

MSAD 6 / RSU 6
SUPERINTENDENT SEARCH COMMITTEE MEETING
Thursday, October 14, 2021
Central Office Conference Room
94 Main Street, Buxton, ME 04093

The Superintendent Search Committee meeting was held on Thursday, October 14, 2021, in the Central Office Conference Room located at 94 Main Street in Buxton. Committee members Nathan Carlow, Committee Chairperson; Erika Creutz, Board Chairperson; Kelley Heath, Board Member; James Moses, Board Member; and John Sargent, Board Member were present. Others present included Eileen King, MSMA Deputy Executive Director (attended via Google Meets); Paul Penna, Superintendent of Schools; Dawn Pooler, Finance Manager; and Hedy Smith, Executive Secretary.

1. Call to Order

Mr. Carlow called the meeting to order at **5:32** p.m.

2. Public Comment Session

There were no members of the public who wished to address the Committee this evening.

3. Introductions

A round table of introductions was facilitated by Mr. Carlow.

4. Discussion and Approval of a Calendar of Events Relating to the Search and Interview Process

Committee members reviewed a standard timeline proposed by Dr. King (see attached.) Dr. King led a discussion about the timeline and fielded questions from Committee members. When asked if the timeline was appealing or if the Committee wished to be more ambitious, the following discussion occurred:

- In accordance with the Resolution which was recently approved by the full Board, it stated that the Committee would “submit to the Board no later than March 7, 2022, a confidential report containing the applications and all other relevant documents of all finalists for its consideration and final action.”

Mr. Carlow was in favor of posting the job advertisement and opening the application process sooner than January 3, 2022.

Both Ms. Heath and Mr. Sargent made the Committee aware of potential personal conflicts in the timeline. Dr. King noted that in adjusting the timeline, she would remain cognizant to avoid the dates of February 8 through 16, 2022.

Ms. Creutz indicated that if moving the process back by four weeks would put the search in jeopardy, she would be willing to go to the full Board to gain approval to adjust the dates of the Resolution.

Dr. King raised the concern about posting the vacancy too early. The Board may find that the candidate pool may not be strong at that time. She stated that at the will of the Committee she could open the position up on December 13, 2021, and close the position in early January 2022.

- The Committee held a discussion regarding the community forums. Committee members stated that they would prefer to hold up to four in-person community forums and one virtual community forum which would be open to parents, students, and other community members. The Committee suggested that the community forums be conducted by in-house personnel and Board members. It would just be a matter of determining who would facilitate the forums.

Mr. Penna raised his concern for who would be charged with facilitating the conversations. Dr. King indicated that she would help the Committee to get organized for the community forums. She stated that typically she used four questions and broke attendees into groups to have discussions and to collect feedback. Facilitators would be able to collect the data in that manner.

Mr. Penna reported that every time the administration had sent out a survey to the community, it was conducted by a third party. The third party was responsible for gathering and analyzing the data. He noted that MSMA would be an objective entity in analyzing and reporting data. Dr. King stated that historically the in-person forums had not been well attended.

After brief discussion, it was the consensus of the Committee that MSMA would facilitate the community forums while the Board would conduct the staff listening sessions. Dr. King indicated that during staff listening sessions, Board members were not usually present because sometimes staff are more willing to share information with a third-party entity rather than a Board member. She said that during all sessions (community forums and listening sessions), four questions are asked around qualifications, personal qualities, strengths of the District, and the needs and challenges of the District.

Mr. Carlow agreed that it may not be beneficial for a Board member to be present during the listening sessions.

With five staff listening sessions and up to four community forums in the timeline, Ms. Creutz wondered if it was realistic to believe all of this could be completed in November. Dr. King stated that because of the Annual Fall MSMA Conference, she was unavailable to do anything until the first week in November. She also indicated that she would not be available after the week of Thanksgiving. She cautioned that in the last superintendent search process that MSMA had conducted, the average of attendees at the in-person community forums was five to ten. She stated that she would prefer to hold one in-person forum and one virtual forum.

