



**STATE OF HAWAII  
BOARD OF EDUCATION**

P.O. BOX 2360  
HONOLULU, HAWAII 96804

July 15, 2021

TO: Board of Education

FROM: Catherine Payne  
Chairperson, Board of Education

AGENDA ITEM: Board Action on findings and recommendations of investigative committee (a permitted interaction group pursuant to Hawaii Revised Statutes Section 92-2.5(b)(1)), concerning nomination of individuals to serve as members of the State Public Charter School Commission ("Commission"): Shannon A. Cleary, Alex S. Harris, Cathy K. Ikeda

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**I. BACKGROUND**

Pursuant to Hawaii Revised Statutes ("HRS") Section 302D-3(c),<sup>1</sup> entitled "[s]tate public charter school commission establishment; appointment," the Board of Education ("Board") appoints the members of the State Public Charter School Commission ("Commission"). The section further states that the Board shall "consider the combination of abilities, breadth of experiences, and characteristics of the commission, including but not limited to reflecting the diversity of the student

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<sup>1</sup> Section 302D-3(c), HRS, provides:

"The commission shall consist of nine members to be appointed by the board. The board shall appoint members who will be tasked with authorizing public charter schools that serve the unique and diverse needs of public school students. The chair of the commission shall be designated by the members of the commission for each school year beginning July 1, and whenever there is a vacancy. The board shall consider the combination of abilities, breadth of experiences, and characteristics of the commission, including but not limited to reflecting the diversity of the student population, geographical representation, and a broad representation of education-related stakeholders. Members of the commission shall collectively possess experience and expertise in public or nonprofit governance; management and finance; assessment; and public education. The commission shall be exempt from sections 26-34 and 26-36."

population, geographical representation, and a broad representation of education-related stakeholders.” Act 167, 2021 Session Laws of Hawaii, recently amended this section by adding a provision that states, “Members of the commission shall collectively possess experience and expertise in public or nonprofit governance; management and finance; assessment; and public education.” Section 302D-3(d), HRS, further requires each nominee to the Commission to meet minimum qualifications. These minimum qualifications are:

1. Commitment to education. Each nominee's record should demonstrate a deep and abiding interest in education, and a dedication to the social, academic, and character development of young people through the administration of a high performing charter school system;
2. Record of integrity, civic virtue, and high ethical standards. Each nominee shall demonstrate integrity, civic virtue, and high ethical standards and be willing to hold fellow commission members to the same;
3. Availability for constructive engagement. Each nominee shall commit to being a conscientious and attentive commission member; and
4. Knowledge of best practices. Each nominee shall have an understanding of best practices in charter school educational governance or shall be willing to be trained in such.

Section 302D-3(e), HRS, provides that nominees shall also ideally meet the following recommended qualifications:

1. Experience governing complex organizations. Each nominee should possess experience with complex organizations, including but not limited to performance contract management, and a proven ability to function productively within them; and
2. Collaborative leadership ability. Each nominee should have substantial leadership experience that ideally illustrates the nominee's ability to function among diverse colleagues as an effective team member, with the ability to articulate, understand, and help shape consensus surrounding commission policies.

At its June 17, 2021 general business meeting, the investigative committee that the Board tasked with nominating individuals to serve as members on the Commission for the Board to consider for appointment nominated Ms. Shannon A. Cleary, Mr. Alex S. Harris, and Dr. Cathy K. Ikeda for appointment to the Commission.<sup>2</sup>

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<sup>2</sup> The investigative committee’s findings and recommendations are available in Investigative Committee Chairperson Kili Namau’u’s memorandum dated June 17, 2021, available here:

Pursuant to Sunshine Law, the Board did not deliberate or act on the investigative committee's nominations at the same meeting at which the committee reported its findings and recommendations. The Board may appoint any or all of these three nominees to fill the vacancies of the Commission:

- Reappointment of Ms. Shannon A. Cleary, whose cover letter and resume are attached as Exhibit A, for a second consecutive three-year term beginning on July 1, 2021 and ending on June 30, 2024;
- Appointment of Mr. Alex S. Harris, whose cover letter and resume are attached as Exhibit B, for a three-year term beginning on July 1, 2021 and ending on June 30, 2024; and
- Reappointment of Dr. Cathy K. Ikeda, whose cover letter and resume are attached as Exhibit C, for a second consecutive three-year term beginning on July 1, 2021 and ending on June 30, 2024.

