

**MSAD 6 / RSU 6**  
**SUPERINTENDENT SEARCH COMMITTEE MEETING**  
**Thursday, December 9, 2021**  
**Central Office Conference Room**  
**94 Main Street, Buxton, ME 04093**

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The Superintendent Search Committee meeting was held on Thursday, December 9, 2021, in the Central Office Conference Room located at 94 Main Street in Buxton. Committee members Nathan Carlow, Committee Chairperson; Elizabeth Forestiere, Student Member; Kelley Heath, Board Member; and John Sargent, Board Member were present. Others present included Eileen King, MSMA Deputy Executive Director (attended via Zoom); Lori Napolitano, Assistant Superintendent; and Hedy Smith, Executive Secretary.

**1. Call to Order**

Mr. Carlow called the meeting to order at **4:03** p.m. He announced that Mr. Moses would not be in attendance this afternoon.

**2. Public Comment Session**

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

Mr. Carlow stated that he would be taking the agenda items out of order this afternoon and suggested that the Committee begin with a discussion regarding the required confidentiality training.

**4. Required Confidentiality Training Update**

Dr. King reported that she would be willing to conduct the confidentiality training in person and have the training recorded so that Board members and others who were not able to attend the training would be able to access it electronically at a later date. Mr. Carlow stated that he would support having Dr. King conduct the training in person and to produce a recording of the training for Board members who were unable to attend. He also supported the suggestion to make the recording available to other stakeholders, as appropriate.

The training will be held on Tuesday, January 11, 2022, from 5:30 p.m. to 6:45 p.m. The location has not yet been determined. It will be necessary to hold the training in a location that can accommodate a large number of people and allow for the recording of the presentation.

Dr. King noted that at the end of the recorded version of the training, there would be a requirement for the viewer to sign a confidentiality agreement. The technology to sign the document will be embedded within the recording. She indicated that there would be a lot of work to track the forms and to ensure that all were signed. She suggested that a deadline for viewing the recorded version be set.

Mr. Sargent suggested that there be a push to have as many people as possible attend the in-person training. He said that he would support an alternative mode of training as well.

Ms. Heath agreed. She added that it would be better if fewer people knew there was an alternative way to receive the training.

**3. Application Screening and Stakeholder Interview Panel Composition**

**DRAFT Superintendent Search Process: Interview Panel Structure**

**Application Screening Panel (24+Board)**

Position	Name
Nutrition Director	
Adult Ed Director	
Business Office/HR Rep.	
Custodian Supervisor	
Building Administrator (PK-5)	
Building Administrator (6-12)	
Asst. Special Ed Director	
Curriculum Coordinator	
Support Staff Union Rep	
SVISPA Rep (Ed Tech)	
Building Secretary	
Instructional Coach	
Alternative/Experiential Ed	
Technology Dept. Rep	
Teacher Rep (PK-5)-NB	
Teacher Rep (6-12)	
School Nurse (LPN)	
School Counselor	
(2) Parents (PK-5)	
(2) Parents (6-12)	
(2) Community Reps	
(X) Board / Search Members	

**First Round Interview Panel (24+Board)**

Position	Name
Transportation Director	
Facilities Manager	
Technology Director	
Business Manager	
Special Education Director	
Asst. Superintendent	
Curriculum Coordinator	
SVTA Rep	
Building Administrator (PK-5)	
Building Administrator (6-12)	
Teacher Rep (PK-5)	
Teacher Rep (6-12)-NB	
School Nurse (RN)	
School Counselor	
Nutrition Dept. Rep	
Bus Driver	
(2) Community Reps	
(2) Parents (PK-5)	
(2) Parents (6-12)	
(2) Student Reps	
(X) Board / Search Members	

Mr. Carlow reported that he had sent the proposed screening and stakeholder interview panel composition to Board members and Association representatives for feedback. He stated that Dawna Cyr, SVTA President, wondered why the SVTA had not been given a slot on both the screening and interview panel. The answer to this question was that no District bargaining unit was placed on both panels. He said that a conversation on how to involve other Board members into the process would have to take place.

