

Date: November 5, 2020

From: Matthew Shim  
Executive Office on Early Learning (EOEL) Executive Director Search Subcommittee Chair

Re: Request Early Learning Board (ELB) approval of the search framework at the 11/12/20 meeting

**RECOMMENDATION:** At the request of the ELB chair, the subcommittee met to discuss the design, process and timeline for the search and hiring of the next EOEL Executive Director and is requesting **the ELB approve and adopt the framework of the search process and timeline, as described in this memorandum as agreed upon by the Search Subcommittee.**

### **1. Background**

On September 10, 2020, the Early Learning Board (“Board”), based on the recommendations of the Governance Subcommittee, acted and:

- a. Approved the establishment of an Executive Office of Early Learning (EOEL) Executive Director Search Subcommittee
- b. Approved the Search Subcommittee charter
- c. Approved five Board members that volunteered to participate as Search Subcommittee members (Justina Acevedo-Cross, Edel Baguio-Larena, Robert Peters, Stephen Schatz, and Matthew Shim)
- d. Appointed and approved the Search Subcommittee Chair (Matthew Shim)

The purpose of the EOEL Executive Director Search Subcommittee is to design, lead and implement the search for the Early Learning Board. The subcommittee shall make recommendations to the ELB for the search design, process and timeline and make a recommendation to the board of up to three final candidates for ELB discussion and decision.

### **2. Brief Description of Process**

The Donor (to be determined) will provide financial support that allows a professional Search Firm/Project Manager to be hired and work with the Search Subcommittee to recruit and manage the logistics/project management portion of the search.

After the Board approves/establishes the EOEL Executive Director’s job description and/or desirable characteristics of an Executive Director, the position will be posted, and applications solicited. After the application period is complete, the Search Subcommittee, Search Firm/Project Manager, and Advisory Group (as such terms are defined below) will work to determine which candidates are qualified and narrow the field to no more than three final candidates. The Board will select a finalist and contingent finalist from the three final candidates.

### **3. Roles and Responsibilities**

There are several parties that will have a part in the search process. These parties and their responsibilities are described as follows:

**Board:** The Early Learning Board (Board) delegates authority to conduct the search to the Search Subcommittee. With the assistance of the Advisory Group, the Board will adopt a job description for the EOEL Executive Director and may run a process to develop Executive Director “characteristics, preferred skills, abilities, and knowledge” which can be used to qualify and evaluate candidates. The Board will review the Search Subcommittee recommendation regarding the top three applicants (“Final Candidates”) and decide which of the Final Candidates will be the top candidate (“Finalist”) and contingent candidate (back-up). **Any ELB member that is interested in becoming a candidate for the EOEL Executive Director position will resign from the Board to eliminate any conflict of interest.**

**Search Subcommittee:** The Search Subcommittee was formed by the Board on September 10, 2020. The Search Subcommittee, Advisory Group, and Search Firm/Project Manager will review the applicants for the position. Taking into consideration the advice of the Advisory Group and the Search Firm/Project Manager, the Search Subcommittee votes on the three Final Candidates and provides its recommendation to the Board. Only the Search Subcommittee, which is solely made up of Board Members, will vote regarding the recommendation of the Final Candidates, but will consider input from the Advisory Group and Search Firm/Project Manager.

**Advisory Group:** The Search Subcommittee recommends the Advisory Group be made up of individuals representing the following groups: up to two members of each of the six EOEL Hawaii Early Childhood State Plan Work Groups (see pages 7 and 8 at <https://earlylearning.hawaii.gov/wp-content/uploads/2020/08/1.-Overview-of-SIPs.pdf>), a parent of a current early learning age bracket child, and a member of the EOEL office staff. The Advisory Group will advise the Search Subcommittee regarding its recommendation of the Final Candidates to the Board. Advisory Group members will not vote on the Final Candidates but will provide the Search Subcommittee with advice regarding the selection of the Final Candidates to present to the Board.

**Search Firm/Project Manager:** Based on a Scope of Work determined by the Search Subcommittee, the Search Firm/Project Manager will assist the Search Subcommittee, Advisory Group, and Board in the search process, recruitment, and logistics/project management portion of the search process, and assist with the communication of the search process/results for the Executive Director of the EOEL for the State of Hawaii.

