

MINUTES
CLARK COUNTY SCHOOL DISTRICT
SPECIAL MEETING OF THE BOARD OF SCHOOL TRUSTEES
EDWARD A. GREER EDUCATION CENTER, BOARD ROOM
2832 E. FLAMINGO ROAD, LAS VEGAS, NV 89121

Thursday, November 30, 2017

9:07 a.m.

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

Also present were: Mary-Anne Miller, Board Counsel, District Attorney's Office; Carlos McDade, General Counsel, Office of the General Counsel; Rick Neal, Chief Operating Officer, Operational Services Unit, Steve Staggs, Director II Purchasing, Operational Services Unit, Elizabeth Carrero, Executive Manager/Director II, Office of the Superintendent; Cindy Krohn, Executive Assistant, Board Office; and Lisa Chrapcynski, Administrative Secretary II, Board Office.

FLAG SALUTE

Trustee Brooks led the Pledge of Allegiance.

ADOPT AGENDA

Adopt agenda, except delete Item 3.02.

Motion: Garvey Second: Brooks Vote: Unanimous

PUBLIC COMMENT PERIOD

None.

SUPERINTENDENT SEARCH FIRM SELECTION

Approval on presentations by and interviews with consulting firms, and possible action on the selection of a firm to provide consulting services to the Board of School Trustees in the search for a new Superintendent of Schools of the Clark County School District, is recommended. If approved, a contract will be negotiated by the Purchasing Department to include, but not limited to, District indemnification and necessary insurance requirements.

Trustee Wright reviewed the interview process.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

McPherson and Jacobson, LLC

Thomas Jacobson, owner and operator of McPherson and Jacobson, LLC, shared information about the firm and gave an overview of the superintendent search process.

Trustee Wright asked Dr. Jacobson to explain a specific recruiting assignment that was challenging to the firm.

Dr. Jacobson referred back to the previous search they did for the District. Two candidates who were interviewed by the Board turned the firm down several times before they accepted the interview.

Trustee Young asked if the firm had any experience on developing or facilitating community meetings on race, ethnicity and educational achievement disparities, and how they could provide a honest, open, and wise educational dialog on race and equity as it relates to concerns in excellence in schools and communities.

Dr. Jacobson said issues that are pressing to the community are brought up during stakeholder meetings which help the firm recruit individuals that have the necessary skill set.

Trustee Cavazos ask what the firm considered an important factor in conducting a search for a large enrollment school district.

Dr. Jacobson responded with having adequate time to work with the Board, stakeholders, and time to recruit and vet candidates.

Trustee Garvey asked if the firm had contact with elected officials, political or business leaders, or community groups within the state of Nevada and what the circumstances were.

Dr. Jacobson said that no contact has been made other than with elected officials during the last search they did for the District.

Trustee Brooks asked what practices are in place to eliminate or limit gender and race biases with the application process.

Dr. Jacobson said firm has a number of minority consultants who help recruit candidates.

Trustee Child asked Dr. Jacobson to explain previous searches their firm conducted and how they found candidates.

Dr. Jacobson mentioned a superintendent search the firm did for the Charlotte-Mecklenberg Schools, whereas they had over 50 candidates apply for the position.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Trustee Wright asked if the firm had ever conducted a superintendent search under open meeting law and what strategies they used.

Dr. Jacobson explained that every state has some type of degree of open meeting law in place and their firm is all about transparency and will comply with state laws.

Trustee Young asked Dr. Jacobson to explain how they attract high-performing diverse candidates.

Dr. Jacobson gave a recent example on recruiting candidates from high-performing Districts.

Trustee Cavazos asked what unique needs CCSD has that the firm would need to consider when conducting the search.

Dr. Jacobson highlighted the diverse population, size of the District, and social economics within the community.

Trustee Garvey asked if staff within the firm has the Society of Human Resource Management (SHRM) certification.

Dr. Jacobson responded no.

Trustee Brooks asked Dr. Jacobson for the types of social media the firm uses and when it worked or didn't for recruiting.

Dr. Jacobson said the firm uses Linkdin, Twitter, and Facebook. He said that social media has been positive in searches.

Trustee Child asked what type of vetting process the firm uses for candidates.

Dr. Jacobson explained that the firm will conduct background searches, check references, as well talk to other people about a potential candidate.

Trustee Wright thanked Dr. Jacobson and asked if he had anything to add.

Dr. Jacobson said that the firm enjoyed working with the Board in the past and felt that the search was successful.

