

<i>Date</i>	<i>Kind of Meeting</i>	<i>Where Held</i>
February 2, 2011	Special Called	Dothan City Board of Education, Teachers' Center, 500 Dusy Street
<i>Presiding Officer</i>	<i>Members Present</i>	<i>Members Absent</i>
Dr. Harry Wayne Parrish, Chairman	Dr. Harry Wayne Parrish, Chairman Mrs. Brenda Guilford, Vice-Chairman, District 1 Mr. Franklin Jones, District 2 Mr. Charles Woodall, District 3 Mr. Jimmy Addison, District 4 Mr. Ben Armstrong, District 5 Mr. Chris Maddox, District 6	

Dr. Harry Wayne Parrish called the meeting to order at 5:04 p.m.

Mr. Chris Maddox led in prayer.

Dr. Harry Wayne Parrish led the Pledge of Allegiance.

Board Comments:

The Board Members had no comments.

Approval of Agenda and Proposed Agenda Modifications:

Mrs. Brenda Guilford made a motion seconded by Mr. Jimmy Addison to approve the Agenda and proposed Agenda modifications as presented. The motion carried unanimously. Voting was as follows: "YEA" – Jones, Woodall, Addison, Guilford, Armstrong, Maddox. "NAY" – None. "ABSTAIN" – None.

Adjourn into Work Session:

Mr. Chris Maddox made a motion seconded by Mr. Ben Armstrong to adjourn into a Work Session. The motion carried unanimously. Voting was as follows: "YEA" – Jones, Woodall, Addison, Guilford, Armstrong, Maddox. "NAY" – None. "ABSTAIN" – None.

Dr. Harry Wayne Parrish introduced Dr. Tinder and Mary Bates. Dr. Randy Tinder reviewed the process referring to the Superintendent Search Flow Chart. Once we are finished we will know who we are going to interview. We will meet with focus groups and have an online survey on your website with about 41 questions to help us determine what your community thinks are the most important characteristics. From that we will develop a leadership profile and we will come back in about a month and share it with you. Once you see those results and see what you and your community are looking for in a Superintendent we will develop criteria. Once we develop those criteria then we will develop the advertising that needs to be done and we will begin recruiting and accepting applications for this position. That process will probably take six weeks. Right now we have in our firm 343 people who have said they would like to be a Superintendent in the southeast United States. That is where we will start. In addition, we will put the word out to all our 100+ associates. In the school district, we will ask if they would like to nominate anybody we should consider. When we interview the focus groups we will ask individuals in the community if they have anybody they think would be a good Superintendent. We will contact all of those people to determine their level of interest and qualifications. At the end of this application recruitment period Mary and I will go through all of the applicants. I will tell you if we did have 30 high quality applicants I would feel very good about this, you only need 1. Years ago I would have said a 100 but as Dr. Nichols and I were talking earlier fewer and fewer people are willing to do this job and of those that are willing fewer and fewer are able to do this job. We will go through those and basically make some paper cuts. Just to look at their applications, our system is an online system and so everybody's application looks the same. Nobody can pretty it up and get an advantage. We will look at the hard evidence on paper and determine who meets and does not meet the criteria. We will narrow that down to about a dozen people. We will then deal with preliminary interviews, the two of us. We will use technology, Skype, and what I can tell you is from what I have seen here if a Superintendent cannot use Skype they will probably not fit in very well because you have a lot of technology going on here. After those preliminary interviews we will come to you probably toward the end of April with a slate of 5 or 6 candidates that best meet the criteria that have been established. At that point we are going to turn it over to you. You will do first round interviews with those semi-finalists to determine the two or three you want to come back for a very in-depth second interview. That first interview is probably about an hour, the second will be all day and most of the evening. I will anticipate somewhere around the middle of May you will come to a decision as to who you would like to offer a contract to. Our goal is that they will be able to start July 1st so you will have uninterrupted leadership. We are going to spend a lot of time together. If you have any questions, please ask them now. There were no questions from the Board at this time. Dr. Tinder stated the next thing we need to talk about is once we get through this meeting this evening the next important activity is for us to come and spend what we call consultant days, two days for two people, in your district talking to people about what they think is important for the next Superintendent. We will have focus groups with 32 possible time slots. I talked to Laurie a little bit about

