

KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT
BOARD OF EDUCATION
AGENDA STATEMENT

No 11 d

MEETING OF December 15, 2021

Item Title

NEW BUSINESS

Motion to approve an updated MOA with the Association of Alaska School Boards regarding the Superintendent Search

SUBMITTED BY Bridget Mattson, Board Clerk-Treasurer

Contact Person/Telephone

APPROVED FOR SUBMITTAL

Name

Phone

SUMMARY STATEMENT:

The School Board is being asked to approve an updated Memorandum of Agreement with AASB for the superintendent search.

BACKGROUND/ISSUE:

The School Board is seeking to resume its search for a permanent superintendent, as contracted for with the Association of Alaska School Boards. The Memorandum of Agreement with AASB has been updated to reflect additional fees to perform background and reference checks on applicants.

(Board Member Mattson was assigned to be the initial contact person with AASB to resume the superintendent search process).

RECOMMENDATION: Approval of the updated MOA.

FISCAL NOTE:

EXPENDITURE

REQUIRED: \$7375

AMOUNT

BUDGETED: \$ _____

ATTACHMENTS:

- Superintendent search proposal and Memorandum of Agreement, as amended

RECOMMENDED ACTION:

"I move that the Board of Education approve the updated Memorandum of Agreement with the Association of Alaska School Boards for the superintendent search process and the additional costs of approximately \$7,375."



Executive Search Proposal

Presented to

**Ketchikan Gateway Borough
Board of Education**

December 6, 2021

Helping Your Board Create Opportunity from Change

December 7, 2021

Mr. Stephen Bradford, Board President
Ketchikan Gateway Borough School District
333 Schoenbar Road
Ketchikan, AK 99901

Dear Board President Bradford,

During the spring of 2021, AASB facilitated the initial search for a new superintendent for the district. This included the first stage (*Superintendent Search Initiation (40% of the fee)*) of the search which is crafting the recruitment brochure, working with the board to develop search criteria, developing the search schedule and opening the recruitment via the REVELUS online application tool.

Once the search initiation was completed, AASB moved to the next phase of the search which was to select finalists to interview. AASB conducted background checks and in-depth reference investigations for the pool of candidates that had applied. AASB staff then provided the board with the access to the applications and materials to help board members review each applicant's materials. AASB staff facilitated a meeting with the board to compare and contrast the candidates and attempt to select 3 or 4 finalists to interview for the position. The Board at this point could not agree that any candidate met the desired criteria to full the position. The Board then suspended the current search and decided to restart the search in December 2021.


AASB has restarted the search for the next Ketchikan superintendent of schools. AASB is amending the previous MOA to conduct the search to account for the significant work already completed and the work yet to be done with the newly restarted search. The following amended agreement provides credit for the previous work, includes some additional costs for work that will be repeated and honors the 2021 pricing for selection of a superintendent.

The remaining professional fee for this service is \$7,375.00. This fee includes all of the components described in the attached document, subject to adjustments necessary to meet the Ketchikan Gateway Borough School District's specific needs. Reimbursement to the Association is required for actual out-of-pocket expenses and any paid advertisements needed for the search.

Please review the Scope of Services following this letter. If it is satisfactory, please sign the Memorandum of Agreement and return it to me.

If you have any questions or need any further clarification, please contact me.

Sincerely,



Lon D. Garrison,
Executive Director
lgarrison@asb.org
907-463-1666



THE SEARCH PROCESS

The Association of Alaska School Boards (AASB) has a long history of successfully assisting school boards in selecting superintendents. This success has been grounded in providing a local-control based search process, quality reference and background information, an extensive state and national network of contacts, and state and national advertising options (when selected by a district).

Throughout the entire process, AASB emphasizes that the search shall be objective, fair, confidential (subject to applicable Alaska Law, including the Public Records Act and the Open Meetings Act), and reflect the criteria and wishes expressed by the board. The AASB search consultant does not become involved in your new superintendent's actual selection but rather facilitates the board's choice.