Trustee Garvey asked Dr. Jacobson about their work in Florida and how the search went with the open meeting law.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Dr. Jacobson said that four candidates were brought to the Board, one person was already in the District and three were outside the District.

Trustee Garvey asked how many applied for the position.

Dr. Jacobson responded there were about 36 applicants in one county and 40 applicants in another.

Trustee Garvey commented that many individuals were willing to put their name out in the open for the position.

Trustee Young asked Dr. Jacobson if candidates should have a Doctorate.

Dr. Jacobson said he recommends a Doctorate degree but are not required.

Trustee Wright again, thanked Dr. Jacobson for participating.

Hyatt, Young and Attea & Associates

Hank Gmitro, Chief Search Associate, and Carolyn McKennan, Regional Manager, Hyatt, Young, and Attea & Associates (HYA).

Ms. McKennan and Mr. Gmitro each gave their educational background, explained the flow chart that was distributed, and the four phases of the process.

Trustee Wright asked the representatives to talk about a specific recruiting assignment was that challenging and how they overcame those challenges.

Mr. Gmitro mentioned a search that happened with a divided Board in terms of how they thought the process should work. While some of the candidates were concerned, the firm was able to work with them so they would continue to move forward as candidates.

Trustee Young asked if HYA had any experience with developing or facilitating community-wide discussions on race, ethnicity and educational achievement disparities. She asked how they would provide an open and honest educational dialog on race and equity as it relates to concerns with excellence with schools and communities.

Mr. Gmitro talked about experiences with the Los Angeles Unified School District. He said those topics come up repeatedly during the community forums. All information collected was provided to the Board which helped make the Board aware criteria needed in a candidate.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Trustee Cavazos asked what the most important factor is with conducting a search for a large enrollment school district.

Mr. Gmitro said that candidates understand how small systems work versus large systems. He said operational issues with large schools can be significant without funding and resources.

Trustee Garvey asked if the firm has had any contact with elected officials, political or business leaders, and community groups within the state of Nevada.

Mr. Gmitro said that no contact has been made.

Trustee Brooks asked what practices the firm uses to eliminate gender, race or age in the application process.

Ms. McKennan stated their application process does not ask questions about the topics Trustee Brooks mentioned. She said that HYA is an equal opportunity employer.

Trustee Child asked the representatives to explain recent superintendent searches and how they recommend candidates.

Mr. Gmitro said that in one district the Board requested to review all potential candidate profiles. In another, HYA made the candidate recommendation to the Board.

Trustee Wright asked if the firm has ever conducted searches under the open meeting act and what strategies they used to overcome the any challenges.

Mr. Gmitro assured the Board that they would work with legal counsel in regards to Nevada's Open Meeting Law.

Trustee Young asked how the firm would attract high performing diverse candidates.

Ms. McKennan said that HYA will publish a document that includes criteria and characteristics a District is looking for which allows a potential candidate to see if they are a match.

Trustee Cavazos asked how the firm would determine the unique needs that CCSD has when conducting the search.

Ms. McKennan said that much of the information will come from the Board, individuals, staff, and community groups, as well as a survey.

Trustee Garvey asked if any staff member in the firm had SHRM certification.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Mr. Gmitro was unsure.

Trustee Brooks ask the representative to talk about their experience with social media such as Linkden, Facebook, Twitter, YouTube, Instagram; and when it worked well for recruiting and when it did not.

Ms. McKennan explained that the firm uses most of the social media applications mentioned.

Trustee Child asked how the firm will vet candidates before bring them to the Board.

Mr. Gmitro said they check references listed on the application by candidates, talk to others, and use a third party firm to vet the candidate. He also said the firm will confirm the candidate's academic credentials.

Trustee Child asked what the one thing which makes HYA stand out.

Ms. McKennan replied with reputation, longevity, and commitment.

Trustee Wright thanked Mr. Gmitro and Ms. McKennan for their presentation and time.

RECESS: 10:48 A.M.

RECONVENE: 11:05 A.M.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

JG Consulting

James Guerra, President and CEO, provided a history of the firm and introduced Dr. Jose Leyba, Senior Search Consultant, and Jody Huff.

Mr. Guerra explained how the firm would conduct the superintendent search and mentioned they are a full service firm that includes leadership training. Mr. Guerra showed a testimonial video from a school board president in South Texas.

Trustee Wright asked the representatives to talk about a specific recruiting assignment was that challenging and how they overcame those challenges.

Mr. Guerra said the firm was asked to work with a school board who had a firm already working with them but the contract exceeded the term. JG Consulting continued the search and with those candidates already involved.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Trustee Young asked if the firm had experience developing and facilitating community-wide discussions on race, ethnicity and educational achievements disparities. She also asked how they would provide an honest open and wise educational dialog on race and equity and how it relates to concerns for excellence in schools and communities.

