

## MINUTES

### MURFREESBORO CITY BOARD OF EDUCATION SPECIAL CALLED MEETING

September 1, 2009

4:00 p.m.—Central Administration Building

#### ATTENDANCE

Board: Chair Mary Wade, Susan Andrews, Ray Butrum, Butch Campbell, Nancy Duggin, David Hopper, Nancy Phillips, and Council Liaison Ron Washington.

Staff: Gary Anderson, Crystal Farris, Michelle Hummel, Danielle Kaminsky, Cheryl Harris, Priscilla Van Tries, and Lee Wilkerson.

Others: City Staff Attorney Kelley Baker, *Daily News Journal* reporter Chasity Gunn, and others.

#### ORDER OF BUSINESS

##### I. CALL TO ORDER BY BOARD CHAIR

Chair Mary Wade called the meeting to order at approximately 4:05 p.m.

##### II. APPROVAL OF AGENDA

On motion by Mr. Hopper and second by Mrs. Duggin, the agenda as presented was approved by acclamation.

##### III. PROCESS/SELECTION OF INTERIM DIRECTOR

Dr. Art Jones, Consultant with Hazard, Young, Attea & Associates, thanked the Board for the opportunity to work with them in the selection process for the interim and the new Director of Schools. He noted that he had previously met with Mrs. Baker to assure that the process met all aspects of the Sunshine law.

Dr. Jones asked for the Board's input as to whether they would prefer the interim to be hired internally or externally. He asked that if the preference were for an internal person to keep in mind the impact of the workload on that person. He also noted that the Board's policy stipulates that the interim would not be considered a candidate for the position of Director unless the Board authorizes this, so he will proceed with that understanding. The requirements of the candidates would be that they have the appropriate certification and that the interim would be a person who would be a stabilizing force, not a change agent, for the system until the new Director steps in. He pointed out that if the interim were to be a retired director of schools, there could be a 120-day limit on workdays in the calendar year. (Dr. Jones clarified that the interim would not have to be a retired director.) An external candidate would have a greater learning curve than an internal candidate. The contract should not have a beginning and

ending date, but should be based on a per diem or month-to-month/thirty-day notice of when that agreement would expire. Dr. Andrews and Mrs. Duggin voiced a concern about the workload that would be required of an internal candidate.

Dr. Jones recommended that an advertisement for the interim be placed on the MCS, HYA, and TOSS websites as well as notifying other state agencies but that inquiries be directed back to his firm. Mr. Campbell stated that he would prefer someone locally who meets the Board's stipulations and is familiar with the system, community, etc. In response to Mrs. Phillips, Dr. Jones stated they typically look for someone who meets licensure requirements, are within the area, and have been in the position in terms of the learning curve. He has been looking within the state. To expedite the process, the Board would have to determine internal or external; he would then advertise the position asking for a letter of intent with resume. Responsibilities of the interim would include but not be limited to reporting to the Board, implementing policies, addressing matters that occur on a day-to-day basis, etc. Mrs. Baker added the handling of personnel issues. Dr. Andrews stated that she would prefer someone who is familiar with the responsibilities and has experience regardless of where they are located. Dr. Jones noted that when meeting with the Board individually, they can recommend to him a candidate(s) they believe would be a good fit for this position. He did recommend that he bring a slate to the Board after vetting all candidates, not necessarily sharing all who have applied, to keep the process objective and centered upon criteria that would meet the expectations of the Board. However, he will act at the direction of the Board. Mrs. Baker stated that any information gathered would be public record. Dr. Jones added that it becomes public knowledge only after the letter of intent and resume are received. Mrs. Wade stated that it concerns her that internal candidates would not be considered as she feels they can multi-task.

Mr. Campbell moved that the Board post advertisements on HYA's website and the system's website for employment of an interim director for a length of up to 120 working days with a 30-day clause to terminate, and advertising for seven calendar days, applicants applying to Dr. Jones or to the school system and at that time Dr. Jones bring candidates back to the Board to meet, discuss, interview, and determine the contract, etc.

Mrs. Baker stated that it is not necessary to include 120 working days in the contract but that the Board should just be aware that a retired person could be limited to 120 days. Dr. Jones suggested that the motion be that the Board directs his firm to advertise the position of the interim directorship in the various websites identified and that you are directing the firm to present the Board with candidates that they would then consider for the position. Mr. Hopper seconded the motion.

