

MINUTES  
CLARK COUNTY SCHOOL DISTRICT  
SPECIAL MEETING OF THE BOARD OF SCHOOL TRUSTEES  
CLARK COUNTY SCHOOL DISTRICT FACILITIES DIVISION, ROOMS 606/607  
1180 MILITARY TRIBUTE PLACE, HENDERSON, NV 89074

BOARD RETREAT

Friday, October 13, 2017

9:40 a.m.

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Roll Call: Members Present  
Deanna L. Wright, President  
Linda E. Young, Vice President  
Carolyn Edwards, Clerk  
Lola Brooks, Member  
Linda P. Cavazos, Member  
Kevin L. Child, Member  
Chris Garvey, Member

Pat Skorkowsky, Superintendent of Schools

Also present were: Mary-Anne Miller, Board Counsel, District Attorney's Office; Carlos McDade, General Counsel, Office of the General Counsel; Kim Wooden, Deputy Superintendent, Office of the Deputy Superintendent; Kirsten Searer, Chief Communications, Marketing, and Strategy Officer, Communications Office, Ancillary Support; Nicole Rourke, Associate Superintendent, Community and Government Relations, Ancillary Support; Steve Staggs, Director, Purchasing, Warehousing, Mail Service and Graphic Arts, Operational Services Unit; Elizabeth Carrero, Executive Manager/Director II, Office of the Superintendent; Joe Caruso, Special Assistant to the Superintendent/Staff/Liaison to the Board of School Trustees, Office of the Superintendent; and Cindy Krohn, Executive Assistant, Board Office.

**FLAG SALUTE**

Trustee Cavazos led the Pledge of Allegiance.

**ADOPT AGENDA**

*Adopt agenda, except note additional reference material provided for Item 3.02.*

*Motion: Edwards Second: Cavazos Vote: Unanimous*

**PUBLIC COMMENT PERIOD**

Jenn Blackhurst, representing HOPE, thanked the Board for voting to engage a consultant for a national search. She said it is important that the new superintendent have expertise in managing a complex educational system and be able to navigate a highly political climate and be a leader to this large organization. She said it is important that the consultant understand and give careful consideration to these needs.

### **PUBLIC COMMENT PERIOD (continued)**

Aaryn Costello expressed concerns regarding Evelyn Stuckey Elementary School and said she does not feel welcomed.

### **PUBLIC FORUM**

Discussion with members of the public in regards to the superintendent search.

Trustee Wright stated that Items 3.01 and 3.02 would be discussed together.

### **APPROVE SUPERINTENDENT SEARCH**

Approval on the superintendent search process, selection criteria, and Board agreed upon protocols.

Trustee Edwards said she contacted Mark Doubrava, Nevada Systems of Higher Education (NSHE) Regent, who explained the process on how NSHE elected a Chancellor. She said she also contacted Brenda Erdoes, Legislative Counsel Bureau, in regards to the committee process.

Trustee Edwards suggested that a community group could consist of people that have: one, professional or personal expertise to guide the committee; two, diversity of perspective (business leaders, educators, parents, community members, et cetera); three, temperament (1, this will be a confidential process; 2, be collaborative; 3, they would not have a specific agenda; 4, enhance the process and not representing an organization.)

Trustee Edwards suggested that each Trustee submit a name and then vote for five people along with one Trustee and the Board president.

Trustee Young said she was not in favor of using a search firm. She said the Board was elected to make these kinds of decisions. She suggested that perhaps two Trustees could be part of a screening committee to vet the candidates. She said she does not want a situation where the Trustees' authority and leadership is pushed out of the process.

Trustee Garvey talked about concerns she saw through reaching out to her constituents and community groups in what they wanted in this process, that those with more power or influence wanted a committee, and those with less power or influence were fearful that their voice would not be heard. She said the Board needs to be mindful of that because those individuals are often the biggest stakeholders. She said this is the Board's responsibility. She said she also has some concerns regarding the use of a search firm because of past experience. She said transparency is paramount.

Trustee Child said transparency is a must in this process. He said the process needs to be as "pure" as possible and kept from being political. He said he believes the Board is capable of conducting this process of choosing a superintendent, and he does not believe the Board should seek money from outside groups or organizations.

**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Cavazos said she liked the idea of a search advisory committee and agreed with Trustee Edwards concerning confidentiality but said that would have to be an agreement, not just an expectation. She expressed concern that an individual who belonged to an organization that donated should not be on the advisory committee. She said with respect to the suggestion of choosing staff to help screen candidates, they would have to be very cautious in who they chose to do that.