Mr. Guerra responded that they work with a number of organizations including a lead advisor for My Brother's Keeper Initiative. He also mentioned that the firm is very diverse which helps build a robust understanding of the local community they serve.

Trustee Cavazos asked what the most important factor in a superintendent search is for a large enrollment school district.

Mr. Guerra answered having a foundation of trust and collaborative relationship with the Board, staff and community is important.

Trustee Garvey asked if anyone in the firm has had contact with elected officials, political and business leaders or community groups within the state of Nevada, and what were the circumstances.

Mr. Guerra informed Board that members of the firm spoke with staff from the University of Nevada, Las Vegas (UNLV) and past representatives of the Clark County School District. He said that there has been no contact with elected officials.

Trustee Brooks asked what practices they have in place to eliminate or limit gender, race and age bias in the application process.

Mr. Guerra told the Board they are an e-Verified firm and classified as a minority owned business. He mentioned a majority of consultants with the firm represent minorities.

Trustee Child asked Mr. Guerra to discuss previous searches they conducted and how they brought candidates to the Board.

Mr. Guerra said that in addition to their online portal, the firm advertises the opening with several national organizations. He also mentioned they are able to recruit good talent with to the other educational work the firm does.

Trustee Wright asked if they had every conducted a search under the open meeting law and what strategies they employ to overcome limitations. She also inquired about how the open portal would fall under open meeting law.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Mr. Guerra said they would recommend that candidate information not be disclosed until later in the process to protect the amenity of those who apply for the position. He also mentioned the firm will follow open meeting law as required.

Trustee Young asked Mr. Guerra to provide information on how they identify and attract high performing diverse candidates.

Mr. Guerra said their goal is to recruit and attract the best in class. They will work by phone, attend in-person meetings, go to conferences, attend speaking circuits and look within their leadership classes to recruit the best.

Trustee Carvaos asked what unique needs of the Clark County School District would they consider when conducting their superintendent search.

Mr. Guerra said that CCSD has an opportunity of being a District of choice and that there is much potential and growth in the community.

Trustee Garvey asked if anyone in their firm or their consultants have SHRM certification.

Mr. Guerra replied that they do not.

Dr. Jose Leyba stated he was a former Assistant Superintendent of Human Resources in another District.

Trustee Brooks asked Mr. Guerra to talk about his experience with social media sites such as LinkedIn, Facebook, Twitter, YouTube, Instagram and when it worked for recruiting and when it did not.

Mr. Guerra feels their firm uses social media more so than any other firm and uses LinkedIn to recruit candidates.

Trustee Child asked what vetting process the firm uses prior to bringing candidates to the Board.

Mr. Guerra said the firm will contact references candidates submit and will also interview them online prior to them being interviewed by the Board.

Trustee Child asked if any members of the firm had met with members of the State Board of Education and if so, who where they.

Mr. Guerra stated he worked with Terri Janison on the Striving Reader program which was an initiative undertaken by Governor Brian Sandoval. He also mentioned he works with the UNLV and the teacher pipeline.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Mr. Guerra demonstrated the Montage Talent portal that the firm uses and would give access to Board members to review candidates.

Trustee Garvey asked Mr. Guerra to explain the confidentiality and transparency aspect of candidates. She also asked at what point the Montage Talent portable would be open to both the Trustees and the public.

Board Counsel Mary Anne Miller said anything provided to the Trustee would be open to the public.

Trustee Garvey asked if it would be a challenge to bring high quality candidates to the community if videos of candidates are released.

Mr. Guerra said it could be problematic as some candidates will not apply if their names are exposed. However, he feels the Board and firm will know when the time is right to release the information.

Trustee Wright thanked the firm for their presentation.

RECESS: 12:05 p.m.

RECONVENED: 1:06 p.m.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Ray and Associates, Inc.

Regional Search Directors Dr. Robert Alfaro and Brenda Dietrich introduce themselves and gave their educational backgrounds. Dr. Gary Ray, Chairman, Ray and Associates, gave an overview of his firm.

Mr. Ray highlighted a slide of superintendent searches his firm conducted who are member schools with the Council of the Great City Schools.

Trustee Wright asked Dr. Ray to explain a specific recruiting assignment that was challenging to the firm and how they overcame the challenges.

Mr. Ray said the confidentiality piece is very challenging. He spoke of a search in Florida with the Sunshine Law and in Texas where candidate names were leaked early in the process.