Because the terms of Ms. Cleary, Dr. Ikeda, and outgoing Commissioner Harald Barkoff ended on June 30, 2021, the investigative committee proposed a stopgap measure to avoid any breaks in service or interruptions to the Commission's operations. As the investigative committee recommended, I appointed the aforementioned nominees as interim Commissioners, pursuant to the Board's mid-term vacancies process, effective July 1, 2021.

## **II. RECOMMENDATION**

The investigative committee recommended that the Board appoint the nominees as official members of the Commission with a retroactive effective date of July 1, 2021.

**Proposed Motion: "Move to appoint Shannon A. Cleary, Alex S. Harris, and Cathy K. Ikeda to the Commission for three-year terms effective July 1, 2021 (applied retroactively) and ending June 30, 2024."**

**Exhibit A**

**Shannon A. Cleary's Cover Letter and Resume (contact information redacted)**

**Shannon Aileen Cleary**



April 14, 2021

Dear Board of Education & Commissioners:

Over the past two decades, my path has taken me from small business owner on Maui to strategic change agent in education in Hawaii. As the Vice President of Institutional Advancement at Mid-Pacific Institute and previously director of advancement at Hawaii Technology Academy, I have had the distinct pleasure of working with governing boards at a 100+ year old independent school and for the state's largest charter school. With experience in strategic planning and implementation across the islands, I have found that bridging diverse communities while infusing innovation is paramount to best serving the local, national, and global communities and hope that my skills have been an asset to the Charter School Commission over the past three years.

In the fall of 2019, I accepted a position at a language immersion school based in San Francisco to better understand how to best support our Hawaiian focus & immersion schools. The caveat for accepting the position was that I maintain my residency in Hawaii and be able to return monthly for Commission meetings. Until March 2020, I was able to do so, then due to COVID-19, all meetings went virtual and I have remained in Hawaii after accepting the position with Mid-Pacific.

My experience with both working at a progressive public charter school, as well as experience in independent schools in Hawaii have offered a wide view and understanding of the educational landscape in Hawaii across six islands. With that, I believe I have served fairly and wish to renew my candidacy for the Charter School Commission. My commitment to education in Hawaii and record of integrity are strong. Thank you for your consideration.

Sincerely,

Shannon A. Cleary



# Shannon Aileen Cleary

## PROFESSIONAL SUMMARY

- School leader deeply invested in advancement efforts that support innovation in learning.
- Accomplished in seeing campaigns through feasibility study, prospecting, cultivation, fundraising, and stewardship.
- Strategic planner for Hawaii's largest statewide blended-learning school, with constituents across the state.
- Specialist in restructuring, implementing policy & procedure, and team building.
- Spearheaded "The Faculty Lounge", a place for public, public charter, independent, and parochial school stakeholders to meet to discuss trends, successes, and concerns in education.
- Energetic, well-traveled professional with native speaker language skills in Japanese & English, dynamic leadership, communication, and collaboration skills.

## WORK EXPERIENCE IN EDUCATION & Administration

### **Vice President of Institutional Advancement, Mid-Pacific Institute, Honolulu, HI**

(August 2020 – present)

- Oversees advancement Directors of Strategic Initiatives, Alumni, and Annual Fund
- Designed and implemented comprehensive campaign cultivation & solicitation cycle, currently in feasibility study phase.
- Actively participates in Governance Committee with the Board
- Oversight of archives and advancement services.
- Actively collaborates with President, fellow Vice Presidents, and senior team members in developing the strategic plan and operationalizing it.

### **Commissioner, Hawaii State Public Charter School Commission Honolulu, HI**

(June 2018 - present)

- Review performance contracts of for Hawaii State public charter schools as describe the responsibilities and requirements, including state and federal laws, of governing boards.
- Holding the governing boards accountable to their contracts.
- Commitment to maintaining a record of integrity, civic virtue, and high ethical standards.
- Availability for constructive engagement with the public charter schools, as well as staff for strategic planning.

