

I. CALL TO ORDER

President Zieler called this meeting to order: 6:05pm

II. PLEDGE OF ALLEGIANCE

The pledge was led by: Superintendent Heap

III. ATTENDANCE

ASBA consultant Mr. Steve Highlen; Board Members - President Jim Zieler, Mrs. Leslie Wenhardt, Mr. Brent Overson, Mrs. Eve Patterson, and Mr. Clint Wiltbank; Superintendent Mr. Larry Heap, Finance Director Mr. Jacob Boyle; Board Executive Secretary Mrs. Tanya Sparks; High School Principal Mr. Roger Heap and Coronado School Principal Mr. Bryan Hollembeak were in attendance.

Agenda was reviewed and approved by Mr. Wiltbank and 2nd by Mrs. Patterson; unanimous

IV. ITEMS FOR DISCUSSION AND/OR ACTION**A. The Governing Board will discuss and consider providing the Arizona School Boards Association with information and direction related to advertising the position of District Superintendent**

Discussion: An Arizona School Boards consultant will review with the Governing Board information gathered from District students, staff, and administration regarding their thoughts related to the necessary qualification of the Superintendent's position.

The Board will also be presented with information from other Arizona school districts and from the community on-line survey related to Superintendent position qualifications. With this information the Board has the opportunity to direct the consultant to construct a draft advertising brochure for the position of District Superintendent.

Mr. Highlen began by saying he met with the administrators and some staff members and a couple of high school students today. You also have received the document of survey results. The reason for meeting in groups today was to get some background and receive some answers to similar questions that were on the survey. Also I will need you to give direction for what you want on the pamphlet. Generally on the pamphlet is a statement about the district and community and what you want the next Superintendent to bring to the table.

Mr. Highlen offered some advice to the board to not back yourselves in a corner when you advertise as far as expectations of a Superintendent. You

want to throw it a little wide or make it a little broad so you can get a variety of applicants rather than very few.

Mr. Highlen said some of the questions he asked all groups today were:
What does a new Superintendent need to bring to the table or to this District?

What's good about the District or what are the strengths of the District?

What are some weaknesses in the District?

Answers included:

The District is student centered.
Decisions are made in best interest of students.
Athletics.
Improvement orientated. We look for change.
Quality teachers; quality students.
Great community support
Good class sizes.
Positive things happening in community.
Core values, family, hard work, service oriented.
Core values are part of Districts core values also.

Challenges to the District included:

Decision making. That's tough because so many different avenues.
Change. Internally and externally.
Working effectively with teachers and making them happy.
Building understanding with people.
Values that are appropriate.
Working with diversity.
Being successful with and maintaining good academics.
Parents are important and play a major role in their child's education.
Ensuring folks have opportunity to be stake holders and play a role.

What does Superintendent need to bring to the District. Answers from staff:

Very direct that the person needs to be a member of community and that they be seen in community, move to community and be a part of the community.
Somebody that's approachable.
Not only a part of community but accepted in community and always there to support community and students.
Always maintain professionalism.
Must have experience.
Longevity.
Someone who can relate.
Someone relevant.
Looking for vertical opportunities for growth.
Look at K-12 system as a whole with all teachers working together from school to school.

Work on vertical understanding of curriculum.

Students answers included:

Somebody who has leadership profile but also willing to say thank you to students and are in support of students.

Be a stakeholder and be willing to help carve the District.

Believe in the District.

Be a unified District.

Focus on K-12.

What we start with and end with is important.

Mr. Highlen said, in a nutshell, these were the answers from today's group meetings. Everyone was very open, honest and insightful.

Mr. Highlen also received some notecards back from the community as well.

Their comments of what the Superintendent needs to bring were:

To be supportive and respects administrations recommendation.

Open to working with and solving problems.

Sense of community.

Not come in and change without knowing what our strengths are.

Supports students and teachers in community events.

Be conscientious of diversity,

Understands data. Data driven.

Not micromanage.

Respect everyone.

Know what's expected of our kids.

Some other suggestions were given as follows:

Head teacher at each school meeting regularly with administration and with stipend attached.

Be part of stakeholder team when decisions are made.

Mr. Highlen gave the remainder of comment cards to the board and passed out the results from the survey for their review.