Ms. Napolitano explained that as she was drafting the panels, she tried to split up the managers, administration, and Association representatives between the two. She said that there were some options to pare down the panels, if necessary. She also noted that she had placed an LPN on one panel and a school nurse on the other. The reason for that was because the LPNs are in a bargaining unit of their own.

Ms. Napolitano stated that Ms. Smith had made a suggestion that the Superintendent Search Committee members be a part of the interview panel rather than the screening panel. In that way, other Board members could serve on the screening panel and have a role in the search. Dr. King agreed.

Dr. King reported that the screening process would take place virtually; therefore, the screening panel could be large. She said that the screening panel should be the larger of the two panels.

Ms. Heath felt that the interview panel needed to be more select. She asked Dr. King who she recommended to be a part of the first round of interviews. Dr. King asked if the first interview would be held in person or via Zoom. Ms. Napolitano stated that the Committee had not decided on a structure yet. She felt that with a large number of panel members, it may be necessary to break the panel into smaller groups.

Dr. King stated that if the Committee decided to hold the first interviews in person, then the panel should have no more than 15 or 16 members. If the interview was held remotely, more panel members could participate. She expressed her concern in breaking the panel into smaller groups because not everyone would have the opportunity to hear all of a candidate's answers.

Mr. Carlow asked when a decision on the makeup of the panels would have to be made. Dr. King replied that the Committee would have to make a decision prior to the confidentiality training scheduled for January 11.

Ms. Napolitano asked about candidates participating in the interviews if they were from out of the state. She asked if the Committee should expect the candidate to travel or to meet virtually. Dr. King indicated that she had seen it done both ways; however, she suggested that the first round of interviews be held via Zoom.

Ms. Napolitano stated that at the last meeting, Dr. King had suggested that the Superintendent Search Committee members hold the second interviews. She wondered if others could be included in the second round of interviews. Dr. King stated that usually it would be the Superintendent Search Committee that would hold the second round of interviews before presenting candidates to the full Board. She suggested that the first and second interview panels consist of no more than 15 members each.

Ms. Forestiere suggested that the screening panel be the larger group.

Ms. Napolitano asked if the Superintendent Search Committee members would be on both the first and second interview panels. Dr. King replied, "Yes." Mr. Carlow stated that it would be important to pay attention to the number of Board members placed on any of the panels. He noted that there could not be an appearance of a quorum.

Ms. Heath stated that she liked the idea of conducting the first interviews via Zoom. She stated that it would provide more opportunity for participation and for transparency in the search process. Ms. Napolitano asked if the interview panel members would debrief after the conclusion of the interviews or if the panel members just listen and score. Dr. King indicated that she did not participate in the interviews. She offered to work with Ms. Napolitano to create breakout rooms where panel members could hold small discussions while they completed their scoring.

Dr. King acknowledged that if the Committee decided to go with a larger interview panel, conducting the interviews via Zoom would be a better option. She suggested that only one or two people actually ask the questions to the candidates, and she offered to coach the Board members through that process.

Mr. Carlow summarized what he believed the will of the Committee was with regard to screening and interviewing as follows: The structure of the proposed screening and stakeholder interview panel composition will remain as presented. The screening of applications will be held remotely via Zoom. The first round of interviews will be held remotely via Zoom. Both Ms. Heath and Mr. Sargent agreed with Mr. Carlow's summation.

Ms. Napolitano wondered how the Committee would mitigate any technical difficulties. Dr. King recommended that the Committee have a person from the Technology Department on call. She explained that if the whole system went down, the Committee would have to set up another interview within the next day or so. Dr. King will have a conversation with the candidates to let them know that the Committee has a Plan B should there be technical issues.