### **Director of Advancement, La Scuola International School, San Francisco, CA**

(August 2019 – July 2020)

- Recruited as the school's first Director of Advancement for the initial phase of a comprehensive campaign.
- Designed and implemented comprehensive campaign cultivation & solicitation cycle in response to feasibility study.
- Active Governance Committee member, working with the Board to identify, cultivate, and work with new Board members.
- Oversight of communications department, including crisis communications.

**Director of Advancement, Le Jardin Academy, Kailua, HI**

*(January 2016 – June 2019)*

- Identified key roles and developed the advancement department from previously siloed departments.
- Assembled school's first major gifts committee, resulting in 300% increase in number of donors giving over \$10K to annual fund.
- Created a Stewardship & Relations position focused on all stakeholders.
- Collaborated and executed data-migration to Raiser's Edge with Director of EdTech.
- Project manager for website redesign to responsive site.
- Innovated a new format for Annual Report to an annual storybook, in the form of a children's book.
- Substitute Japanese teacher for International Baccalaureate Programme(PYP, MYP, DP).

**Director of Advancement, Hawaii Technology Academy, Honolulu, HI**

*(July 2012 – January 2016)*

- Governing Board recruitment and training of members from Kauai, Maui, Hawaii, and Oahu.
- Initiated and completed the forming of HTA's 501c3 arm, Friends of HTA.
- Donor prospecting and stewarding across the state.
- Lead the WASC accreditation process, resulting in the longest term granted of 6 years.
- Oversaw all school communications and public relations.
- Procurement and negotiations of remote and future facilities across the state of Hawaii.
- Actively participated with fellow charter school leaders in negotiating Charter School Contract.
- Organized Learning Exhibitions for students in Hilo, Kona, Maui, and Kauai.

**Director of Annual Giving/Alumni Relations, La Jolla Country Day School, La Jolla, CA**

*(August 2007 – July 2012)*

- Raised more unrestricted annual gifts than recorded in the school's history.
- Worked with Major Gifts to closeout \$40M capital campaign.
- Devised and employed an ambassador system that has resulted in 75% parent participation compared to consistent 57 – 61% in recent years.
- Adept at analyzing data and coordinating the appropriate timing and types of solicitation.
- Created Alumni Leadership Council, and embedded the alumni association into the curriculum to engage students at different inflection points from preschool.

**Director of Admission, Maui Preparatory Academy, Lahaina, Hawaii**

*(2005/2006-2006/2007 Academic Year)*

- Drafted all materials for the Admission process, policies and procedures
- Conducted student/parent interviews
- Financial Aid Coordinator
- Created and placed public service announcements for Maui Prep

**Foreign Language Department Chair, Maui Preparatory Academy, Lahaina, Hawaii**

- Full-time Japanese Teacher *(August 2005-2007)*
- Language Arts/Study Skills 6<sup>th</sup> Grade Teacher *(August 2006-2007)*

## **EDUCATION AND CERTIFICATIONS**

### **Ursinus College, Collegeville, PA**

International Relations/East Asian Studies

Bachelor of Arts awarded in 1992

### **Tohoku Gakuin University, Sendai, Japan**

Certificate in Japanese Studies awarded in 1991

### **Worldport ESL**

Certificate in TESL awarded in 2002

## **LEADERSHIP AND SERVICE**

- Actively participates in the allocation of funds for 1LT Michael J. Cleary Foundation.
- Hawaii Public Charter School Network, Board President (2014 - 2018)
- First Robotics Coach (2018 - 2019)
- Board of Trustees for 1LT Michael J. Cleary Fund – non-profit (2005-present)
- Blackbaud Presenter, Cross-divisional Data Migration (July 2017)
- Co-Produced a podcast with Ted Dintersmith bringing together public, private, and charter school leaders to discuss the approaching education without limits.
- Presenter at NAIS on Blended Learning (2016)
- Presenter at SOTF on Blended Learning (2016)
- Presenter at Schools of the Future 2013 on the Blended Learning model.
- Superior Speaker Award received at the CASE/NAIS national conference on Alumni Associations (2011)
- WASC Accreditation Coordinator for HTA (2012-2014)
- WASC Accreditation Focus Group Leader for Maui Prep and Le Jardin (2006, 2007 & 2016)
- *additional* studies in French, Italian, and Chinese (Mandarin)
- Division Field Hockey for Ursinus College, Collegeville, PA (1988-1991)

## **TECHNOLOGY SKILLS**

Strong knowledge of Google Docs & Apps, Blackbaud/Raiser's Edge, RE NXT, FinalSite, Constant Contact, Social media (Facebook, Instagram, LinkedIn, Twitter, Google+), Microsoft Office.