Mrs. Baker listed the media in which the Board could advertise that would involve a cost, and then noted that the Board could use the usual avenues of advertising without cost such as City Cable Channel 3, the system's website, HYA's website, and TOSS. Mr. Campbell clarified that he did not necessarily wish to pay for advertisement. Mrs. Baker

stated that there are no time specifications for advertising the interim as this usually involves shorter time frames, emergency situations, etc. Dr. Butrum suggested using an external candidate due to the workload and issues being addressed by the central office staff. Mrs. Wade stated she would prefer to not limit to external candidates. Dr. Jones clarified that it is the right of the Board to know all applicants that apply as it does become public knowledge.

Mr. Campbell restated his motion. He moved that the Board direct Dr. Jones's firm to advertise the position of interim director on the City Schools' website, HYA's website, and through the local media, that interested applicants send to Dr. Jones a letter of interest and resume, and then that Dr. Jones provide the slate of candidates to the Board. Mr. Hopper seconded the motion.

On roll call: Duggin—yes; Hopper—yes; Phillips—yes; Andrews—yes; Butrum—yes; Campbell—yes; Wade—yes. The motion carried.

Dr. Butrum moved that the Board look at external candidates for the position of interim director; Dr. Andrews seconded the motion.

Mrs. Phillips commented that she agreed with Mrs. Wade and Mr. Hopper, that the door should be left open for internal candidates to have the opportunity. In response to Mrs. Duggin, Dr. Jones requested that the deadline for applicants be left up to his firm, Mrs. Baker, and Mrs. Wade.

On roll call: Hopper—no; Phillips—no; Andrews—yes; Butrum—yes; Campbell—yes; Duggin—yes; Wade—no. The motion carried.

#### IV. DIRECTOR OF SCHOOLS SEARCH PLANNING/PROCESS

##### Process

Dr. Jones pointed out that notebooks have been provided to the Board for their convenience in keeping materials together for easy reference during the process. The Board will receive a leadership profile report which is a recommended statement of criteria based on what they learn from the community. Section 3 regarding the interview process will be covered at the appropriate time. He reviewed the flowchart provided behind Tab 1 that involves each step in the search process pointing out the importance of the step in which they gather input from the community/stakeholders that would be developed into the "*Leadership Profile Report*" containing the recommended criteria for the Board's review and consideration. The compensation package would then be developed. He will review the current Director's contract and request data on comparable salaries and compensation packages of similar school systems in the area. Salary is regional and would be comparable to the region. After determining criteria, the firm would then begin the process, advertising as indicated, specifically *Education Week*

and *AASA Journal*, and electronically post in all state and regional associations that allow but focusing on the southeast. Using the criteria developed by the Board, their firm would meet face-to-face with the serious candidates. Due to expense, he will come alone unless Dr. McCauley's service is needed in Murfreesboro. His firm will conduct reference checks and criminal background checks on candidates recommended to the Board. On the day the slate is presented to the Board, he will conduct an interview workshop with the Board. Questions submitted by Board members will be reviewed and an interview script developed for the actual interviews. Dr. Jones stated that he does not sit in on interviews, but asks the Board to not discuss the candidates until all candidates have been seen and they meet together so as to not establish preference or prejudice until all Board members have been heard. The Board would then decide who to invite for a second interview, and he will help with scheduling the second interview which would be different than the first as it is not scripted. The Board would then select their preferred candidate. Dr. Jones suggested the Board conduct a site visit if they feel it is necessary depending on who is hired. This would not be a full Board activity. He would also help if the Board desires him to by serving as an intermediary in contract terms and conditions, working with the Board's legal counsel and Board liaison. He will stay with the Board until a director is appointed.

Dr. Jones stated that he is committed to groups identified by the Board and will spend the time required as deemed by the Board. The expenses for the consultants to visit the system are not covered in the basic fee. The fee is the amount that will be charged for the process as presented.

### Calendar

Dr. Jones noted that the holiday season is not the ideal time to schedule Board and candidate meetings. He stated that the calendar as presented needs to be finalized so that all are available to participate.

