



THE SCHOOL BOARD OF LEE COUNTY

**School Board Workshop
Superintendent Search
Friday, January 28, 2011 – 9:00 a.m.
Board Room**

Attending

Thomas Scott, Board Chair
Mary Fischer, M.A., Vice Chair
Jeanne S. Dozier, Member
Jane E. Kuckel, Ph.D., Member
Don Armstrong, Member

Lawrence D. Tihen, Ph.D., Interim Superintendent
Keith Martin, School Board Attorney
Georgianna McDaniel, Director, Personnel
Dr. Wayne Blanton, Florida School Boards Association
Ms. Brenda Wall, Recording Secretary

I. Welcome/Call to Order

Mr. Thomas Scott, Board Chair, called the workshop to order at 9:00 a.m. Mr. Scott welcomed Dr. Wayne Blanton from the Florida School Boards Association. Mr. Scott then turned the meeting over to Dr. Wayne Blanton. He stated that hiring a superintendent will be one of the most important decisions the School Board will make. It is very important to find a person who will be able to work with the Board, parents, teachers and the community. Dr. Blanton then moved to the flip chart to make notes on the decisions that the Board would need to make today and in the upcoming weeks.

II. Discussion:

Dr. Blanton referred to his handout regarding the Superintendent Search. (*A COPY OF THE HANDOUT MAY BE FOUND ON FILE IN THE SUPERINTENDENT'S OFFICE AS PART OF THE OFFICIAL MINUTES*). He informed the Board that certain decisions would need to be made such as; the nuances of the contract, the length of the contract and the salary range. Dr. Blanton asked the Board what type of search they wanted and after discussion, the Board agreed on a nationwide search. An advertisement will be printed in Education Week as well as other publications. The District will need to develop a brochure and print approximately 2000 copies. The brochures will be sent to all School Board Members and Superintendents in the state of Florida, as well as all School Superintendent Associations in the United States. Dr. Blanton stated that the Board would need to choose a start date. Mrs. Jeanne Dozier informed Dr. Blanton that some of these decisions had already been made and asked that Mr. Scott review those decisions with Dr. Blanton. Mr. Scott stated that the Board had decided in December to make their final decision for the new Superintendent by June 1, 2011 with a start date of July 1, 2011. A determination will need to be made as to how long to advertise the position. Dr. Blanton suggested the months of February and March be set aside for advertising, with interviewing to begin in late April or early May. Dr. Blanton stated the following should be considered in the interviewing process; if hiring a sitting Superintendent, many have 60 or 90 day notification clauses in their contract and if hiring a Deputy Superintendent, they can generally begin within 30 days. The closing date for receiving applications should be no later than April 1, 2011. Dr. Blanton suggested that Board Members read every resume that is submitted. He went on to say that most candidates apply for positions near the deadline date.

All applications will first be received in the District Personnel office. Once a week that office will make copies of the applications submitted and send to the Board Members and Dr. Blanton. Dr. Blanton suggested that all applications be numbered when they are received. The applications should be read very carefully. Reviewers should look for red flags, such as gaps in employment. A Superintendent that moves approximately every three (3) years or an applicant who previously was a Superintendent, but is now a consultant, this may mean that their previous position was terminated. It is also a good idea to look at the

different organizations the Superintendent belongs to and who they represent in the community. Dr. Blanton informed the Board that he would need to come back approximately mid April to share his top candidates and for each individual Board Member to share their top candidates. In addition, if a citizens committee is used, they need to be allowed at least a week to review the applications. He also advised the Board to allow for a week or two to conduct the background check on the top candidates. He suggested the date of April 15, 2011 as the date for the Board and Citizens Committee to choose the top five (5) candidates. At that time, begin scheduling the candidates to come in for a visitation. The Board will then have to set aside approximately 10 days to meet with each of the candidates when they arrive. It takes approximately 1 to 1 ½ days per candidate for the interview process. Time should be set aside to show the candidate the District. Each Board Member should interview the candidate separately and allow one (1) hour for that interview. In addition, the candidate should be scheduled for an interview with the public and two (2) hours should be set aside for that purpose. Dr. Blanton will provide a set of questions pertinent to the state of Florida. The Board needs to develop a set of questions unique to Lee County. Also, allow the candidate time to ask the Board questions. Most candidates will bring their spouse along and this would be a time to share information about the area as well as answer any questions the candidate may have.

Dr. Blanton suggested that the Board set aside the dates of April 1, 2011 through May 1, 2011 as the time to interview the candidates with a goal of making a selection by June 1, 2011. Also, allow time between May 1 and May 15, to bring candidates back if necessary. Site visits for the top candidates should also be scheduled by the Board Chair or a designee during this time. If the candidate is from the state of Florida it should not take as long, however, if the candidate resides in another State, allow more time to schedule and complete the site visit. Dr. Tihen reminded the Board that FCAT testing begins the week of 4/18 and goes through 4/22/11. Also, spring break begins on 4/25 with students returning on 5/2/11. These dates should be kept in mind when scheduling candidates for interviews. A decision should be made between the top two (2) candidates between mid-May and June 1. This will still allow for a start date of July 1, 2011.