Mr. Carlow reiterated the proposal for community forums saying that it was being recommended to hold one in-person community form at the High School and one virtually. He indicated that MSMA would moderate and organize both the listening sessions and the community forums. The consensus of the Committee was to agree with Mr. Carlow's proposal.

Dr. King stated that she would work with Mr. Penna and Ms. Smith to construct a schedule for the sessions.

- Mr. Carlow stated that he would like to move the timeline up to meet the Board's Resolution of submitting applications of all finalists to the Board no later than March 7, 2022. Mr. Moses stated that it would be important to consider how quickly the Board would like to advertise for the position. There is the potential to miss the opportunity for good candidates to apply. "It's a caution worthy of consideration."

Dr. King stated that if the Board was not receiving applications from viable candidates, the timeline would afford the opportunity to readvertise. MSMA would monitor the progress of applications. She noted that being the first in the State of Maine to advertise for a superintendent was not a "bad thing." She also indicated that advertising with AASA would keep the District's position in the top fifteen advertisements.

5. Presentation from Maine School Management Association Regarding Search Services and Related Fee Structure

Dr. King went over the proposed menu of MSMA superintendent search services with Committee members. She stated that the cost was based on \$175 per hour. Dr. King indicated that she had started a policy review of the District's policies and found that there were no policies that needed to be updated at this time. She said that the Committee would need to review the list of services to determine which services were needed from MSMA and which services could be conducted in house.

Dr. King stated that if Committee members had any questions about the services, they could give their questions to Mr. Penna and she would connect with Mr. Penna next week. She said that she would update the timeline as the Committee requested, and she would do her best to honor their decision.

Dr. King left the meeting.

6. Discussion with Administration Regarding Opportunities for cost Savings and Search/Interview Activities to be Completed Internally; and

7. Approval of MSMA Search Service(s) Procurement

The Committee reviewed the proposed menu of services (see attached) and made decisions based on what services were needed from MSMA and which services could be conducted internally.

The following is a list of services:

MSMA	IN-HOUSE
Confidentiality Training for Everyone Involved in the Hiring Process (All Board Members)	Development of Survey and Collation of Survey Results (Ms. Creutz via ThoughtExchange)
Community Forum (1 In-Person / 1 Virtual)	Support Services, as Needed (Ms. Smith)
5 Staff Listening Sessions (Virtual)	Student Forum with the Assistance of MSMA (Mr. Carlow and Mr. Penna)
Advertising and Recruitment - Online & Print Ad - AASA Premium Job Flash - EdWeek Online - Graphic Ad to Maine Superintendents, Assistant Superintendents, CTE Directors, Special Ed Directors, Curriculum Coordinators, 50 state board executives, and NSBA Network	
Application Process - Custom Application Materials - Correspondence with Candidates - Secure Webpage Creation - Upload/Link Application Packet to Secure Website - Process Applications - Background Check Service	
Interview Process - Development of Proposed Interview Questions - Development of Reference Check Questions - Scheduling of Interviews	

The Committee held a brief discussion on the student forum. Most Committee members felt that it would be important to gain student input. Mr. Carlow suggested creating a separate survey for students rather than holding a forum. Mr. Penna voiced his concern of placing students in the situation to facilitate a forum that would solicit student opinions. He stated that having MSMA moderate a student forum together with the student Board representatives would help to educate them on what it takes to solicit opinions from their peers. It was decided that Mr. Carlow and Mr. Penna would follow through with organizing a student forum with the assistance of Dr. King.

The Committee discussed their desire to ensure that the interview process was flexible enough to allow them to have input into the interview questions. Mr. Penna stated that the Committee would work with Dr. King on this area and develop a rubric for scoring the candidates. He stated that the Committee would want to ensure that the scoring was consistent.

Mr. Moses raised a concern regarding the potential questions that would be asked. He said that the development of questions could “play back to the bias question” with the potential of having a candidate withdraw from the hiring process. Committee members were in consensus that MSMA would develop an interview process that would hold its integrity. Mr. Penna noted that once Board members interviewed an applicant, they would then be held accountable for the process.