Trustee Brooks said there are some challenges with making candidates' names public. She said with respect to Trustee Child's comment, education is a highly political arena, and the superintendent needs to be capable of working through that.

Trustee Wright confirmed that the Board previously voted unanimously to use a search firm in selecting the next superintendent.

Trustee Garvey added that there were some caveats within that motion to be explored in seeking out a search firm and that would allow the Board to make changes.

Trustee Wright said the discussion today is to be focused on the request for proposal (RFP) for selecting a search firm.

Trustee Edwards said her concerns with not using a search firm are that candidates could not be fully vetted by staff without compromising the process. She said she does not feel a search firm would undermine the Board's authority, and the Board could put parameters in place to ensure that. She said also that she feels constituents always have a voice, and the Board ensures that they do whether or not they use a search advisory committee. She suggested that one of the parameters should be that the search firm must conduct a minimum of three community meetings being parents and students, employees and unions, and the community. She said a fourth would be religious organizations.

Trustee Young said her concern with using a search advisory committee is that the process could become convoluted and unwieldy. She said it is the Board's responsibility to make these decisions.

Trustee Garvey asked if the Board's strategic imperatives are still relevant.

Trustee Edwards agreed with the strategic imperatives and said the goals that they have set need to be revisited in conjunction with the new superintendent.

Trustee Garvey asked if they need to have community meetings or whether they can put a survey forward. She said she would be willing to put a committee together to provide survey questions.

**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Brooks said information should always be collected digitally. She offered to lead that effort.

Trustee Young said she would like to have hard copies of the survey for her community for people who would not have access to an electronic or online version.

Trustee Edwards said it is important for the community to be involved in this process so that there is community buy-in.

Public speaker Sylvia Lazos said everyone understands how important hiring the new superintendent is and how this person needs to be someone who can communicate with all of the stakeholders and be a leader of the community. She said she supports Trustee Edwards' idea of involving the community and gathering that input, structured in whatever way the Board decides. She said the Board should also focus on the timeline and get the RFP out as quickly as possible so they can then get the job description out.

Ms. Lazos suggested the Board might want to say expressly that the search firm would work collaboratively with the Board and to show evidence of experience in that; that the search firm should know how to engage the community and bring the community together to speak in an appropriate manner to the Trustees; that the firm should have the ability to bring forth a diverse set of talented candidates. She suggested that the screening process should be one that is guided by a lot of input from the Trustees.

Trustee Garvey asked if it is possible for Trustees to be briefed on candidates' resumes.

Ms. Miller said Trustees could be briefed on that information but could not speak to each other about those briefings.

Trustee Garvey said that gives her more confidence that the truth is being put forward regarding the pool of candidates, and would make her feel more confident in her decision.

Trustee Wright asked if the Trustees could be briefed on the information contained in the resumes but with the name of the candidates redacted.

Ms. Miller said if the Trustees see the information, it would become public record. She said the Trustees could be given information but not a physical document. She said that document would become public record.

Trustee Edwards said they need to keep in mind that some Trustees would take notes.

**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Garvey said this makes the confidentiality piece too complicated, and she feels the names of the candidates need to be made public.

Trustee Edwards said she does not feel quality candidates would apply if their names are going to be made public from the beginning.

Public speaker Assemblyman Jason Frierson said he simply wanted to show that they (legislators) care and that they want to be partners in a process that benefits the community. He said they want to look out for the kids and families. He said he is personally invested and believes the legislature is invested in being part of a process that puts the community on a better path.

Trustee Edwards asked Assemblyman Frierson for his thoughts on what they can do so that he feels that they are partners and that the Board is allowing him to be invested.

Assemblyman Frierson said communication is key and it is important that they remain partners. He said an inclusive process is important, and community and stakeholder input is important.

Trustee Young said the Board welcomes elected officials to attend all of their meetings. She said she wants to encourage broad-based engagement, and she wants the process to be inclusive.

Trustee Child suggested that if the Board were to move forward with a search committee, each Trustee choose a committee member.

Public speaker Bryan Wachter cautioned against the use of an advisory committee. He said there are a lot of organizations and community groups who are going to be involved in this very political process, and he believes they would be involved whether or not the Board has a committee. He said a committee would further separate the Board from constituents in this process. He suggested the use of a technical advisory committee that could review and vet the resumes to ensure the applicants meet the criteria set by the Board.

Trustee Young asked if Mr. Wachter could comment on the Retail Association's budget as the senior vice president of the organization.