Vast working knowledge of MacIntosh, Managebac, Toddle, database management, Photoshop, and Adobe.



## **ADDITIONAL PROFESSIONAL EXPERIENCE**

**NihongoMaui, LLC, Maui, HI** 1999-2004

Owner/Publisher/Director of Sales and Marketing

Conceived and collaborated on creating the first comprehensive and informative free Japanese guidebook for both visitors and industry leaders alike. Through highlighting necessary and useful information for its viewers, the publication was able to effectively promote local and international businesses.

- Oversaw only foreign language publication on Maui that not only survived but remained profitable in the aftermath of 9/11 on Maui
- Improved sales of advertising space over \$100,000 gross annually
- Created the guidebook as the most useful briefing tool for Japanese visitors.

**Play Pacific, Inc. The Fairmont Kea Lani, Wailea, HI**

Leisure Engineer/Sales (2000 – May 2005)

Performed competitively to continually remain a top sales producer in one of Hawaii's most renowned resort hotels. Assisted General Manager with promotional letters to return guests and new groups to foster new patrons.

**Starwood, SVO & Sheraton Maui Lahaina, HI**

Marketing/Guest Service Manager (2004, 1998-1999)

**Louis Vuitton, LVMH Lahaina, HI**

Luxury Retail Sales, (1997–1999)

**Exhibit B**

**Alex S. Harris's Cover Letter and Resume (contact information redacted)**

April 19, 2021

To members of the Hawaii State Board of Education,

I am honored to submit my interest to serve on the Hawaii State Public Charter School Commission. My career has been spent increasing learning opportunities for low-income students in the hopes of breaking inter-generational cycles of poverty. Charter schools offer students a critically important option within our state's education ecosystem. In my current role as Vice President of Programs at the Harold K.L. Castle Foundation, I have partnered deeply with several charter schools, including Malama Honua PCS, Dreamhouse 'Ewa Beach PCS, Kapolei Charter School, SEEQS, and Ke Kula 'o Samuel M. Kamakau Laboratory PCS.

I believe in the need for a vibrant, independent charter school sector that holds high expectations for all students. I submit this letter as a third-generation educator who was raised in a household where education was held up as **the** key to upward mobility. I also do so as a military spouse that knows full well the challenge of raising young children within a constantly changing environment where school choice is important.

As my resume details, I bring a balance of hands-on practical education experience with schools, youth and families as well as extensive policy level experiences in early childhood, K-12 and postsecondary education. I have also been vetted by the State Legislature during my tenure on the Hawaii State Commission on Fatherhood.

The Public Charter School Commission has a critical role to play in nurturing a portfolio of high performing charter schools across the state, drawing on different models of teaching and learning. I also believe the Commission can shine a light on key data that increase public attention and build trust through results.

I am honored to be considered for this critical appointment.

Sincerely,

Alex Harris

## Recent Work Experience

### **Harold K.L. Castle Foundation (*Vice President of Programs*), Windward Oahu: 2013 – present**

- Lead efforts to expand college and career pathways for low-income students and strengthen school leadership teams
- Oversee annual grants budget of \$7M

### **Hawaii State Department of Education (*Office of Strategic Reform*), 2011 – 2013**

- Coordinated \$35M in human capital reforms (alternate routes, performance management, recruitment, induction and mentoring, and professional development management system)
- Designed the state's Strive Hi school accountability system that replaces No Child Left Behind
- Impact: Hawaii's two-year learning gains on the "Nation's Report Card" were amongst the highest in the nation

### **U.S. Education Delivery Institute (*Deputy Director*), Washington, DC: 2010 – 2011**

- Co-founded a mission-driven organization that partners with K-12 and higher education systems to deliver results using a proven approach to performance management
- Led development of \$4M budget and sustainability plan, as well as recruit, hire and on-board all new staff
- Managed all K-12 engagement with leading state education agencies in LA, MA, TN, DE, NY, and KY
- Impact: Reviews of state education agency capacity show systems better organized to drive change; early outcomes from the first state engagement showed significantly increased rates of high school graduation