Miss Forestiere asked if the interview panel members were able to ask follow up questions. Dr. King stated that follow up questions could be asked, but they must be questions that are essential to the answer that was given. She recommended that not many follow up questions be asked. She also suggested that if members of the interview panel have follow up questions that they write them down and give them to the Superintendent Search Committee. In that way, the questions could be asked during the second round of interviews.

**Moved by Mr. Sargent; seconded by Ms. Heath:**

To approve the proposed application screening and stakeholder interview panel composition as presented.

**VOTED:** "Yes," Unanimously

**5. Student Forum Report**

Miss Forestiere gave an overview of the feedback that was gathered from the Student Forum held on November 30, 2021, as follows:

- A. What areas of expertise are most important for the next Superintendent?
- Administration experience, not just teaching experience
  - Teaching experience being in a classroom at some point\*
  - Strong recommendations
  - Good communication skills
  - Educational experience
  - Being able to make well-informed decisions
  - Leadership skills
  - Childhood development
  - Understanding of useful technology

- Understanding and listening to the student body
    - Collaborative skills\*
  - Business or management background
    - Knowing how to manage and run an organized operation
  - Strategizing and problem solving skills
- B. What do you consider to be the most important personal qualities in the next Superintendent?
- Outgoing
    - Don't want an unapproachable superintendent
    - Easy to talk to
  - Listen well to the community
  - Strong leadership
  - Passion for their job
    - Caring about making a difference
  - Be able to work with others
    - Open to recommendations
    - Compromising\*
  - Hard working
  - Honest and transparent
  - Invested in the community
    - Interactive and having a clear vision
  - Resilient
  - Quick thinking and proactive
  - Empathetic, caring, and patient
- C. What do you consider to be the two most significant strengths of the Bonny Eagle School District?
- District-wide sense of community
    - Hard-working to improve community
  - Athletic atmosphere
  - Dedicated staff
  - Communication skills
  - Mental health awareness
  - Education
    - The rigor and technology
  - Size of student body
    - Different people and different skills
  - Community is highly involved
    - Everyone has a voice; alumni involvement
- D. What do you consider to be the most important issues or challenges facing the Bonny Eagle School District?

- Opposition and frustration over Covid-19
  - No middle ground
  - Prevention from “normal life”
  - Lack of teachers and subs
- Overworked staff
- Outdated facilities
  - Bathrooms
- Communication can be improved
  - The day-to-day stuff; agenda
- Voicing student opinions more
  - Connection with the Board
- Huge District
- Lack of discipline

E. What would you like to see your next Superintendent doing during their first year?

- Involved in making connections
  - With parents, students, and staff
  - Visibility\*
- Listening to communities’ complaints
  - Meeting with students—understanding needs and issues
  - Staff concerns
- Focus on the budget
  - Short-staffed?
- Visible in the District
  - Engagement\*
  - Going to events, games, and programs
  - Active communication with students
- Getting into the classroom
  - First-hand observing student issues within the classroom
  - Seeing how things are being implemented
- Focusing on mental and physical health issues
- Maintaining a safe school environment
  - Response to school threats
  - Taking threats seriously
- More focus on teacher appreciation
  - Working on making a teacher’s day
  - Working with administration
  - Providing more realistic resources

Mr. Carlow stated that he was impressed by the students who participated in the forum. He reported that he had asked the students if the friction on the Board impacted them. They stated that they were aware of the behavior in the Boardroom. Miss Forestiere reported that high school students were aware of what was happening at the Board level.

It was asked how many students participated in the forum. Mr. Carlow responded that approximately 20 students were in attendance at the forum.

Ms. Smith will forward a copy of the feedback to Dr. King.

## 6. Review of Revised Application Materials

Dr. King presented the revised position advertisement and application and the approved job description. She also shared a graphic that summarized the position as follows:

**MSAD 6**  
*Helping all students reach their full potential*

Maine School Administrative District 6 seeks the most qualified applicants for the full-time position of Superintendent of Schools.

MSAD 6 is currently the largest SAD in the State of Maine and one of the largest school systems in our state. We are located in the southern end of the state. Our District serves the towns of Buxton, Hollis, Limington, Standish and Frye Island; representing portions of York and Cumberland counties. Geographically, the District covers approximately 182 square miles.