Trustee Young asked if the firm has any experience on developing or facilitating community-wide discussions on race, ethnicity and educational achievement disparities; and how with they provide honest, open and wise educational dialog on race and equity as it relates to concerns in excellence in schools and communities.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Dr. Alfaro and Ms. Dietrick spoke about various community meetings they have facilitated where they met with different cultures and groups to learn what is happening in the schools. It was also mentioned that the firm will go out to people as well instead of having the people come to them.

Trustee Cavazos ask what he considered an important factor in conducting a search for a large school district.

Dr. Ray said it is important for the Board and firm to develop a plan and process where they are on the same page, as well as build a profile that will match the school community. He said challenges within a District will not turn candidates away, it is not knowing what the challenges are.

Trustee Garvey asked if the firm had any contact with elected official, political or business leaders, or community groups within the state of Nevada, if so, to give the circumstances of the conversation.

Dr. Ray said they have not had any conversations with those mentioned.

Trustee Brooks asked what practices are in place to eliminate or limit gender and race biases with the application process.

Dr. Ray said that they do not ask those types of questions.

Trustee Child asked Dr. Ray to explain previous searches their firm conducted and how they brought candidates to the Board. He also asked if they have ever placed a superintendent in the CCSD.

Dr. Ray said the firm will bring candidates based on the profile the Board puts together and said Ray and Associates has not conducted a superintendent search in CCSD.

Trustee Wright asked if the firm has ever conducted a superintendent search under open meeting law and what strategies did they use.

Dr. Ray said that once the firm knows when the candidate will be exposed to the public they will build the search process around the open meeting law.

Trustee Young asked how they identify and attracted high-performing diverse candidates.

Dr. Alfaro said the firm will recruit people based on the profile developed by the Board. He also added that the firm will ask each Trustee and the community if there are candidates they think would be a good fit for the District.

Trustee Cavazos asked Dr. Ray what unique needs CCSD has that would the firm need to consider when conducting the search.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Dr. Ray said that the size and diversity of the District are unique. The budget and reorganization will be a challenge but the District has good performance where other Districts do not.

Trustee Garvey asked if anyone the firm has SHRM certification.

Dr. Ray said they have members on their term who are members of the organization but he is not sure if they are certified.

Trustee Brooks asked if the firm uses social media such as LinkedIn, Facebook, Twitter, Instagram for recruiting and if so, when it worked or didn't work.

Ms. Dietrick said that the firm uses social media for background checks as well as to reach out to potential candidates.

Trustee Child asked what type of vetting process the firm uses for candidates.

Dr. Ray responded that they will make sure candidates meet the profile, look at their track record and ask a series of questions that ensures they are who they say they are. The firm will contact references, do a social media checks as well as a thorough background check.

Trustee Child asked if anyone in the firm has had business relationships with CCSD or the State Board of Education.

Dr. Ray responded no.

Public Comment

Dr. SS Rogers said he supports the Board in selecting a firm to assist with a superintendent search. He listed several qualities and characteristics he would like the search firm to look for in a candidate. He also asked that the search firm be honest and develop a trusting relationship with the school Board, students, parents and the community. He asked that the Board not allow and adversity or community influence to interfere with their decision.

Sylvia Lazos said that she was impressed with Ray and Associates as well as HYA because they knew the District, their past record of success, and have worked with other like Districts. She liked the interaction between the Board and the two firms mentioned. She feels the District needs a superintendent who will help put the District on a track for success and work with community partners.

Trustee Wright invited Rick Neal and Steve Staggs to speak.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Mr. Staggs told the Board he spoke with representatives from the four firms in regards to staff members being SHRM certified. He reported that JG Consulting had a staff member who was once certified but the certification lapsed, McPhearson and Jacobson and HYA did not have any staff certified, and Ray and Associates were unsure. Mr. Staggs said that all of the firms have staff members who have experience in human resources.

Trustee Young asked Trustee Garvey to explain the importance of SHRM.

Trustee Garvey said that SHRM certification allows best practices in human resources in regards to vetting and interviewing candidates. She would like to make sure the process is fair and that there will be less of a chance that steps that should be taken will not be missed.

Trustee Young thanked Trustee Garvey for the information.

Mr. Staggs reviewed the cost of each firm's proposal that was submitted.

Hazzard, Young and Attea (HYA). Base fee is \$75,000, with estimate expenses of \$10,000 to \$12,000. Advertising costs range from \$1,950 up to \$5,000. Fees for background checks are \$1,950 per candidate with no fee for the selected candidate. Candidate travel is not included. Total estimated fee is \$93,950. HYA will price match a comparable level of services and support.

