

Special Meeting of the Board of Directors  
BANKS SCHOOL DISTRICT 13  
450 S. Main Banks, OR  
October 17, 2011  
Minutes

Work Session  
6:00 PM  
District Conference Room

**Superintendent Search Discussion**

Donna Herren, OSBA  
Jessica Knieling, OSBA

Present:

Laurie Schlegel, Richard Bowden, Kathy Edison, Will Moore, Norie Dimeo-Ediger, Jim Foster,  
Donna Herren, Jessica Knieling

Mr. Foster introduced Donna Herren and Jessica Knieling from OSBA. Ms. Knieling reported she oversees Labor & Employment Services for OSBA, and Donna Herren is an executive search consultant. Ms. Herren would be assigned to our district.

Ms. Herren has been with OSBA for over 20 years, and has served as an external executive search consultant for the last three years.

Ms. Knieling discussed the executive search service offered by OSBA. She said there are two primary core functions for a school board: setting policy and hiring the district superintendent. She said OSBA has 30 years experience on doing superintendent searches. Ms. Knieling said that she strongly encourages community/staff input in the process, but that the board is ultimately in charge. She said that OSBA is very aware of Oregon law and making sure the district is in compliance during the process. Ms. Knieling said that additions to the superintendent search contract include contract analysis of the current superintendent's contract and at the end of the search OSBA will offer a Roles & Responsibilities workshop. The cost to Banks School District for a complete search is \$8250. This cost includes all but candidate travel; site visits and meals/mileage/lodging for Donna Herren. Ms. Knieling said in the past year there were a couple of districts that didn't think they found the right candidate, but they were able to find someone to hire before the end of the year. Ms. Knieling said that OSBA would assist in hiring an interim if needed.

Ms. Knieling said the initial meeting would be to develop the search timeline. She said Ms. Herren could meet with community/staff/student leadership if the board so desires to develop their suggestions for qualities and qualifications in the superintendent. Ms. Herren said that the district could use the online survey monkey. She said there also could be as few and as many meetings as the board would like. Ms. Herren said that OSBA would post and send out the notice of vacancy to let people know about the position opening. She said notice is sent to all administrators in OR, WA, ID and CA. Ms. Herren said that after the community meetings, OSBA would prepare a summary report for the board and then the Board input on qualities/qualifications. She said that OSBA guides the board in the correct steps to follow to allow interviews in executive session.

Ms. Herren said that once OSBA is hired to do the search, she would begin the work on the brochure, which will be sent to 300 people identified as interested. Ms. Herren said that in the different conferences she attends during the year, she is recruiting for prospective districts year round.

Ms. Herren discussed the screening committee. She said normally 10 to 15 people are selected for the committee. She said she meets with the committee and discussed the strict confidentiality of the screening process, and reiterates this during the committee meetings. She said the current superintendent contract is analyzed, an oral presentation is made to the board on the analysis, and OSBA does salary comparisons of superintendents in the area, considering size and location. Ms. Herren said the search is kept open 6 to 8 weeks. She said she trains the screening committee to read an application file, and they are given a week to screen. She said the board does the same screening at the same time as the screening committee. Ms. Herren said after the screening process is complete, she would meet with the committee to summarize the results, then she would meet with the board. She said based on the ranking of the applicants, OSBA would generate reports on the screening committee and board compilation. Next, the board would conduct interviews (5 to 7 applicants in the first round), then based on board consensus, finalists would be chosen (normally two to three finalists.) She said she would provide training for the on-site visit, and in depth reference checking. She said then there would be a third and final meeting, and there could be a finalist forum. Normally the finalists are in the district for a day and meet with staff and community members. Feedback forms would be provided to community and staff. Then the final interview would be scheduled. She said the goal is for the board to be unanimous in their choice if possible. She said after the new superintendent is selected, OSBA would offer a Roles and Responsibility workshop, which is included in the cost. She said the goal is for the hiring to be the right fit, and over the last four years OSBA superintendent search has resulted in 90% of superintendent hires still in place. Ms. Herren said that after the brochure is created advertisement would begin.

Ms. Knieling asked if there were any questions or concerns. Mr. Moore asked how many applicants the district might expect to see. She said she would anticipate 18 to 25 applicants. The board asked if they would see all the applications. She said this was a board decision. She said the screening will be done online and there are very strict guidelines on screening.

Mr. Bowden asked about internal hires. Ms. Knieling said that there have been just a few in Oregon recently. She said OSBA could work with the board if there are viable internal candidates. She said there are pros and cons with doing an internal process prior to going to an external search. She suggested that ahead of time, if there is a viable candidate, the board might wish to explore the possibility before spending funds to go to the external search. The board discussed general qualities to consider: the ability to work with the board, financial strength. Mr. Moore said the superintendent runs the district, the board sets direction and goals. The superintendent leads the district and staff and daily operations. The board asked why a quality candidate would be available. Ms. Herren said candidates are looking for different challenges, to live in the area, the size of the district. Ms. Herren said that she felt Banks would have a good

candidate pool. She said there are not a lot of non-traditional candidates in the pool, and few with a business background. She said the pay scale would reflect geographic location and size, with the Portland area salaries approximately 10% higher. Mr. Bowden asked about the candidate pool. Ms. Knieling said the pool is about 70% Oregon residents, 30% out of state applicants. The board asked about relocation. Ms. Knieling said that districts don't usually pay relocation costs.

Donna Herren and Joanna Knieling left the work session at 6:50PM.

Mrs. Dimeo-Ediger said she was in favor of hiring OSBA for the full executive search package, and in doing the internal and external search at the same time. She said she was happy to be involved, but felt guidance is needed to proceed. Laurie Schlegel said she will be happier to know the district looked everywhere for the new superintendent. Mr. Moore asked what the OSBA consultant would provide in the end. Mrs. Edison said OSBA would provide expertise, knowledge of the current candidate pool, resources to post announcements; the knowledge of how to do the brochure, and help with the administrative compliance process, and help with the candidate screening process. Mrs. Edison said the service that would be provided would be hard to do to the extent needed if the district goes external. She said it would be a good idea to look at the superintendent contract again. Mrs. Dimeo-Ediger said she likes the idea that OSBA would be on top of the process. She said everyone is busy and she is concerned that something may fall between the cracks. Mr. Bowden said the skill sets are more broad based of Banks and requires a high ability to deal with a variety of responsibilities than in a larger district. He said it would be difficult to bring someone in that hasn't had some administrative background. Laurie Schlegel said it would be very difficult to find someone with all the skill sets needed. She said she felt it was very important to have someone who can work with others. Mr. Bowden said if the board decides to go outside the district for the superintendent, then the board needs to hire OSBA. Mr. Foster said that if the board chose to interview the internal candidates first; then decided to open the position up to the outside, it would be interpreted as a slap in the face. He said he would like everyone put on the same level. Mr. Moore agreed and said the time commitment is great. Mr. Bowden said for people interested in serving on the committee they would have to be available and to make the time commitment. Mr. Moore said he was not opposed to hiring OSBA. Mr. Bowden said he was in favor of bringing OSBA in for the full package. Mr. Moore said the consultant would be a facilitator. He said each district has its own specific set of needs to be met. Board consensus was to move forward with OSBA. Mr. Foster said he would get a hold of Ms. Herren tomorrow and start setting up the process.

The board discussed the proposed upcoming board retreat.

The meeting adjourned at 7:20 PM