Mr. Wachter said they operate a budget of approximately \$1 million as a not-for-profit association. He said he is a lobbyist for the organization, and professionally, the business community is concerned with whom the superintendent is, but as a parent, the Board is responsible for his children, and he trusts them to choose the superintendent.

Trustee Young said there is not always confidence in the Board's leadership and ability. She said she is still uncomfortable with the use of a search committee.

**PUBLIC FORUM (continued)**

**APPROVE SUPERINTENDENT SEARCH (continued)**

Trustee Wright asked Mr. Wachter why he felt he would have to go through a committee to get to his Trustee.

Mr. Wachter expressed concern that a committee would be responsible for essentially choosing who is presented to the Board as a candidate. He said he already voted to have his Trustee make that decision. He said he feels as a constituent, the committee adds an additional layer as opposed to him just being able to reach out to his Trustee and make his position known.

Trustee Wright said the committee would be using the matrix developed by the Board with the community to vet the applicants.

Mr. Wachter questioned why then the Board feels they need to add that layer if the Board would be doing the work and developing the matrix.

Trustee Wright said it has to do with confidentiality.

**BOARD PRESIDENT RELINQUISHES CHAIR**

Trustee Wright relinquished the chair.

**APPROVE SUPERINTENDENT SEARCH (continued)**

Public speaker Virginia Mills said she does not support the idea of a search committee. She said there are District employees who are capable of helping with this process so the Board does not have to spend any more money than is necessary. She said those who want to be involved can contact their Board member and provide their input and voice their opinion.

Trustee Young asked Ms. Mills if she felt she could contact her Trustee or attend a Board meeting and express her concerns being a District employee.

Virginia Mills said she had difficulties with that in the past.

Trustee Young asked if Ms. Mills felt that support staff employees would be more comfortable contacting their Trustee or going to a committee member.

Ms. Mills said they would probably come to her, partly because of the language barrier that exists.

**BOARD PRESIDENT RESUMES CHAIR**

Trustee Wright resumed the chair.

**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Edwards said it is time for the Board to talk about what they want to do rather than what they do not want to do. She said a search advisory committee would not preclude anyone from contacting their Trustee so she views the committee as a second opportunity to provide input. She mentioned that she spoke to Ms. Erdoes who confirmed that a committee would have to adhere to the Open Meeting Law (OML) and public records law.

Trustee Child talked about hiring a CEO versus a superintendent. He said the Trustees would work with the School Associate Superintendents and could be more involved in the schools.

Trustee Cavazos expressed appreciation to everyone in attendance for coming to the meeting and providing input.

**RECESS:** 12:05 p.m.

**RECONVENE:** 12:55 p.m.

**APPROVE SUPERINTENDENT SEARCH** (continued)

The Board discussed the components of the RFP based on the last RFP used by the Board in 2010.

Trustee Edwards suggested updating the information in the general section of the RFP; limiting the number of public input meetings to six but require a minimum of three with parents and students, employees and unions, and the community; having a discussion about the number of candidates brought forward; adding "or volunteered" to 5.2 Provision of Service, I., to read, "...unless such information is included in the report of candidates selected for interview or volunteered." She disagreed with nominations. She said the Board should work out the schedule with the search firm, working backward from an anticipated hire date of April 30, 2018.

Trustee Child said he would like to have every candidate submit a personal mission statement and personal vision statement.

Trustee Garvey questioned "interviews" in 5.2 Provision of Service, item b, and who would be interviewed.

Trustees agreed that "interviews" in 5.2 Provision of Service, item b, would be removed, but the search firm would be able to interview the Trustees individually.

Trustee Garvey said she would like for any rejected candidates to be allowed to make their name public.

Trustee Edwards suggested that the Board should be informed of why candidates were not selected.

**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Young suggested replacing the word “rejected” with a more suitable word. She suggested developing a rubric or qualifier of some sort.

Trustee Brooks asked if a rubric would be developed.

Trustee Edwards suggested that the search firm could develop a rubric in conjunction with the Board.

Trustee Garvey said she would like to see at least five finalists brought forward.

Mr. Staggs suggested that the Board seek resumes from the top 12 candidates which would be narrowed down to the top six qualified finalists for interviews.

Trustee Young talked about ensuring that the information reaches all populations of people and input is gathered from all communities.

Public speaker Sylvia Lazos said the community input portion is important because this is to be a process where the whole community invests in the new superintendent. She said she was not sure that the search firm would be qualified to conduct the community outreach.

Trustee Garvey suggested having a period for follow-up questions during the interview process in addition to the predetermined questions.