### **District of Columbia (*Assistant Superintendent of Testing & Accountability*), Washington, DC: 2008 – 2010**

- Responsible for setting policy and accountability for all Washington, DC public schools
- Responsible for academic content standards, student testing, school accountability and longitudinal data system
  - Managed \$8M budget and staff of 15
- Impact: improved test security, launched new test monitoring protocols, eliminated invalid accommodations, executed new test vendor contract, redesigned school/district/state report cards, rewrote state accountability workbook

### **National Governors Association (*Program Director*), Washington, DC: 2005 – 2008**

- Spearheaded \$24M initiative to help the nation's governors improve college- and career ready graduation rates
- Advised governors and their staff, researched best practices, and catalyzed state policy through targeted investment
- Impact: Built cadre of a dozen early adopter states focused on college/career ready agenda

### **Good Beginnings Alliance (*Policy Director*), Honolulu, HI: 2002 – 2005**

- Launched targeted advocacy campaign to spur creation of a state-funded pre-kindergarten program
- Built a statewide school readiness system via development of content standards, assessment, transition protocols
- Founding member of Hawaii P-20 Initiative
- Impact: advocacy led to additional public investment for low-income children to attend preschool, creation of statewide Junior Kindergarten program, development of quality enhancement initiative, preschool content standards and kindergarten readiness assessment

## Education

### **Harvard University, John F. Kennedy School of Government, Master's in Public Policy, 2002**

Coursework in policy analysis, nonprofit management, economic development, labor relations and public finance  
Thesis evaluated Toledo, OH School District peer review collaboration between teachers union and school district

### **Brown University, B.A. with Honors, 1998**

Major in Public Policy with focus on public education reform  
Honors thesis evaluated a quasi-military boot camp run by the New York City Department of Correction

## **Other Relevant Work Education**

### **Washington Irving High School (*Teacher*), New York City: 1998 - 2000**

- Part-time history teacher
- Directed a school improvement project within a 2,500 student New York City public high school to increase career readiness, college preparation and after-school opportunities

### **New York City Office of the Mayor (*Urban Fellow*): 1998 - 1999**

### **US Department of Education (*Intern*): 1996**

### **The Lewis School (*Student Teacher*): 1995 -1996**

## **Board Participation**

Grantmakers for Education Conference Committee

National Career Academy Coalition (2019-)

AdvanceCTE (2018-)

Appointed by Governor Ige to Hawaii State Commission on Fatherhood (2015-2017)

University of Hawaii College of Education Advisory Board (2014-2017)

Higher Achievement Program, Board Member (2006 – 2011)

College Connections Hawaii, Board Member (2003 – 2005)

Hawaii Alliance for Drama Education, Board Treasurer (2002 – 2005)

Hawaii State Board of Education Committee on Weights, Member (2005)

## **Other Activities**

### **Envision Hawaii, co-founder, 2003**

- Founded a professional development network of 300+ young public servants and social entrepreneurs in Hawaii

### **Kanu Hawaii, co-founder, 2004**

- Organized a youth-driven social networking movement to promote sustainability practices

### **Court Appointed Special Advocate: Volunteer Investigator, 1997-1998**

- Investigated claims of child abuse and neglect for Rhode Island Family Court to represent the child's best interests.

## **Publications**

A Talent Roadmap to Support Economic Recovery in Hawaii, 2020

U.S. Education Delivery Institute and Achieve, Inc “*Implementing Common Core State Standards*”, 2011

National Governors Association “*Accelerating the Agenda: Actions that Improve America’s High Schools*”, 2009.

National Governors Association “*Retooling Career Technical Education to Accelerate High School Redesign*”, 2008.