**Donor:** The Search Subcommittee is exploring the possibility of a donor providing support and funding to hire a Search Firm or Project Manager. The Donor will provide support and run a process to identify a Search Firm/Project Manager. The Donor will negotiate and contract with the Search Firm/Project Manager. The Search Subcommittee will ensure Deputy Attorney General review to address any potential conflict of interest.

**Public:** The Public includes anyone with an interest in the early learning system in Hawaii. This includes all teachers, staff, students, administrators, parents, and community members. The Public may provide comment on the process, EOEL Executive Director job description and characteristics/preferred skills/abilities/knowledge of the Executive Director, Final Candidates and Finalist through participation in the Early Learning Board meetings.

#### 4. Findings

The process, roles, and responsibilities described above were developed with the intent to provide flexibility and the opportunity for the Search Subcommittee and Board to consult with a professional search firm/project manager before establishing all elements of the process. As such, elements of the search described herein are intended to provide guidance to the Search Subcommittee and allows the Search Subcommittee to make decisions and adjust the process as it deems necessary.

Donor and Search Firm/Project Manager. The Donor will be approached to provide support to fund a Search Firm/Project Manager, which will assist the Board in its search and recruitment for an EOEL Executive Director. The Search Subcommittee will develop a scope of work for the Search Firm/Project Manager contract. The Donor will run a process to identify a Search Firm/Project Manager, which will include the consideration of multiple options. Once the Donor identifies a Search Firm/Project Manager, the Donor will provide the necessary funds. The Donor will negotiate and contract with the Search Firm/Project Manager.

The Search Subcommittee recommends the use of this process (using donated funds and working with a Donor to select a Search Firm/Project Manager) to ensure that a comprehensive search for qualified candidates—with the benefit of a professional search firm/project manager—could be completed in a timely fashion. The Donor would interview several potential firms/individuals and include at least one Search Subcommittee member in these interviews to ensure that the potential search firm/project manager candidates understand the process contemplated and the expectations of the Board. The Donor will hire the search firm/project manager to support the Board in its search for an Executive Director. This process makes it more likely to select a candidate before May 7, 2020.

Input Process. The process includes opportunities for the Public and Advisory Group to provide input. The Search Subcommittee determines how and when this input will be solicited.

- a. **EOEL Executive Director Job Description and characteristics/preferred skills/abilities/knowledge.** The Search Subcommittee will receive input from the Advisory Group, Search Firm/Project Manager, and Board, to establish the EOEL Executive Director job description and characteristics/preferred skills/abilities/knowledge. The Public can comment on the job description for the EOEL Executive Director through conventional means, which is testimony on Board agenda items. The Board can run a different process to reach out to the Public for input on EOEL Executive Director characteristics/preferred skills/abilities/knowledge, which can include outreach through an online survey and other means.
- b. **Final Candidates.** The Advisory Group will assist the Search Firm/Project Manager and Search Subcommittee, providing advice on its selection of the three Final Candidates. The Search Subcommittee also recommends a process where the Board holds forums that allows the Public to meet the three Final Candidates before selecting a Finalist and contingent finalist.
- c. **Finalist and Contingent Finalist.** The name of the Finalist can also be posted on the Board agenda where the Board approves the candidate so the Public can provide input on the Finalist via testimony before the Board acts. If the Finalist is no longer a candidate for any reason, the Board will decide whether to select the Contingent Finalist and post the candidate's name on the agenda.

**5. Search Process Timeline**

<b>Approximate Date</b> <i>(subject to change)</i>	<b>Activity</b> <i>(subject to change)</i>
September 10, 2020	ELB establishes Search Subcommittee
November 5, 2020	Search Subcommittee submits recommendation for a search process to ELB
November 12, 2020	Board considers Search Subcommittee process recommendation
November 20, 2020	<ul style="list-style-type: none"> <li>• Search Subcommittee Advisory Group forms</li> <li>• Donor contracts with Search Firm/Project Manager</li> <li>• Advisory Group and Search Firm/Project Manager collect input on Executive Director “characteristics...”</li> </ul>
December 2020 – January 2021	Board adopts job description and Executive Director “characteristics...”
February 2021	Position posted internally and externally for recruitment
March 2020	Search Subcommittee, Advisory Group, and Search Firm/Project Manager develops list of three Final Candidates
April 2020	<ul style="list-style-type: none"> <li>• Search Subcommittee recommends three final candidates to Board.</li> <li>• Board forwards the top candidate ("Finalist") and contingent candidate (“back-up”) to DOE Superintendent for approval</li> </ul>
May 2020	Board announces EOEL Executive Director selection