Mr. Carlow asked Ms. Pooler if she was able to cost out the services. She stated that without the job advertisements in AASA and EdWeek, the cost would be \$6,775.00. With the job advertisements, it would cost \$8,118.00. Ms. Smith was asked to see if the District could secure a lower rate for an advertisement placement in EdWeek since the Superintendent holds a subscription to the newsprint.

8. Chair Report

Mr. Carlow reported that Mr. Applestein had reached out to Elizabeth Forestiere, former student Board representative, to ask if she would consider participating as a student representative on the Superintendent Search Committee. He stated that he was still waiting for a response. Mr. Penna indicated that she was involved in a very aggressive college application process, and he agreed to reach out to Mr. Applestein to see if there were other students who may be appropriate for this position.

9. Future Meeting Schedules

Mr. Carlow stated that there was no need to schedule a future Committee meeting this evening, but he asked Committee members to check their emails in case that changed.

Ms. Creutz noted that she would be attending the meetings on an as needed basis. She thanked the Committee members for their commitment to the process.

10. Adjournment

Moved by Mr. Moses; seconded by Mr. Sargent:

To adjourn the meeting at **7:39** p.m.

VOTED: “Yes,” Unanimously

Attachments:

1. [MSAD 6 Superintendent Search Draft Timeline](#)
2. [MSMA Cost Proposal of MSMA Superintendent Search Services for MSAD 6](#)



MSAD 6 SUPERINTENDENT SEARCH DRAFT TIMELINE

October 14	Meeting with Superintendent Ad Hoc committee
October 21	Open Community Survey
November 4	Close Community Survey
November	Conduct Listening Sessions: High School Staff Middle School Staff Elementary School Staff Administrative Team Central Office Staff
Week of December 13	Report Results to Superintendent Ad Hoc Committee (SAHC).
January 3	Superintendent of Schools position posted internally, in state and nationally
Week of January 10	Superintendent Search Committee workshop (required for all members involved in the hiring process) <ul style="list-style-type: none"> • Review of State and Federal Guidelines • Review of District Policies that guide the hiring of Administrative Staff • Review MSAD 6 Confidentiality Agreement
February 18	Superintendent of Schools position closes.
February 23-27	Applications are sent to SAHC for screening (will there be others on the screening committee?)
February 28	SAHC meets to review screening scores and select candidates for interview #1
Week of March 7	Interview #1 is conducted with Interview #1 interview committee
Prior to Interview #2	SAHC meets with Eileen to review Interview #1 scoring rubric results and to select candidates for Interview #2
Week of March 14	Interview #2 is conducted with Interview #2 interview committee
Week of March 14	Reference checks are conducted
Prior to Board Interview	SAHC meets with Eileen to determine if there needs to be a third interview with SAHC only prior to sending candidates to full Board
Prior to Final Interview	MSMA works with backgroundchecks.com to conduct checks on finalists
Week of March 21	MSAD 6 School Board conducts interviews with finalists Are other interviews held?
Week of April 4	Offer made to final candidate



Maine School Management Association Superintendent Search Services

Cost Proposal of MSMA Superintendent Search Services for MSAD 6

August 16, 2021

Maine School Management Association

49 Community Drive
Augusta, Maine 04330

Phone: 207-622-3473
Fax: 207-626-2968
Email: msma@msmaweb.com
Website: www.msmaweb.com

MSMA Superintendent Search Services

Cost Proposal

The MSAD 6 School Committee has undertaken the important task of searching for a new superintendent. It is deemed that the search will be thorough and the procedure efficient. The Committee retains full authority and responsibility for all decisions.

Search services and support may be tailored to the individual needs of the District. Consultation and support may be obtained from the Superintendent Search Service of the Maine School Management Association at the following rate:

Professional consultation and guidance, an adaptable structure, brochure and ad development, and administrative/clerical support throughout the search process:

- ◇ \$175 per hour (plus the cost of advertising)

Additional search-related expenses to be borne by the School Committee include:

- ◇ Telephone, postage, and consumable supplies (at cost)
- ◇ Fee-based advertising (varies, and is to be determined by the Committee in consultation with MSMA)
- ◇ Travel expenses of the candidates at both the semi-finalist and finalist levels
- ◇ Travel expenses for School Committee visits to candidates' home district
- ◇ Consultant travel expenses

MSMA Superintendent Search Services

Cost Proposal—*Continued*

The following estimates are based on the receipt of 15 applications. The “per applications” costs will be adjusted.