Between October 13 and January 12, Dr. Jones stated that his firm would be screening and interviewing candidates. Mrs. Duggin stated that she would like for the slate of candidates to be presented to the Board by Thanksgiving and have a director in place by the first of the year. Dr. Jones stated that he would not look at the candidates until he knows what the Board wants. Mr. Hopper stated that he understands the purpose of the timeline, but he also knows there are prospects out there that are interested. Dr. Jones stated that if a slate of candidates is identified earlier than indicated, they could be presented to the Board earlier. The purpose in establishing the calendar at the Board meeting is that they would be dates certain when the Board is available. Dr. Butrum stated that he is concerned about the February date and about Board members talking to potential candidates. Dr. Jones stated that any Board member or stakeholder can recommend to him a person of interest during the individual interviews and focus meetings or when filling out the *Leadership Profile Assessment* form. The Board will

identify focus groups/subsets, i.e., PTO presidents, and then an open community group will involve all stakeholders who wish to attend.

In response to Mrs. Phillips' questions, Mrs. Baker stated that the "black-out" time due to the election is from February 23-May 13 so the schedule will work as presented. In response to Dr. Andrews, Dr. Jones stated that with the time required to gather input from focus groups, writing time, etc., it would be difficult to present the *Leadership Profile* report any earlier than October 13. After further discussion, the following calendar of events was established:

<i>Leadership Profile</i> Interviews	September 28 & 29
Interim on Board	October 1, 2009
<i>Leadership Profile</i> presented to the Board	October 13, 5:00 p.m.
Seminar for interviews & preparation for final stages of search, slate presentation	November 17, 4:00 p.m.
Regular Board Meeting	November 17, 6:30 p.m.
Initial candidate interviews	November 19, (1) 7:00 p.m. November 20, (2) 4:00 p.m. (3) 7:00 p.m.
Board meets to identify preferred candidates	November 21, 9:00 a.m.
Interviews with finalist(s)	December 1, (1) 4:00 p.m. December 2, (2) 4:00 p.m.
Board meets to identify finalist	December 3, 4:00 p.m.
Criminal Background check	Week of December 7
Board members conduct site visit of finalist	Week of December 7
Appointment of Director at Board Meeting	December 15, 6:30 p.m.
Director assumes responsibilities	TBD by Availability of person selected
Board-Director Retreat/Workshop	Optional

Dr. Butrum asked if all meetings beginning October 1 would be held at Council Chambers, and Mrs. Wade responded they would. Dr. Jones recommended that the slate of candidates total three, as a larger slate might discourage some from putting themselves out there if the final competition is greater than three and those finalists would have to notify their boards that they are applying/interviewing. Each interview would last approximately two hours.

Mrs. Phillips asked if these meetings would be taped by City Cable 3. Mrs. Baker stated that the Board should first decide if they wished for the meetings to be broadcast. If this were the case, the Board would need to send a request to the City Cable Commission making the request for the additional meetings to be taped. The Cable Commission will only do it if the resources, funding, and manpower are available.

Mrs. Phillips moved that the Board send a request to the Cable Commission to determine if they would be available to broadcast the meetings as listed. Dr. Andrews seconded the motion. In response to Mr. Campbell's question, Mrs. Ridley responded that the meetings at which the Cable Commission would be available to tape would be held at the Council Chambers. Mr. Campbell stated that he had a problem with candidate interviews being taped. Dr. Jones shared that he has been involved in interviews that were taped, and there is a possibility that it could affect the interviews.

By acclamation, Andrews, Butrum, Duggin, Hopper, Phillips, and Wade voted yes; Mr. Campbell voted no. The motion carried.

### Focus Groups

After discussion, the following focus groups were recommended by the Board:

- Board members—individually
- Director
- Administrators—District level
- Principal/Assistant Principals
- Central office support staff
- Support staff—open meeting for all interested members
- Teacher/Association leadership
- Teachers—open meeting for any interested teacher
- Former Board members
- Retired principals
- PTA/PTO leadership
- Elected officials—Mayor and City Council—individually
- Civic/Support Organizations/Agencies with which we collaborate
- Businesses/Adopters/Volunteers
- University—President and designees
- Community Advisory Council and City Schools Foundation
- Open Forum—Community Meeting
- County Officials

Mr. Campbell and Dr. Butrum recommended that county officials be included to participate as MCS students do move into the county school system. Mrs. Wade stated that she preferred the decision be left to this Board as we are the City School System, and she did not believe the Rutherford County School Board should be involved in this very important decision. They could be invited but not in a special session. Mrs. Phillips moved that county school officials be included in the general invitation if Board Chair directs but otherwise they take care of their business, and the City Schools take care of their own. The motion died for lack of a second. Dr. Andrews suggested that groups recommended in addition to the core group presented by Dr. Jones receive the invitations,

and that one evening community meeting be held unless it is deemed another would be necessary.