Mrs. Dozier informed Dr. Blanton that the Board wanted to establish a community selection committee. Mr. Scott stated that each Board Member would choose six (6) people to be on the committee. The committee would then review the applications and bring their collective thoughts back to the Board. Mrs. Dozier stated that the last time a Superintendent was hired, they divided up the group into stations. Perhaps one would be a writing prompt and the candidate would have to write about something, the group would review it and discuss with the candidate. A scoring sheet was also used. The next station would be an impromptu speaking exercise for the candidate. Dr. Kuckel agreed that this process worked very well during the last Superintendent search. She went on to say that during the two day process, they would have a total of six (6) stations and the candidates would rotate through three (3) stations the first day and three (3) stations the second day. It provided a very good comparison because the committee was able to view all of the candidates going through each of the stations and it would be clear how each performed at each station. Mr. Scott stated that the final five (5) candidates would have already been chosen and this would be the group that would rotate through the "stations" with the citizen's committee. Dr. Blanton reminded the Board that they make the final hiring decision. The citizens committee may suggest their choices, but the Board makes the final decision. Dr. Kuckel made the suggestion of perhaps the citizens group choosing 10 applications for the Board to review and the Board would choose the top five (5) from that group. After discussion, it was decided that all groups would review all resumes, i.e., the citizen committee, the Board and Dr. Blanton. All would choose their top five (5), which would be reviewed by the Board and the top candidates would be chosen. Dr. Blanton stated that he would like to meet with the citizen committee to discuss the selection process, etc., before resumes are provided to them. Mr. Keith Martin, School Board Attorney, would also meet with the committee at that time to discuss the Sunshine Law and the Public Records Law. The decision was made for the citizens committee to appoint their own chair and vice chair and a process will be set up at that time for them to review the resumes. Dr. Blanton will meet with the citizens committee to determine their top five (5) candidates on Thursday, April 14, 2011 at 6:00 p.m. The chair of the citizens committee, along with Dr. Blanton, will meet with the Board to discuss their top five (5) candidates on April 15, 2011, sometime in the morning.

Dr. Kuckel asked for discussion regarding the number of people to be appointed to the citizens committee. At the last meeting, the Board decided each Board Member would choose six (6) names for a total of 30 people. However, Dr. Kuckel feels that perhaps each Board Member should choose 10 names, as six (6)

may not be enough. Mr. Armstrong went on to say that he feels that a member from TALC and SPALC should be considered as members of the committee. Dr. Kuckel asked if more people could be brought in during the interview process to participate in the "stations". Dr. Blanton also encouraged the Board to conduct the background checks personally if they felt comfortable with it.

Dr. Blanton then addressed the job qualifications of the position. Discussion was held on the base qualifications and it was decided that a Masters degree was required with a doctorate or equivalent degree preferred. Discussion was held with regard to administrative experience. Mr. Scott stated that he would like to see someone who has previously directed executive level staff. It was decided that the candidate must have had at least five (5) years of successful administrative experience. Discussion was held with regard to district size. A decision was made to state that experience in a district of at least 30,000 students is preferred. Discussion was held regarding salary. Dr. Tihen referred the Board to documents which were prepared by Dr. Gregory Adkins and provided to the Board. (*A COPY OF THIS DOCUMENT MAY BE FOUND ON FILE IN THE SUPERINTENDENT'S OFFICE AS PART OF THE OFFICIAL MINUTES*). Dr. Blanton discussed with the Board salary ranges and stated that a fairly broad salary range could be advertised. A candidate who resides in the State of Florida may go for a higher salary, as that would help them in the Florida retirement, however, an out of state candidate may come in at a lower salary, but additional fringe benefits may be added on to the contract. Dr. Blanton suggested a salary range of \$170,000 - \$195,000. He did not recommend going over \$200,000. Mrs. Dozier and Mr. Armstrong had concerns about the salary range being too high, however, Mr. Scott felt that it needed to be at a higher level to attract the type of candidates that the school district is seeking. After discussion, it was decided the salary range would be \$165,000 - \$195,000. Discussion was held on the length of the contract. Dr. Blanton stated the standard in Florida currently is a three (3) year rolling contract. He recommended that restrictions be placed in the contract regarding buy outs and issues of that nature. Fringe benefits can also be worked out at a later date.

Discussion was held on the number of finalists/semifinalists. It was decided to Dr. Blanton would narrow the candidates down to the top five (5) to present to the Board. The citizens committee will need to choose their top five (5) to bring to the Board. The Board would also have their top five (5) chosen. Advertisement will begin as soon as possible and Dr. Blanton will work with Georgianna McDaniel regarding the advertisement. Dr. Blanton informed the Board that the three (3) people he would be dealing with at the District (outside of a workshop setting) regarding the search are as follows: Mr. Thomas Scott, Board Chair, Mrs. Georgianna McDaniel, Director of Personnel, and Mr. Keith Martin, School Board Attorney. Approximately 1,500 brochures will need to be printed. The brochure should include information which is unique to Lee County. He suggested that Mrs. McDaniel put the basic brochure together and distribute to the Board. The Board makes any changes necessary. That final document is sent to Dr. Blanton for his review, he will get back with Mrs. McDaniel in one day with his response. Once all changes have been made, printing may begin.