Mr. Highlen said he looked for common trends when going through the survey results. He reviewed the highest answers in each category of the survey results as follows:

Leadership Skills

Highest percentage rating was: #1 - Has experience motivating staff, students improving morale and generating enthusiasm.

#2 – Leads but is willing to pitch-in to help at any level in the organization.

Academic Programs

#1 – Ability to plan and implement continuous improvement and organizational improvement in all academic areas.

#2 – Has experience leading a school or district where student achievement has been increasing.

Board-Superintendent Relations:

#1 – Communicates transparently and with candor with all stakeholders.

Staff development.

#1 – Successfully recruited, selected and retained highly qualified staff.

Mr. Highlen heard today among the groups, the belief there is a strong staff. He didn't hear concerns about losing strong staff.

Having highly qualified staff seemed to be very important according to survey.

Decision-Making

#1 - Carries out the district vision that reflects community values and beliefs to guide the educational programs.

#2 - Reacts positively.

Operations, Support Services and Facilities

#1 - Has efficiently managed operations of school district.

The survey is results are saying to find someone who can run the district, who knows what's going on.

Question 8 – Budget finance

#1 - Has successful experience in planning, managing and evaluating annual budget.

He did not hear we had financial problems today. He heard we've been able to manage finance situations in hard times. Need someone knowledgeable to continue to manage through hard times.

Mr. Highlen said you can see on the last page that most of the people have a direct relationship with the district. This is not uncommon. Usually always happens in this type of district.

The total overall turnout was pretty good. Compared to bigger districts ours is really good.

In a total picture these are some of the things Mr. Highlen learned from the survey results and what people are looking for:

Experienced leader
Understands stakeholders
Child centered
Focus on student growth
Can solve problems
Seeks out and supports highly qualified teachers and staff
Works to understand community
Works to become a better leader
Understands diversity, challenges
Knows an effective budget
Strong staff, supportive community, strong in budget and finance.

Some of the challenges

The budget

Losing population and due to state funding.

Common core came up a little.

How do we make sure we do what's best for kids

Ability to make some local decisions

Passing override was very important.

This is going to be very prime on the new Superintendent's desk.

Decreasing enrollment. If due to open enrollment then maybe there's something we can do about that. If population simply changing, hard to do something about that.

Keeping quality teachers.

Mr. Highlen concluded that this is the overview. What the board needs to discuss is if these things are reflective of you has a board member.

After today he will go home and write up information about the District. He needs to know the qualifications you want in a superintendent, remembering not to be so specific as to back yourself in corner. Do you want a person that definitely has superintendent experience or a person who has experience as a school leader or principal? Do you want the applicant to have a superintendent certificate? (It's no longer a law (or required) now that applicants have to hold a superintendent certificate.) Whatever you want.

Mr. Highlen said the first discussion you need to have tonight is to go over the things you've heard and give me direction on how you want the brochure. Or you as board decide on some real significant things as qualifications in the brochure.

President Zieler asked; was there anything missing in the survey you felt needed to be in there as far as qualifications?

Mr. Overson said no. He feels it needed to be broad. Nothing missing from survey that needs to be in there.

Mrs. Wenhardt – No.

President Zieler said there's a lot of consistency between the survey and from the meetings today.

Mr. Wiltbank - How were the surveys distributed?

Mr. Highlen – The District provided the board with emails and they distributed flyers to each school to send home with their students. Mr. Boyle posted the survey link on the District webpage.

President Zieler said we wanted to have caution of how far we took it.

The board members agreed they do not need Mr. Highlen to add anything new.

President Zieler asked the Superintendent's input.

Superintendent Heap – Good information so far.

Mr. Highlen has the information he needs and will put together the brochure. The board will review it and then have the final say.

The school board agreed for Mr. Highlen to go forward with the brochure.

Mr. Highlen - We need to list a salary range. You might want to save that until you look at the draft but you may want to discuss that tonight. Most districts set a parameter of how high and low. Some just list the bottom.

President Zieler – Can the ASBA give us a comparable salary schedule from other districts to compare?

Mr. Highlen – We sent that information to the District Superintendent's.

He suggested we not put in the salary.

He can begin a draft with this information so far unless you (the board) need further direction for him.

Mr. Boyle has provided pictures and St. Johns community information.

Mr. Overson asked about qualifications. Who issues the superintendent certificate and how do you get it.