SCOPE OF SERVICES

1. Superintendent Search Initiation (No charge)

a) Develop Your Action Plan

The superintendent selection process is tailored to the needs of your school board and district. The search consultant will assist the board in developing an action plan covering all aspects of the search, which can include but not be limited to:

- Develop a strategic timeline that maximizes the number of applications that could be received depending on your district's circumstances.
- Develop selection criteria.
- Develop, conduct, and summarize stakeholder surveys if desired.
- Compile relevant comparable salary and benefit information.
- Distribute the vacancy notice.
- Develop an application that reflects Board goals and interests.
- Recruit candidates.
- Compile application files
- Conduct and compile candidate background reviews.
- Assist and facilitate the board in determining finalists.
- Develop public notices and media notes.
- Organize and facilitate Board interviews of finalist candidates (and semifinalists if needed).
- Facilitate a review (including legal review) of the contract draft or template and facilitate board determination of contract offer terms.

Other considerations:

- Facilitate Board determination of the level of community and staff involvement
- Facilitate Board determination of the designation of a board member and/or district staff member as the key contact for AASB in coordinating search activities

b) Identify Selection Criteria

The search consultant will assist the board in developing selection criteria and a profile for the desired candidate, including professional experience, educational background, and management style. These criteria are used throughout the search. The search consultant is prepared to conduct community and staff forums to gather additional information and seek comments on the board's selection criteria. This can include up to three separate stakeholder surveys and summary reports for the board. AASB will also review District policies, regulations, and bylaws to ensure that the search and selection process is compliant with the District's policies, regulations, and bylaws.

c) Timeline

An appropriate timeline is critical to the success of a search. The timeline shown below should be considered a guideline and can be shortened or lengthened to meet the district's needs.

ACTIVITY	Suggested Dates
Meet with board to develop criteria/design electronic vacancy notice	Week 1
Accept materials from candidates and conduct background checks	Week 2 to 5 {3 to 4 weeks}
Meet with board to screen for semi-finalists/finalist	Week 6 or 7
Board Members conduct reference checks	Week 7 or 8
Conduct preliminary screening interviews (<i>Optional</i>)	<i>TBD</i>
Notify finalists and arrange interviews	Week 8
Conduct interviews, final selection, secure contract	Week 9 or 10
Superintendent begins	July 1, 2021
Follow-up workshop with board & superintendent	By the end of Dec 2021

d) The Recruitment Process

Once the selection criteria have been identified, the search consultant will work with the board to develop a vacancy announcement that will describe the position, the selection criteria, the district, and the community. The recruitment announcement will be published using an attractive online brochure. AASB will ensure that the announcement receives wide circulation through state and national professional associations, web sites, and, where authorized by the board, paid advertisements.

e) Applicants & Eligibility

AASB uses an entirely online application process. Applicants will complete an online profile and then must complete specific application questions tailored to your district based upon Board input and requirements. Applicants must provide evidence for meeting or exceeding the board's minimum requirements for the position, and all information must be submitted to create a complete application. Only complete applications will be forwarded to the board for review.

AASB will check for certification and recency credits and conduct preliminary background checks on each candidate that meets the essential search criteria. Each application will be examined, and AASB will inform the board as to whether each applicant is eligible or non-eligible based on the board's minimum requirements.

f) Background And Reference Checks

AASB will conduct confidential background investigations of all qualified candidates through our statewide and national network of contacts. This network is one of the most valuable features of the AASB search process, especially if the board is interested in conducting a nationwide search. AASB staff can solicit candid information through other state associations and contacts that your local search committee or other consultants would not necessarily secure. Included in the service fee, AASB will conduct a national criminal background check, a sex offender list check, and an SSN trace for each applicant. An education, employer, and professional license verification are also provided for each applicant.

