight of the organization:

i. Is it achieving its goals? Where’s the evidence?

ii. Is it behaving ethically?

iii. Is it financially responsible?

iv. Is its compensation and are its working conditions competitive?

Typically, the board directly approves the compensation of the CEO, and CEO recommends compensation of other staff (with the understanding that the bargaining units are set by the union) and the board agrees.

d. Governance is not problem-solving

When a problem is presented, the natural impulse is to help fix the problem. The board should first ask “Is this a governance problem or a management problem?” If it’s a governance problem, then it’s the board’s job to address it. If it’s a management problem, then the manager comes up with a number of alternatives to the problem and identify a recommendation for “these reasons” for the board’s approval.

e. “We don’t micromanage” implies “macro management” by the board is acceptable. [It isn’t]

Question: After the members have a better understanding of what it means to be a governing body, would there be a check-in with the members if they want to continue to be a member?

Response: The membership is voluntary. At any time, the members can choose to quit.

Question: Are we officially a governing body?

Response: Yes, the Governor has signed the bill. It’s now a law, Act 202.

It’s highly recommended that the board reviews the new statute, which will provide some information on the mission, goal and strategic direction of ELB. As a governing body, the members can also set mission and vision that are consistent with the law – clarify and focus, for example.

2. What authority does an individual governing board member have? [None, other than what the board as a whole explicitly gives an individual member.]

None, unless the board explicitly says, “I authorize you to do ...”. Non-negotiable.

3. Who speaks for the board?

The Chair speaks for the board and no one else, unless the board collectively sends, “We deputize such and such...” – usually in absence of a Chair.

4. Who speaks for the organization? The CEO.

5. What is the difference between “I represent ...” and “I am a representative of ...”?

As a board, a member represents such and such organization but the job is not to lobby for that organization/program. You are here because you bring specific perspective based on your representation. For example, as a representative of a Head Start provider agency, the member brings knowledge about the program and what research says about Head Start program but this member may not lobby for increase funding for Head Start providers. As a board, members are a collective body to do the right thing for all constituents of early learning.

6. What is the difference between telling someone what outcomes are desired and telling someone how to achieve the outcomes?

The board cannot tell the CEO how to achieve the outcomes – this can be very destructive for the CEO. The board cannot require the organization what to do/how to achieve the outcomes, especially when the organization may not have the capacity or the resources to do so. The CEO cannot be held accountable for not achieving the outcomes.

Brainstorming is a very important role of the board. Collectively the board brings in a whole bunch of knowledge and perspectives to generate ideas.

7. How should the board be organized? Vice chair? Standing committees?

The statute is silent on this. The best structure is when the committees are oriented towards the goals versus functional committees (e.g., facilities, governance, and finance). The goals are multi-disciplinary and so the committees should also be multi-disciplinary.

8. How should a board evaluate itself? Is it doing the right thing(s) the right way? Where's the evidence?

The best practice is an annual board self-evaluation. The purpose of self-evaluation is to address "how do we do it better next year" and not punitive. The function is to improve.

These eight questions are worth periodic review, even as a self-evaluation, and always asking the questions: "are we doing it right?" and "where's the evidence?"

Question: Is having an alternate or designee a problem?

Response: The alternate or designee should be the same person at every meeting to ensure continuity. Often the designee does not have the same level of authority as the person named in the membership. It's important more so now because members need to vote. One of the duties of the Chair is to talk to the person named, who is not able to attend, to send a same designee at all meetings. This designee needs to have the same level of authority to speak on behalf of their organization.

Everyone must agree to the consensus. It's destructive to disagree after leaving the meeting. It's a collaborative decision and not individual's.