Mr. Staggs suggested the Board could address the number of finalists by saying a “to be determined number of finalists.”

Trustee Young suggested adding “state and national certifications” to 5.2 Provision of Service, item e, as materials to be reviewed. She said organizations have stopped requiring advanced degrees.

Mr. Staggs suggested that they include advanced degrees in the rubric.

Trustee Edwards said she would not want to limit the candidates to educators only.

The Board agreed that having an educator’s background would be preferred, not required.

Trustee Young suggested adding “and challenges” to the last sentence in 5.2 Provision of Service, item f, after “...candidate’s strengths....”

The Board agreed that the search firm would develop the schedule but with an expected hire date of June 15 – June 30 in mind.



**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Wright offered an approximate timeline for the superintendent search.

Trustee Edwards said the candidates need to be interviewed by March 1, 2018.

Trustee Child said the District should pay for this, no one else.

Trustee Young wondered if the "firm" could also be an individual. She said she also has concerns about accepting money from outside entities.

Trustee Edward agreed that the consultant could be an individual, a small group, or a larger firm. She said she thinks the Board should accept the help offered by the community.

Ms. Lazos said the amount of money to be donated by The Rogers Foundation is negligible and no one would expect to have any influence.

Trustee Young said donors should be aware that the Board appreciates the donation but would not be influenced in the hiring of the superintendent.

Trustee Wright suggested that donations should be posted on the CCSD website.

Trustee Garvey said hiring the Superintendent is Board business and a Board expense. She said she would be willing to grant a waiver to the ending fund balance restoration so this would not interfere with any surplus or reduction in force (RIF) processes.

Ms. Lazos stated that people are "distressed" by the ending fund balance. She said there is a spirit of giving in the community, and the expectation is that we get the best possible person to serve as superintendent and that there be no impediments to getting that done.

Trustee Garvey said if the Board decides to accept donations, the process must be very transparent.

Mr. McDade suggested that the District routinely uses a donor form, and those could be posted on the website.

Trustee Edwards noted that all donations or gifts over \$1,000 are placed on the Board's agendas.

Trustee Child said this is Board business, and he would rather have that money donated to schools.

The Trustees and Mr. Staggs discussed the timeline and RFP process for selecting a search firm.

Trustee Edwards said the Board may have to schedule a special meeting, but her goal would be to have a search firm identified by early December.

**PUBLIC FORUM** (continued)

**APPROVE SUPERINTENDENT SEARCH** (continued)

Trustee Edwards asked if the Board could schedule a short meeting to review the final RFP.

The Board agreed to schedule a meeting on Monday, October 23, 2017, at 6:30 p.m. at the CCSD Administrative Center.

Trustee Wright said she would like the principal of the chosen search firm to be the point person for the Board throughout the entire process.

Mr. Staggs said typically the project manager assigned to this project would be the person giving the presentation and would be interviewed and involved in the entire process.

*Motion to move forward with an RFP for a search firm which could include individuals, incorporating the suggestions discussed here with Board consensus, understanding some of the items discussed would be negotiated with the search firm.*

*Motion: Edwards Second: Young Vote: Unanimous*

*Motion that the Board accept donations from outside groups with the condition that the donation is noted and transparent and with the understanding that any such donations do not buy any influence on the Board.*

*Motion: Edwards Second: Brooks*

Trustee Wright noted that transparency would include the donor form mentioned by Mr. McDade and publishing a list of donors and amounts given available for view on the CCSD website.

Trustee Garvey requested that the information also be included as part of the backup material on the Board agenda when the search firm is hired.

Trustee Young asked how much the Board would be receiving.

Trustee Edwards said they would not impose a limit on donations, but if there was money remaining, it could go back to the donors.

Trustee Young, Trustee Child, and Trustee Garvey continued to express reservations about accepting donations from outside parties.

*Vote on Trustee Edwards' motion: Yeses – 4 (Brooks, Cavazos, Edwards, Wright); Noes – 3 (Child, Garvey, Young)*

*The motion passed.*

**AGENDA PLANNING: ITEMS FOR FUTURE AGENDAS**

None.

**DISCUSSION AND REQUEST FOR SPECIAL MEETINGS**

Trustee Edwards noted that the Board agreed to schedule a meeting on Monday, October 23, 2017, at 6:30 p.m. at the CCSD Administrative Center for discussion of the RFP.

**PUBLIC COMMENT PERIOD**

None.

**ADJOURN:** 3:02 p.m.

*Motion: Edwards    Second: Young    Vote: Unanimous*