

KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT BOARD OF EDUCATION
SPECIAL MEETING AGENDA STATEMENT

No. 4

SPECIAL MEETING OF May 4, 2021

REVIEWED BY:
 School Board
 Finance

ITEM TITLE:

Motion(s) to approve a contract with the
Association of Alaska School Boards (AASB) for a Superintendent search

SUBMITTED BY: Kim Hodne, President

CONTACT PERSON/TELEPHONE:

Katie Parrott, Acting Superintendent 907-247-2116
Name Phone

APPROVED FOR SUBMITTAL:

Superintendent

SUMMARY STATEMENT: The Board will consider whether to contract with the Association of Alaska School Boards to conduct a superintendent search.

ISSUE: The Board of Education is responsible for the recruitment, selection, supervision, retention, and evaluation of the Superintendent of Schools position.

BACKGROUND: Superintendent Beth Lougee submitted her resignation on April 16, 2021, effective April 30, 2021. The Board of Education will engage a formal process for seeking a permanent Superintendent and is evaluating the potential of contracting for services to facilitate the search and selection process. The Association of Alaska School Boards (AASB) offers such services and can be contracted with to conduct a superintendent search. The association offers several levels of involvement in that process. That information is attached, as well as a proposal if the Board decides to move ahead with a full search.

RECOMMENDATION: Approval of a contract with AASB to conduct a Superintendent search.

FISCAL NOTE: Amount Required \$12,500 Amount Budgeted: \$10,000*

ATTACHMENTS:

- AASB Superintendent Search options
- Potential contract proposal

RECOMMENDED ACTION: "I move that the Board of Education approve a contract with AASB for services to conduct a superintendent search, in an amount not to exceed \$12,500."

2020-21 Superintendent Search Options



Facilitated Nationwide Search with AASB

Variable fee (\$10,500 to \$15,000) plus expenses – Based on District ADM

A nationwide search, includes creating a brochure, up to three on-site district visits with the AASB facilitator, advertising on AASB website, national advertising through NSBA and the National Association of Superintendent Searches (NASS), the national Superintendents Association (AASA), the National Indian Education Association (NIEA), background checks, facilitating selection of finalists and final appointment, handling logistics for interviews, and a follow-up board & superintendent workshop a few months after the hiring.

Internal Search

If you have a viable internal candidate(s) this may be the least expensive and most expeditious option. You may already have an excellent candidate for appointment or someone serving as an interim superintendent. In this case, you (the board) and school district staff can handle the process internally. AASB can provide guidance to the board through phone calls and email. Depending on the amount of assistance required, we can offer this for free or charge on an hourly basis if greater assistance is needed.

AASB can also provide a facilitated internal search if you prefer. Elements included in such a search would be the development of an internal search announcement, use of the AASB application process, AASB candidate background checks, and a facilitated on-site interview and candidate selection process. Included in the price would be a follow-up, one-day board training for the board and new superintendent. The cost for an AASB facilitated internal search is negotiable and based on time and complexity of the search. In general, the cost for an internal search ranges from about \$4,000 to \$7,500.

Appointment of an Interim Superintendent

The board may also consider the appointment of an interim superintendent for the coming year if it deems that the timing of a fully facilitated, nationwide search would be better if it were conducted next December and January (at the beginning of the “search” season). That is when the pool of superintendent candidates tend to be the greatest. AASB is available to assist in finding an interim search billable at an hourly rate of \$135 per hour. Should travel be required for on-site services, our cost would be \$995 per day plus actual travel expenses and travel time. Elements of a facilitated interim appointment include: contacting interim candidates, performing background checks, verifying references, logistical support, and consultation with the board.

Do-It-Yourself Search

AASB offers a Do-It-Yourself guide to walk you through the process. The cost is \$2,850 and includes the guide, up to five consulting calls, background information on any candidates

we have in current or previous searches we have conducted, and advertising on the AASB website. Your district staff would handle all logistics. Utilizing our online application system is an additional \$200.

Do-It-Yourself Search with no AASB Involvement

District staff would provide all arrangements and logistics with no support from AASB. You may still advertise on AASB's website at no cost.

Contract With an Outside Search Firm

There are numerous outside private executive search consultants available for hire. Fees range \$30,000.00 to \$75,000.00 + expenses depending on what services you want or need. You may advertise on AASB's website but otherwise, AASB would have no participation in the process.



Executive Search Proposal

Presented to

**Ketchikan Gateway Borough
Board of Education**

April 21, 2021

Helping Your Board Create Opportunity from Change

April 21, 2021

Mr. Kim Hodne, Board President
Ketchikan Gateway Borough School District
333 Schoenbar Road
Ketchikan, AK 99901

Dear Board President Hodne,

Thank you for the opportunity to provide you with more information regarding the AASB superintendent search process. We offer a full slate of services to assist school boards in one of their most important decision-making processes. The enclosed proposal outlines those services.

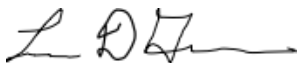
Our Association has a long history of serving school boards. We are proud of our track record in assisting many Alaska school boards in their selection process, as well as the selection of one Commissioner of Education. We know that only school boards can make the decisions needed to complete a successful search, to create opportunity from change. Our goal is to help your board find the best possible candidate. This individual most closely matches the selection criteria you adopted for the search and is committed to improving student achievement in your district.

The professional fee for this service is \$12,500.00. 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 are in addition to the professional fee.

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 (40% of the total fee)

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 {usually 3 to 4 weeks}
Meet with board to screen for semi-finalists/finalist	Week 6 or 7
Board Members conduct own reference checks	Week 7 or 8
Conduct preliminary screening interviews (<i>Optional</i>)	<i>TBD if desired</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. Additional specific background checks (i.e. civil, credit, etc.) are available for an additional fee per applicant.

2. Finalist or Semifinalist Selection (30% of the total fee)

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 (30% of the total fee)

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. For this proposal, AASB will include **two stakeholder surveys** and **two stakeholder forums** in the fee for service if needed. 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.

As noted previously, AASB is prepared to facilitate this portion of the search in a virtual manner if the pandemic conditions necessitate it. AASB has extensive experience with this technique.

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 a professional fee of \$12, 500 payable to the Association of Alaska School Boards.
- 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. 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 (\$25 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

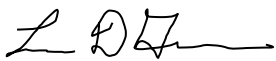
Mr. Kim Hodne, Ketchikan Gateway Borough, Board President, Ketchikan Gateway Borough School District, Kim.Hodne@k21schools.org, (907) 202-6299

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.

	<u>Cumulative Total</u>
1. Superintendent Search Initiation (40% of fee)	\$5,000 plus expenses
2. Search Initiation & Finalist Selection (70% of fee)	\$8,750 plus expenses
3. Successful Search Selection (100% of fee)	\$12,500 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

4/21/21

Date

Mr. Kim Hodne
KGBSD, Board President

Date