After further discussion, Mr. Hopper moved that the Board delegate to Chair Wade, Kelley Baker, and Mrs. Ridley to determine when and where the identified groups are scheduled to meet. Mr. Campbell seconded the motion.

On roll call: Phillips—yes; Andrews—yes; Butrum—yes; Hopper—yes; Campbell—yes; Duggin—yes; Wade—yes. The motion carried.

Dr. Jones asked that the Board review the proposed “*Leadership Profile Assessment*” form and provide him any recommendations for changes. Mr. Campbell moved to approve the *Leadership Profile Assessment* form as presented; Dr. Andrews seconded the motion. On roll call: Phillips—yes; Andrews—yes; Butrum—yes; Hopper—yes; Campbell—yes; Duggin—yes; Wade—yes. The motion carried.

Dr. Jones asked that the Board assign a liaison as a contact person through which information flows. Mrs. Duggin moved that the Board appoint Chair Wade and Kelley Baker as the Board’s liaison to Dr. Jones. Mr. Campbell seconded the motion. On roll call: Hopper—yes; Phillips—yes; Andrews—yes; Butrum—yes; Campbell—yes; Duggin—yes; Wade—yes. The motion carried.

Dr. Jones noted he is the HYA liaison to the Board. He referenced that he has recommended as previously stated to the Board that a slate of three candidates for the position of Director of Schools be presented. He clarified that inside candidates are always invited for screening and interviews. The question to the Board is whether preferential treatment should be shown to those specific candidates or should the firm make the determination if they stand up against the other candidates so should then be interviewed. He recommended, and it was accepted that the firm make the determination.

Dr. Jones stated that discussion regarding salary and fringe benefits would not be discussed, but he will gather that data before the October 13<sup>th</sup> meeting.

Dr. Jones noted that discussion has taken place about the expenses involved with advertising the positions, and they will stay within the limits. Electronic advertising will be utilized. He added that the notice of the position should be placed in *Education Week* and *AASA Leadership News* although the number of issues can be limited. The City Schools website should be linked to HYA’s website, and a separate page should be set up titled “Director of Schools Search” with the criteria listed, the calendar as discussed, the leadership profile report, and everything else that is produced. In dealing with the media, his firm would address questions regarding the process. The Board would deal with all non-process questions. He would not talk about the candidates. Mr. Campbell stated that Chair Wade and Mrs. Baker would be the likely contacts. Dr. Jones stated that it is best if the points of contact are limited.

Mrs. Baker explained that the letter of understanding was revised and contains a cap on expenses of \$5,000; anything beyond that cap requires the approval of the Board chair. Expenses relative to the screening interviews of the candidates by the consultants shall be limited to eight candidates; if they need to go beyond eight screening interviews, prior consent must also come from Mrs. Wade.

Mr. Hopper inquired about the reference checks being three deep asking if this firm goes beyond the first reference. Dr. Jones stated that they do go beyond this, and do talk with others not listed as a reference, which goes much further than three deep. No one wants any surprises.

Mrs. Duggin asked when the Board would receive candidates for the interim director's position. Dr. Jones stated that he has asked the Board to give him time to think this through, provide information to Mrs. Wade and Mrs. Baker, and dates will then be forwarded to the Board. Mr. Campbell asked if there is someone that the Board would like to have interviewed, does the Board have the opportunity to make that recommendation? Dr. Jones responded that it is the Board's process, but that they would prefer that the candidates apply through his firm as they are not considered a candidate unless they go through his firm. If the Board comes back and says I want a certain person to be interviewed, arrangements would be made.

Dr. Jones thanked the Board for the opportunity to work with them.

#### V. ADJOURNMENT

There being no further business, Mr. Campbell moved to adjourn; Mrs. Duggin seconded the motion. Chair Wade adjourned the Board meeting at approximately 8:00 p.m.

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Director of Schools

#### ***MISSION STATEMENT***

***To assure academic and personal success  
for each child.***