Mr. Highlen – Its part of a specific program you have to take given by ADE. Plus you do internship. Then you have to pass a test. ADE issues you the certificate.

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President Zieler – Is now a good time to decide on that? Whether a superintendent certificate is required and not required?

Mr. Highlen – You can wait until I put draft together and then let me know. He said if you want them to have a superintendent certificate at time of applying, he needs to know or call if you want to put that information in. You can also say preferred and not required.

President Zieler asked the board members feelings on applicant having a superintendent certificate.

Mrs. Patterson feels it's important to have it.

President Zieler – We should look for applicants that have dedicated the time to get their superintendent certificate. He asked if we can go as far as saying we require a superintendent certificate at time of application.

Mrs. Patterson would rather trust that afterward.

President Zieler – Saying “preferred” opens it up more.

Mr. Wiltbank said its back to how broad or narrow you want it.

President Zieler – If we don't have any intent to hire without a certificate we should list that. Should we even look at someone who hasn't gone through that and have it?

Mr. Overson – We could say it's required.

Mr. Wiltbank – We've talked about this position having dual roles as principal and or superintendent. Are we still looking at that?

President Zieler said we made that decision months ago and thought we had moved forward.

Mr. Highlen – If that's in question at all then you have to ask for a principal certificate. That is a law they have to have. Again, you're not making a final decision.

President Zieler – Lets at least give Mr. Highlen direction for the draft tonight. Superintendent certificate is required period, or preferred or at time of application?

Mrs. Patterson asked if asking required narrows it too much.

Mr. Highlen – It can. It does narrow the field. If you use preferred then you may find someone with great qualifications and is a great fit. You've heard in

the survey they want a good fit in community. Saying “preferred” gives you that option.

Mrs. Patterson agrees. We can always narrow it down later.

President Zieler – Back to superintendent/principal. Are we still in agreement with hiring a superintendent directly and addressing principal later?

Mrs. Patterson – Can we do that through the process, or while advertising?

Mr. Wiltbank wonders that as well.

Mr. Highlen said just advertise what you want. Don’t advertise and get people in and change the rules.

President Zieler doesn’t want to complicate the process by advertising both.

Mr. Overson doesn’t feel we should mix the two. It kind of is incorporated.

Mrs. Patterson – She remembers seeing that one of the schools brochure’s in your packet was looking for a principal/superintendent. Have some district’s done that?

Mr. Highlen – Yes Strawberry did because they are small and only have 100 students.

Mr. Wiltbank - The public’s sentiment has been that we are too top heavy.

Mr. Overson said he’s not ruling it out he just doesn’t think we should put it in our path. We aren’t in a position and feels we will eliminate people when we don’t even know if that’s what we want. Leave as is and work on the information we have.

President Zieler – We will move forward with listing superintendent only and preferred superintendent certificate.

Motion/Second that the board has provided information to the ASBA representative and directed him to take this information and make draft brochure, then forward back to the board to review/approve in a future meeting.

Motion-Mrs. Patterson; 2nd – Mr. Wiltbank; unanimous

- B. The Governing Board will discuss and consider the means by which the draft advertising brochure for the position of District Superintendent be approved for publishing by the Arizona School Boards Association. We don’t publish public pictures unless parents approval. We won’t publish students unless they know. Financial data is what we need**

which was discussed with admin today. Override, tax, anything you want in there.

Discussion: The Governing Board has the option to establish a Board meeting to consider approval of the draft advertising brochure for the position of District Superintendent or appointing one or two Board members the authority to review the Draft on behalf of the board.

In either instance the draft may be approved as presented or adjusted as deemed appropriate by the Board.

President Zieler – Can we just have two board members review this or do you want to get back together for a board meeting to decide. Who has interest in reviewing?

Mrs. Patterson and Mr. Overson volunteered so they can get this process moving.

Mrs. Patterson asked if the whole board can look at it.

Mr. Highlen said all can see it but the problem is if you all review it to make a decision then you're in violation of the Open Meeting Law unless you post an agenda and hold a special meeting.

Mr. Wiltbank said maybe we should have a short meeting so all can review it.

President Zieler said that to be fine as long as it doesn't hold us back or take longer.

Motion/Second to meet as a board to review and approve the draft brochure from ASBA and provide any adjustments or changes to ASBA.