2. Finalist or Semifinalist Selection (\$3,000.00)

a) Screening To Identify Semifinalists (*Optional Step, Additional Cost*)

A brief oral report of each candidate's background will be presented to the board before the file review. This report will be accompanied by a written summary of each candidate's employment and educational history. All files will be presented to the board for consideration during the finalist selection process. The search consultant will meet with the board to facilitate the screening process. If a separate committee process beyond the board is utilized, the search consultant will facilitate this process. Once semifinalists are chosen, the search consultant can assist boards through video teleconference or web meeting interviews. **THIS IS AN ADDITIONAL COST** based on AASB's daily rate (for 2021 = \$995/day), as it is an additional visit to the district or a full day of facilitation with the board.

b) Selection Of Finalists & Logistics

Based on the review of candidate files, the follow-up background checks, and possibly previous videoconference interviews (if conducted), the board will select finalists to interview in person and onsite. AASB will communicate appropriately to candidates not selected as finalists. Finalists will be notified immediately by AASB of their selection and invited for an interview. AASB will also be responsible for overseeing all travel logistics and facilitating search activities while the candidates are on site.

If the current pandemic conditions demand limited or no onsite opportunities, AASB is prepared and has experience working with districts to facilitate virtual meetings and interviews. While not ideal, we have been able to facilitate experiences that boards have found still provide them with enough information and input to make sound decisions. AASB is willing to work with the district and the board to do what it takes.

AASB will also facilitate the superintendent contract review with the board. AASB recommends the board also choose to enlist the board's legal counsel during contract review and revision. AASB usually facilitates the offer development by the board and assists with the final contract negotiation. The AASB facilitators have extensive experience with this aspect of the hiring process.

3. Superintendent Selection (\$4,375.00)

a) The Onsite Interview Process (also virtual if required)

The search consultant will meet with the board (as well as staff or community interview committees if the board chooses) to provide information on the mechanics of conducting successful interviews and assist the board in the development of effective interview questions. The search consultant will also help prepare a public announcement of the superintendent selection process suitable for a press release.

The search consultant will be onsite to help orient candidates to the community during their onsite interview and work with the board to plan functions, allowing the candidates to meet with constituent groups. The search consultant will facilitate community and staff forums or surveys with the candidates as requested.

AASB understands a school board's desire to make sure its stakeholders feel that they have an opportunity to provide input to the board about the choice of the next superintendent. Stakeholders may include but are not limited to certified staff, classified staff, administration, building principals, students, parents, tribes, the military, and community members. AASB recognizes that this may require additional effort in a district as large and complex as FNSBSD. For this proposal, AASB will include three stakeholder surveys and three stakeholder forums in the fee for service. Any additional stakeholder surveys will be charged at a rate of **\$300 each**. Additional facilitated forums will be charged at **\$500 each**. AASB provides a summary of forum participant feedback for the board.

(For informational purposes only, the average estimated cost for onsite interviews in Ketchikan, assuming three-days onsite, is anticipated to be approximately \$1,300 for the consultant and \$1,600 per candidate or roughly \$5,800 for the three finalists and consultant. (This is not a quote.)

As noted previously, AASB is prepared to facilitate this portion of the search in a virtual manner if need be.

b) Follow-Up Workshop (included as a benefit for a successful search, not refundable)

One of the key factors leading to a good transition between the board and the new superintendent is developing a trusting and effective relationship. One of the most crucial opportunities for that to happen is at a facilitated workshop with the new superintendent and the board. Following the new superintendent's appointment, the search consultant will conduct a workshop in the district to help identify expectations, clarify responsibilities, and develop priorities. This workshop, generally held in the early fall, supports the new board-superintendent team in establishing effective lines of communication and a positive working relationship. This workshop is included in the price of the service set forth and is offered as a value of membership in the Association of Alaska School Boards. There is no refund value available to the district if it is not used. This follow-up workshop must be scheduled to occur by the end of 2021 to receive it as a part of this comprehensive service.