- Enrollment: approximately 3,500 students
- MSAD 6 operates the largest public sector bus fleet in Maine.
- Our vehicles travel a total of 5,300 miles each day.
- There are six elementary schools, one middle school, and one high school in our District.
- The District has over 600 employees.

Click [here](#) to learn more about MSAD 6.

**QUALIFICATIONS:**

- Minimum degree requirement Master's degree in education or related field;
- Maine State Certification (010) required, or documents proving eligibility;
- Minimum of five years' experience in educational administration;
- Demonstrated ability to create and maintain positive relations with students, staff, parents, and the community;
- Ability to work in a collaborative manner with appropriate stakeholders in maintaining a high level of services;
- Such additions or alternatives as the School Board finds appropriate and acceptable

**TO APPLY, CONTACT:**  
MSAD #6 Superintendent Search  
c/o Maine School Management Association  
49 Community Drive  
Augusta, ME 04330  
PH: (207) 622-3473  
Email: [msma@msmaweb.com](mailto:msma@msmaweb.com)

**EOE**

**Application Deadline: January 14, 2022**  
**Effective Date: July 1, 2022**

Committee members reviewed the documents. Dr. King asked if they would like to align the required non-discrimination language that appeared in the application to that which appears in the position advertisement. Committee members agreed that the following language would appear in both of the documents:

“MSAD 6 is an equal opportunity employer. We strive to be a welcoming and inclusive community that supports the safety and well-being of all our students and staff. We are committed to implementing programs and practices that support diversity, equity, and inclusion. As a part of this commitment, we welcome all applicants. MSAD 6 does not discriminate based on race, color, gender, gender identity, orientation, disability, religion, age, national origin, or any other status protected under federal, state, or local law.”

Dr. King stated that the search would be launched on Monday, December 13, 2021.

**Moved by Mr. Sargent; seconded by Ms. Heath:**

To approve the summary of documents as presented this evening.

**VOTED:** “Yes,” Unanimously

Dr. King stated that she would be available to Mr. Carlow and Ms. Napolitano as the screening panel continues to be developed. She noted that within a week of posting the position, she would contact Mr. Carlow to let him know the number of requests for applications she had received. She stated that her process would be to remain in contact with applicants who have inquired about the position and to offer any assistance in the completion of their application. Because there is a short window between the time of posting the position and the deadline for receipt of applications, Dr. King will monitor the applications. She said that depending on the number of applications received, she may have to come to the Committee to ask for an extension on the deadline.

Mr. Carlow indicated that Committee members would be willing to extend the deadline in order to allow for more applications.

Ms. Heath shared that her February travel plans may have to change so she may be available in February. She also asked for guidance on a conflict of interest with regard to panel members who are screening applications or interviewing candidates. Dr. King stated that usually a conflict of interest would appear during the screening process. She stated that she would be sure to discuss conflict of interest during the confidentiality training.

Mr. Carlow stated that the Resolution that was adopted by the Board addressed conflict of interest under “Authority” as follows: *“To avoid conflicts of interest, actual or perceived, the Board directs the Committee and its members to limit communication about the superintendent search with all applicants, internal and external, to only what is necessary for the fulfillment of their established purpose. Any conflicts of interest must be disclosed and that member should recuse themselves from matters related to the conflict. The Committee may also vote to order a recusal to protect the integrity of the hiring process.”* He stated that the Board also has policies that deal with Conflict of Interest (Policy Code BCB) and Nepotism (Policy Code BCC). Ms. Smith will email copies of the policies to Dr. King.

Ms. Heath stated that anyone with a conflict of interest must understand that it is their responsibility to disclose the conflict.

**7. Adjournment**

**Moved by Mr. Sargent; seconded by Ms. Heath:**

To adjourn the meeting at **5:01** p.m.

**VOTED:** “Yes,” Unanimously