Mr. Wiltbank – 2nd – Mrs. Patterson - unanimous

- C. The Governing Board will discuss and consider options to be incorporated into the search process and the related search timeline for the position of District Superintendent.**

Discussion: An Arizona School Boards Association consultant will present the Governing Board with information regarding search options and timelines.

Mr. Highlen – With the information he has, he will get the brochure done and back so the board can review by the end of next week and maybe sooner. Date of April 24 or 25. Would the board like to meet next week or the following?

President Zieler – Time is of essence. Can we get together next week?

Mrs. Patterson not available Wednesday or Thursday of next week.

Mr. Highlen – The next step is advertising. We want to advertise at least over two weekends. As long as we get the brochure to you by the 25th and you post an agenda on the 28th and have a short meeting on the 29th to review; then we can get position posted that week.

President Zieler – Try for early that next week. Send draft to Mrs. Sparks and will work with her to get together as fast as we can. Need to meet soon. If Mrs. Patterson is gone by then we can include her comments by phone.

Mr. Highlen – Will have draft to board on April 25th. Board will meet on Tuesday the 29th. He suggests opening the search on the 30th the following day by 5:00 pm on ASBA site. He always suggests keeping open over two weekends because that's when people look. Your choice. He suggests not closing it before May 12th at noon.

Next Step - Screening. Mr. Highlen will come up to District again having already prescreened applications. He will go over each applicant with you then you go through every document as well. Doesn't mean you have to go through every single application. You only have to go through what you want then you decide how many to interview. That's the screening process. This takes place in executive session. We have to send 24 hour notices to those we are discussing in that executive session. This is a lengthy process. Not just an hour or two.

Mrs. Patterson asked how soon he would be ready.

Mr. Highlen– probably by May 14th.

The board agreed with that date.

Mr. Highlen – What time do you want to meet? We are looking at anywhere from spending two hours or more depending on how many applicants. If only a handful, then it will be easy.

Board – 6:00 pm?

Mr. Highlen – That works.

Mr. Highlen – Interviews for candidates. If you narrow it down to four or five we have to notify the applicants. We could call applicants on the 15th to interview on that following week sometime.

Mrs. Patterson said the following week is graduation. 22nd and 23rd.

Mr. Highlen asked if the board was available on May 24th.

President Zieler – It's most unfair to ask someone to come in on Saturday.

Mr. Highlen asked about May 21st.

Board – Yes, that will work.

Mr. Highlen – Do you still want to meet at 6:00 pm because you may be doing interviews until late? 10:00 pm possibly.

Mrs. Patterson said we could take two nights to interview. The 20th and 21st.

Mr. Highlen said we can put down 20th and 21st and can alternate it according to how many candidates you have. Something to consider – Do you want additional community input for instance if interviewing on the 20th do you want community forums before that?

President Zieler – Probably not due to the concerns of time. We have the input and don't feel it will change much.

All agreed.

Mr. Wiltbank sees some benefit to doing that with community but as far as time concerns we are in a crunch right now.

President Zieler – We have a difficult time getting community involved in doing this stuff. We will forgo any other forums, etc.

Mr. Highlen – The board needs to think when to make the decisions. Are you going to be prepared to make the decision after the last interview on the 21st or need time to think about it?

Mr. Wiltbank – How about we think about it and come back the following week on Tuesday or Wednesday?

President Zieler – Do you see a problem with the week after Memorial Day?

Mr. Highlen – You may have to change the time for advertising then but we can put down May 27th but if we need to change, we certainly can.

Mrs. Patterson asked if he's going to be here for the interview process. How is that going to work?

Mr. Highlen – Will be here to meet and greet. Then sit in for questions if needed. However you want. Remember you have to ask exact questions to every applicant. You can have follow up questions as well.

Mrs. Patterson – Do we come up with the questions?

Mr. Highlen – Yes. At the last meeting I gave you information to help you put together questions. I can provide you that information again. Between now and the time of screening you need to be looking at what questions are appropriate to your District. The survey can be pretty good help with relevant questions.

President Zieler – What is our potential date? I will be gone the week of the May 27th.

Mrs. Patterson will be gone the week after that.

President Zieler - June 3rd would be the date to make a final decision. We will start off in executive session. A motion must be made out of executive session.

Mr. Highlen said that's a long time to make a candidate wait after the interviews.