Meeting with District planning to conduct a search

Complimentary

Planning

Preparation of Superintendent Search timeline, activities and calendar

Complimentary

Committee Workshops: (typically spread over four (4) workshops—1.5 hours each)

_____ Confidentiality training for all involved in the Hiring Process

- Maine and Federal Laws that address Equal Employment Opportunity as well as how to avoid discrimination of protected classes
- Policy and job description review, including the following policies, if approved district policies
 - Recruitment and Appointment of Superintendent
 - Evaluation of Superintendent
 - Equal Employment Opportunity
 - Confidentiality in the Hiring Process
 - Recruiting and Hiring of Administrative Staff
 - Recruiting and Hiring of Administrative Staff, Administrative Procedure
 - Job Description, Superintendent of Schools

_____ Interrupting Bias in the Hiring Process: (MSMA and Consultant) (\$1,000.00)

- What’s getting in the way of an Inclusive Hiring Process?
- What is Bias?
- Can I get rid of my Bias?

_____ Onboarding Your Superintendent. (MSMA and Consultant)

_____ Transition Planning. (MSMA and Consultant)

MSMA Superintendent Search Services

Cost Proposal—*Continued*

The following estimates are based on the receipt of 15 applications. The “per applications” costs will be adjusted.

Forums (In-Person Event)

___ Community: 1.5 hours (\$262.50)

___ Staff: 1.5 hours (\$262.50)

___ Student: 1.5 hours (\$262.50)

Listening Sessions (Remote listening activities designed to maximize participation from a wide range of participants)

MSMA staff will conduct listening sessions with a variety of stakeholders (School Boards, district staff, community members) to collect data on the characteristics and qualifications that is desired in the next Superintendent of Schools. (\$175/session)

___ Please identify the number of Listening Sessions you would like conducted. Each session is approximately one hour long.

Survey

___ Development of survey questionnaire: 1.5 hours (\$262.50)

___ Collation of survey results: 5 hours (\$875.00)

Advertising/Recruitment

___ Job Description development with samples: 1.5 hours (\$262.50)

___ Brochure Development: 2.5 hours (\$437.50)

___ Development of online and print advertisement and posting both online and in MSSA News: 1.5 hours (\$262.50)

___ AASA Premium Job Flash package + Diversity Upgrade: \$848.00

___ EdWeek Online: 30 days online TopSchoolJobs.org \$495.00

___ Graphic advertisement development, electronic circulation to Maine Superintendents, Assistant Superintendents, CTE Directors, Special Education Directors, Curriculum Coordinators and the 50 state board executives and NSBA Network

Complimentary

Application Process

___ Custom application materials development: .5 hours (\$87.50)

___ Correspondence with candidates – responding to application requests: \$43.75 per application (\$656.25)

___ Secure webpage creation: 1 hour (\$175.00)

___ Redaction/scan-upload/link each application packet to secure webpage for 15 applications at \$87.50 per application (\$1312.50)

MSMA Superintendent Search Services

Cost Proposal—*Continued*

The following estimates are based on the receipt of 15 applications. The “per applications” costs will be adjusted.

Application Process (continued)

_____ Processing applications: 5 hours (\$875.00)

_____ Background Check service: \$150/candidate (cost may vary per individual)—typically for finalist(s)

Interview Process

_____ Development of proposed interview questions, and scoring rubric: 2 hours (\$350.00)

_____ Development of reference check questions: 1 hour (\$175.00)

_____ Scheduling of interviews and correspondence with candidates selected and not selected: \$43.75 per application (\$656.25)

Onboarding Follow-up

_____ Setting the Stage for Success: 1-3 consultation conferences w/Superintendent, Board Chair, School Board (typically 1 hour each)

Total \$ _____