MEMORANDUM OF AGREEMENT

Ketchikan Gateway Borough School District and Association of Alaska School Boards

The Association of Alaska School Boards is pleased and excited to assist the Ketchikan Gateway Borough School District Board of Education with their search to secure a superintendent of schools. AASB's involvement will include one meeting with the board to establish the search criteria, qualifications, and timeline, two onsite search facilitations, and ongoing telephonic or web meeting support throughout the entire process. AASB will also provide up to three separate stakeholder surveys and summary reports for the board if desired.

I. CONDITIONS

- a. The Ketchikan Gateway Borough School District Board of Education will pay an professional fee of \$7,375 payable to the Association of Alaska School Boards to complete the superintendent search.
- b. In addition to the professional fee, the Ketchikan Gateway Borough School District Board of Education shall reimburse the Association of Alaska School Boards for reasonable expenses. Expenses include, but are not necessarily limited to, travel, lodging, and food for AASB staff and candidates. (*Cost estimates for expenses of onsite facilitated meetings and interviews are described in the Scope of Services. They are not quotes.*) An onsite visit is typically two days in duration. **Any requirement for a more extended onsite visit will be invoiced at the standard rate of \$995.00 per day.** Expenses also comprise additional costs, including, but not limited to, specific additional advertising and additional background or reference checks not customarily executed as approved by the Board of Education. Please mark if the additional federal civil records check is desired for each applicant:
 1. ____ Federal Civil Records Check (\$20 per applicant)
- c. The Ketchikan Gateway Borough School District warrants that it is an equal opportunity employer and functions in accordance with applicable state and federal laws. AASB warrants that it is an equal opportunity employer and functions in accordance with applicable state and federal laws.
- d. The services that shall be provided by AASB to the Ketchikan Gateway Borough School District shall be those services set out in the **Scope of Services** incorporated here by reference.
- e. The Ketchikan Gateway Borough School District shall indemnify and hold the Association of Alaska School Boards harmless from liability not arising through the Association of Alaska School Boards' gross negligence or intentional misconduct.

II. DISCONTINUANCE OF SERVICE

Either party may terminate this contract at any time by a notice in writing delivered by one party to the other. Notice of termination shall be provided as follows:

Lon Garrison, Executive Director, Association of Alaska School Boards,
lgarrison@asab.org. 907-463-1668


Mr. Stephen Bradford, Ketchikan Gateway Borough, Board President, Ketchikan Gateway Borough School District, stephen.bradford@k21schools.org

In the event of contract termination, the Association of Alaska School Boards will be reimbursed for all expenses through the date of termination or the date of receipt of notice of termination, whichever is later, and will be eligible for all professional fees payable in accordance with paragraph I-a, prorating any unused portion of the scope of services based on the cumulative percentage of service completed (see the table below), except that if the Ketchikan Gateway Borough School District Board of Education hires any candidate applying through or submitted by the Association of Alaska School Boards, the entire fee shall be deemed "earned" and paid as though paragraph I-a were still in effect.

1. Updated Superintendent Search Initiation	no additional charge
2. Repeated Finalist Selection	\$3,000 plus expenses
3. Superintendent Selection	<u>\$4,375 plus expenses</u>
Amended Total	\$7,375 plus expenses

If the terms outlined in this Letter of Agreement meet with the board's approval, please indicate acceptance by having the appropriate official sign and return a copy with original signatures for our files.

The Ketchikan Gateway Borough School District Board of Education agrees to engage the Association of Alaska School Boards, 1111 West 9th Street, Juneau, Alaska 99801-1811 to serve as consultants to the board in conducting a search for their Superintendent of Schools in accordance with this Agreement.



Lon D. Garrison, Executive Director

12/7/2021

Date

Mr. Stephen Bradford
KGBSD, Board President

Date