The Standard, “*Reforming America’s High Schools*” Journal of the National Association for State Boards of Education

Educational Perspectives, “*From Baby Steps to Policy Initiative: Hawaii’s Efforts to Promote School Readiness*”, 38, 1, 2005

Legislative Issue Brief, “*Behind Before They Begin: Does Hawaii Prepare our Youngest Children for School?*”, 1, 2. 2003

## **Sample Presentations**

Pew Center for Civic Engagement

Bill & Melinda Gates Foundation Annual Convening

National Association of State Boards of Education

Hawaii Executive Conference

Council of Chief State School Officers Annual Meeting

US Chamber of Commerce Annual Meeting

Grantmakers for Education Annual Meeting

Jobs for the Future Annual Meeting

## **Awards**

2014 Omidyar Fellow

2003 Emerging Leader, Children’s Defense Fund

2001 Sylvia Kelman Scholarship, Harvard Kennedy School of Government

1999 New York City Urban Fellow, Office of the Mayor, New York City

1998 Noah M. Krieger Award for Excellence in Public Policy, Brown University

1997 A. Alfred Taubman Fellow, Brown University

## **Skills**

Completed New York University certificate in conflict resolution (negotiation, mediation and arbitration)

**Exhibit C**

**Cathy K. Ikeda's Cover Letter and Resume (contact information redacted)**

# Letter of Interest

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Dear Board of Education members,

Aloha. I am interested in being reappointed as a commissioner for the State Public Charter School Commission. I was first appointed by the BOE for a term starting in July, 2018. What I came into at that time was the tail end of the revocation of the charter contract for Ka'u Learning Academy. This kind of start to a term was perhaps the worst thing that happened in my initial freshman term as a Commissioner, but it was not the only time when hard and even perhaps unpopular decisions needed to be made as a member of the Commission. The fact that the pandemic both continues to move us farther away from what we once thought was best practice in education, and highlights the inequality in public education within our most vulnerable communities just adds to the stress of this volunteer position. However, I am stepping forward again because I have a kuleana to bear for the students. What I have also learned in this first term is that I also have a kuleana to the school leaders, the teachers and the governing boards that represent their communities. As a Commissioner, balancing policy and statute (the act of authorizing) with praxis in a way that creates sustainability, diversity and equity (the act of authorizing with aloha) is the challenge that I still feel I can contribute to and invest in.

In order to quickly learn as well as make decisions with an eye on policy and praxis, I have participated in professional development through NACSA, participated in school site visits and engaged in workshops offered with and by charter school leaders around culturally relevant assessment, college readiness and culture based engagement. I have also worked on PIG committees around the Commission strategic plan as well as contract 4.0 and creating minimum and desirable qualifications for a new executive director. I am currently the vice chair for the Commission and have been vice chair for two of the three committees in the past (performance and accountability, administration and operations).

Finally, as an outer island educator who still lives in Hilo part time and works on Oahu, I am able to bring outer island values to Oahu-centric decision making. When I hear testimony about our decision making body being too Oahu-centric, what I can contribute to the Commission is to be "both/and" versus one or the other. No one else on the Commission at this time is in the same situation so I feel like my voice is unique in the makeup of this group.

Mahalo for your time and consideration. I appreciate the opportunity to serve.

Sincerely,

Cathy K. Ikeda

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CATHY KANOELANI IKEDA, ED.D

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# COMMISSIONER

## CURRICULUM VITAE

### CONTACT ME AT



### SKILL HIGHLIGHTS

- Collaboration
- Team building
- Organization
- Critical Thinking
- Problem Solving
- Flexibility

### CORE ACCOMPLISHMENTS

- Contract 4.0 - participated in listening sessions, feedback and working sessions; worked with framework staff to understand edits based on feedback and bring it back to committee
- Training - participated in NACSA bootcamp and virtual conference to keep abreast of national shifts in authorizing

### PROFILE

As current vice chairperson for the Public Charter School Commission, as well as participant in the Contract 4.0 talks since May 2020 to April 2021, I continue to collaborate with staff and schools to try and deliver mission-critical results.

### PROFESSIONAL EXPERIENCE

#### Hawaii Public Charter School Commissioner

July 2018 - present

- Authorize and oversee high-quality public charter schools throughout the state
- Be a conscientious and attentive member who is invested in education in Hawaii

#### Educator

September 1992 - Present

- Hilo High School, September 1992 - August 2002
- Kamehameha Schools Hawaii August 2002 - July 2015
- University of Hawaii West Oahu - August 2015 - Present

### EDUCATION

#### University of Hawaii Manoa

Doctorate in Professional Practice in Education July 2014

- Studied professional development design for teachers using Hawaiian culture based education practices for English medium teachers

#### University of Hawaii Hilo

Masters in Education 2005; Bachelor of Arts in English, Secondary Licensure 1992