Discussion was held regarding the document with the information collected from the public forums. (*A COPY OF THIS DOCUMENT MAY BE FOUND ON FILE IN THE SUPERINTENDENT'S OFFICE AS PART OF THE OFFICIAL MINUTES*). Mrs. McDaniel asked for direction from the Board with regard to providing the applications to them and how often they would like them sent. After discussion, it was decided to send the applications to the Board, Dr. Blanton, Communications and the Citizens Committee once a week on Friday. All applications should be sent to the attention of the Personnel Department. A statement should be included in the advertisement as follows; "email preferred, but not required." All Board Members agreed that they preferred to receive a hard copy of the applications each week, therefore, Mrs. McDaniel will print out the copies and distribute to the Board in a binder. Dr. Tihen suggested to the Board that individuals on the citizens committee have the option of receiving the applications via email or hard copy. The Board agreed that this was acceptable. Dr. Blanton reminded the Board that from this point on the search is subject to the Sunshine Law. Board members may not discuss with each other outside of a Board Workshop. Any notes that the Board may take regarding any of the candidates may become public record. Dr. Blanton suggested that the Board give an update on the Superintendent search status at each Board Meeting. Mr. Keith Martin addressed the Board and suggested to them that they keep all of their personal notes on the candidates. If the notes are for their personal use, they are not considered public record. However, if the notes are shared with anyone or were used to communicate with others as

part of the decision making process, they do become public record. He also raised the question regarding the development of the brochure. Mrs. McDaniel will be putting together the information from the public forums as well as comments from Board Members and developing the language of the brochure. However, she cannot be in a position of communicating input from separate Board Members outside of a Board Meeting. After discussion, it was decided Mrs. McDaniel would bring the information forward to the Board at the February 8, 2011 Board Meeting. Dr. Blanton concluded his portion of the meeting at 10:40 a.m.

Mr. Scott opened the discussion regarding the citizens committee. Discussion was held regarding the number of choices per Board Member. Each Board Member will identify four (4) members of the community and two (2) District staff members. Additionally, each Board Member will select one (1) student to take part in the interview process only. All students appointed will be included in the initial committee meeting. A list of the students nominated to be on the committee was provided to Board Members. (*A COPY OF THE LIST MAY BE FOUND ON FILE IN THE SUPERINTENDENT'S OFFICE AS PART OF THE OFFICIAL MINUTES*). Mr. Martin informed the Board that the students will need to be provided with the same information regarding the Sunshine Law as the other individuals on the citizens committee. It was decided to invite the students to the meeting with the citizens committee which Mr. Martin and Dr. Blanton will review the Sunshine Law and the selection process. Mrs. Dozier suggested that a letter be sent to all committee members informing them of the meeting date (to review Sunshine Law, etc.) and a description of their responsibilities as members of the committee. This letter to be mailed to them as soon as possible. Board Members nominated the following individuals to the citizens committee;

BOARD MEMBERS' SELECTIONS			
Board Member	Community Member	District Staff Member	Student
Mary Fischer	Tamisen Traiger Richard Tanner Cynthia Crosby Kathy Woolston	Kathleen Robinson Susan Morales	Whitney Marin
Jeanne Dozier	Jack Eikenberg John Steakly David Hall Nanette Bird Smith	Vonnie Bryan Tracy Perkins	Antonia Jacobse
Jane Kuckel	Marshall Bower Patti Lochner Donna Mutzenard John Carlin (Judge)	Marie Vetter Gwynn Gittens	William Gair
Don Armstrong	Cedric Hall Gary Griffin Judy Piesco Robert Chilmonik	Joan Downen Virginia Harper	Monica Amaya
Thomas Scott	Bill Mudgett Jim Moore Sandra Worth Betsy Allen	Karen Flanders Nancy Smith	Tia Smart

The Board thanked the staff for all of their hard work with a special thanks to Mrs. McDaniel. Mr. Armstrong asked the Board Members if any of them had any objection to him visiting community groups, such as the NAACP for their input in the hiring of the Superintendent. All Board members agreed that it was a great idea and they would be doing similar things with various community groups they represented. Ms. Fischer suggested that each Board Member have a list of alternates for the community group in the

event that their first choice is no longer available. After discussion, it was agreed that each Board Member would have a list of alternates and it would be their individual responsibility to replace any person who no longer was available to serve on the committee.

III. Good of the Order

None

IV. Adjournment

Meeting was adjourned at 11:10 a.m.

Thomas Scott, Board Chair

ATTEST:

Lawrence D. Tihen, Ed.D. Interim Superintendent

An audio/visual tape of this meeting has been produced to provide a verbatim record of the proceedings. Members of the public may obtain a copy of the tape of any meeting by making a request for such through the Communications Department and paying the actual cost of copying the tape. Members of the public may view any Board meeting tape at the Communications Department at no cost. Anyone wishing to view a Board meeting tape should contact the Communications Department at 337-8327 to make such a request.