McPherson and Jacobson. Total fee would be \$61,250, which includes one background check. Base fee is \$42,000, search firm expenses \$16,250, and advertisement costs of \$3,000. If additional background checks were requested, it would be \$125 per person. Candidate travel is not included with the fee.

JG Consulting. Base fee is \$40,000, which is all inclusive with the exception of candidate travel.

Trustee Wright asked if it included advertising.

Mr. Staggs said it includes all search firm travel, advertising, and background checks.

Ray and Associates. Total fee is \$43,250. Base fee is \$38,000, search firm travel \$5,250 and background checks. The total fee does not include advertising or candidate travel.

RECESS: 2:39 p.m.

RECONVENE: 2:49 p.m.

Mr. Staggs told the Board that Ray and Associates confirmed one person within their firm is SHRM certified.

Trustee Child asked Ms. Miller if the Board could discuss how a firm would be paid at this time.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Ms. Miller said the Board was able to discuss the matter.

Trustee Wright said that after much thought she feels payment to the firm should be the business of the Board. She was thankful that community partners were willing to assist with payment.

Trustee Child thanked Trustee Wright for her comments. He said he liked JG Consultants and Ray and Associates. He asked why the Board could not do the search themselves.

Trustee Wright said that everything would come under Open Meeting Law if the Board conducted the search. She expressed concern with candidate information being released to the public, which could have consequences for some.

Trustee Child thanked Trustee Wright for her response.

Trustee Young said she liked JG Consulting and their relationship with diverse organizations. She also likes Ray and Associates because of their cost. Trustee Young also thanked the community partners and their willingness to offer to assist with the search but she does not want to accept any funds from outside the District.

Trustee Brooks said she liked JG Consulting and Ray and Associates. Like Trustee Young, she also values diversity and said she liked that Ray and Associates has a proven track record of placing diverse candidates in Districts across the nation.

Trustee Garvey was concerned the JG Consulting only had 2-years of experience. She said Ray and Associates have diversity in the type of communities they have served. She also thought pricing was similar with both firms. Trustee Garvey also felt the District needs to pay for the search.

Trustee Cavazos thanked the firms to answering their questions in detail and likes Ray and Associates.

Trustee Wright liked both JG Consultants and Ray and Associates. She asked JG Consultants and Ray and Associates who would lead the search.

Mr. McDade said that all applicants must be asked the question.

Mr. Gurrera, JG Consulting, stated that he would be the principal consultant. Dr. Patricia Linares, Dr. Jose Leyba, and Jody Huff will also be part of the work.

Dr. Ray, Ray and Associates, said that he would be the lead for the search. Dr. Robert Alfaro and Brenda Dietrich, along with other associates, would assist in the search.

SUPERINTENDENT SEARCH FIRM SELECTION (continued)

Mr. Gmitro, HYA, said that he and Carolyn McKennan would be the lead.

Ms. Staggs reported that he spoke to Dr. Tom Jacobson, McPherson and Jacobson, on the phone and mentioned Dr. Jacobson and Dr. Steve Joel would be the lead consultants.

Motion to approve Ray and Associates to conduct the superintendent search. Trustee Wright added it would be with the understanding that the cost submitted does not include advertising or candidate travel.

Motion: Child Second: Young Vote: Unanimous

Motion to approve JG Consulting as the second choice to conduct the superintendent search Trustee Wright added that if the District is not able to negotiate an agreement with Ray and Associates, staff would move forward to negotiate with the second choice.

Trustee Cavazos asked if it was standard procedure to have a motion for a backup search firm.

Mr. Neal explained why the motion and vote needed to be on the record.

Motion: Child Second: Wright Vote: Unanimous

Trustee Wright said that those firms who did not get the award have seven days to protest and that the official award will come to the Board for a vote at the December 14, 2017, regular board meeting.

Dr. Ray thanked the Board for choosing Ray and Associates.

Mr. Guerra, JD Consulting, thanked the Board for the opportunity and wished them well.

AGENDA PLANNING: ITEMS FOR FUTURE AGENDAS

Trustee Wright reminded the Trustees that an item to approve the bid award for Ray and Associates will be placed on the December 14, 2017, regular board meeting agenda.

DISCUSSION AND REQUEST FOR SPECIAL MEETINGS

None.

PUBLIC COMMENT PERIOD

None.

ADJOURN: 3:22 p.m.

Motion: Brooks Second: Child Vote: Unanimous

Minutes prepared by Cindy Krohn.