Mr. Highlen - This would be an interesting push but what if we kept it open a little longer (another weekend) and did the screening on the 20th, then conduct all interviews Saturday?

Mr. Wiltbank works all day on Saturdays.

President Zieler asked what wouldn't be good about waiting so long to make a final decision.

Mr. Highlen – It holds the candidates a longtime at bay. Too long to remember all the things you discussed in the interview. Too long for candidates to have to wait and too long for you as well.

Mrs. Patterson said she's willing to call in the last week by phone.

Mr. Wiltbank – The best option is to have Mrs. Patterson call in on the 28th or 29th.

Mr. Overson looking at how we might speed this up.

President Zieler – Does the board have any intent of interviewing more than 3 applicants?

Mr. Wiltbank – Depends on how many applicants we have.

Mrs. Patterson doesn't think any more than 4 or 5.

President Zieler – Can't Mr. Wiltbank get someone from his work to help him out so he can help us get this done?

Mr. Wiltbank – Yes, maybe.

President Zieler said if we interview on May 20th and 21st would the board be able to make a decision the night of the 21st?

Mr. Highlen – If you have to, you can also recess the executive session and come back within 24 hours the following day to make your decision. Would not have to repost agenda. That's only if you need to.

All decided to leave it at that.

Mrs. Patterson - If we have someone who can't be interviewed on those dates then what do we do?

Mr. Highlen – That has happened. It can occur so it's the board's decision.

President Zieler said to move forward with those tentative dates.

Mr. Highland gave timeline from his notes, as follows:

The brochure draft from ASBA will be emailed April 25th.

The School Board will review/approve the brochure on April 29th and return to ASBA immediately.

ASBA will post the following day, April 30th at 5:00pm.

Search will close on May 12th at 12:00 pm – (noon).

The screening will be May 14th from 6:00 pm until we finish.

Interviews will be conducted May 20th and 21st as necessary. (To be determined upon the applicant pool trimmed down to actual candidates to interview.)

Decision will be made tentatively May 21st or you may have to postpone until you have more time on the following day.

Mr. Highlen and Mrs. Sparks will work together to make sure there are options on the agenda that will allow you to be a little more mobile. We will know more about that when we get to the screening process.

Mr. Highlen – He will resend the whole packet to the board. He asked if he received a signed contract back.

Mr. Boyle said he did send one to him.

Mr. Highlen – All of this an the outline for you.

Mrs. Patterson asked if we need a "so moved" on this.

Mr. Highlen – Yes.

Motion/Second to approve the timeline and search options Mr. Highlen provided above.

Motion – Mrs. Patterson; 2nd –Mr. Overson; - unanimous

D. The Governing Board will be presented with information related to the application and interview process.

Mr. Highlen – With the information we have, we are now going to advertise. All applications will come to ASBA. We will coordinate and present to board. If you get any requests for information from an applicant, divert to ASBA. Board members should not be in that position or they could get into trouble. Just differ to ASBA.

President Zieler asked Superintendent Heap's concerns, comments.

Superintendent Heap – He would encourage them to look for someone with teaching experience. Make sure they have taught and have that experience. That's important. A certificate yes, but experience is so important.

The last thing he would encourage is for the board to talk to different people in our School District. The survey was done well but visiting with and talking to our staff is the most important. 50% of our District is classified employees. We have a good working relationship with classified staff.

Superintendent Heap referred to the passing of Larry Sherwood and how someone had mentioned to his family that a "library burnt down today," meaning the knowledge of Mr. Sherwood was now gone. Superintendent Heap continued, our classified staff are the libraries and we have many staff members that are libraries out there. You need to visit your libraries. The ones that have the information and knowledge you need are the people of this District. He said he would bet that most of those libraries didn't respond to the survey. Libraries don't come to you, so go to your libraries and get some feel of good wisdom and knowledge there.

President Zieler said he appreciates that.

V. SCHEDULE OF FUTURE MEETINGS

May 29th – Short meeting for reviewing brochure.

VI. AGENDA ITEMS FOR NEXT MEETING

None mentioned

VII. **ADJOURNMENT**

Motion/Second to adjourn the April 17th Special Board Meeting

Motion—Mrs. Patterson; 2nd – Mrs. Wenhardt; unanimous

Meeting adjourned – 7:48 pm

Board Approved May 1, 2014

Board President _____ Date _____