my good friend Stephen up here that is the only student that shows up to any Board meeting that we have. It is not that I think students should have a voice I think we need to figure out a way for students to share with another group. It is nothing against the students, their opinions are important, I am just concerned about the numbers and I think we would get more responses from the business community in Dothan about this and what we are trying to accomplish. If we dedicated an entire group to students I think we might be losing an opportunity there. Dr. Tinder stated we have parents, teachers, administrators, business leaders, community, and support. Dr. Harry Wayne Parrish stated I have business, teachers, students, administrators, community, parents, and support staff. Mr. Jimmy Addison stated community would fall under that silent majority. Dr. Tinder stated Laurie will say it. Ms. Laurie Brandon stated administrators, teaching staff, parents, community members, business leaders, and support staff. Dr. Tinder stated if you have internal candidates there are several ways to handle them, that is you treat them like every other candidate and if they rise to the top and deserve an interview. I need to know how you want us to handle internal candidates. My suggestion is that you handle them like any other candidate. Dr. Harry Wayne Parrish stated I just want it to be fair. As long as it is fair I do not care. Mr. Charles Woodall stated basically what you are after is do we give any extra weight, yes or no. Dr. Tinder stated seriously if you have an internal candidate that you really like you ought to just hire him. Anybody who works for you and applies will be treated the same. Do we bring you back 5 candidates or more or less than that? Dr. Harry Wayne Parrish stated 5. Dr. Tinder stated you need to be thinking about the salary and benefit package. I talked with Mr. Segrest earlier. Dr. Harry Wayne Parrish stated could you help us with that. Dr. Tinder stated I will do some research on the typical size school system in Alabama, what the salaries and packages are. Now, how are we going to advertise? Typically we advertise in two or three national publications. We have had some discussions about whether or not you want this to be a national search or confined to the Southeast. That would change your advertising budget. Typically, about \$4,000 we recommend to you. We are going to need to know how you want to advertise this. Mr. Jimmy Addison stated you might have some people that are originally from the southeast and want to move back to this area. I think if you do not do it nationally you may miss somebody. Dr. Tinder stated Education Week is a well known publication and AASA. You will decide on the wording of the ad. Be thinking about how much you want to allow. We said \$4,000 maybe less. Dr. Harry Wayne Parrish stated we want your best. Mr. Jimmy Addison stated you both make a good team. You have a varied background in a lot of different areas that can bring a lot to the table. Dr. Thomas Harrison stated expressed his appreciation and thanked them. Mr. Charles Woodall asked when will you have the online survey links up. Dr. Tinder stated probably Friday. I have to send the information to Chicago and they will send it back to me. It will be a sample letter. Mr. Franklin Jones stated diversity was but no longer is a sensitive issue. Your association has no difficulty or trouble recommending minority candidates or female candidates. You have done it. Dr. Tinder stated absolutely not, yes we have. In fact, that is one of the questions that I always ask in focus groups. Is there any person, group, individual that you think could not be successful. I ask specific questions about gender and race. Typically this is what I hear "it does not matter". So now we do not have any problem recommending candidates regardless of any of those issues. I worked on a search in Missouri and they hired a female.

Mrs. Brenda Guilford made a motion seconded by Mr. Jimmy Addison to reconvene into regular session. The motion carried unanimously. Voting was as follows: "YEA" – Jones, Woodall, Addison, Guilford, Armstrong, Maddox. "NAY" – None. "ABSTAIN" – None.

New Business


Dr. Harry Wayne Parrish announced the future Board meeting(s): Monday, February 14, 2011 (See Attachment "A")

Adjournment:

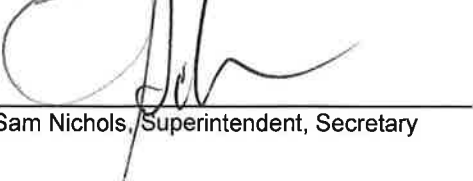
Mr. Jimmy Addison made a motion seconded by Mr. Ben Armstrong to adjourn. The motion carried unanimously. Voting was as follows: "YEA" – Jones, Woodall, Addison, Guilford, Armstrong, Maddox. "NAY" – None. "ABSTAIN" – None.

The meeting adjourned at 6:25 p.m.

APPROVED: May 16, 2011



Dr. Harry Wayne Parrish, Chairman



Sam Nichols, Superintendent, Secretary

how we will schedule those. Those will be groups of 6 to 8 people for 50 minutes at a time. So Mary and I will each have a group of 6 to 8 at the same time, 32 sessions. The next meeting will be with the public. It is my hope that we can do that in the next couple of weeks. On that same trip we will want to spend an hour with each of you Board Members individually. So when we schedule those two days with the focus groups we will schedule you as well. If you will look at the tentative schedule that I have passed out to you these are some dates that I have drawn out. Two weeks from today it would give us the 16th and 17th of February. We could use those two days and see all of you either the evening before or after that. If we come back in two weeks probably tomorrow or the next day Laurie will need to post those links on the website for people to do the online survey. So we will have the surveys and focus groups done by Friday, February 18th. It then takes about two weeks to analyze all the data and come back with a report. I have used March 3rd as the date to come back and present to you the profile report and work out the criteria for our advertisement. If that all works out through about the middle of April is when we will do our screening. The 16th through the 25th of April is when we will be doing the preliminaries and coming up with a slate and at the end of April is when we will come back. We will do a one hour workshop with you on interviewing Superintendent candidates because there are things you can ask and things you cannot ask and we want to make sure you are aware of that. We will talk about the questions you might want to ask and maybe some sample questions. Then we will present you with our recommended candidates. If it is acceptable with you we will schedule their first round interviews here that night. All of those people will know they will be presented as a slate and they will know this is the time frame to interview so they will be able to schedule that night. I will go make the phone calls. If that all works out, the first week of May you will have 5 or 6 interviews for the first round. I show week days but you can do it on the weekend that is where your schedules come into play. You may want to do 1 or 2 Friday night and 3 or 4 on Saturday. Assuming that works out, the second week of May you will do the second round of interviews where the spouse of the candidate will come along. There will be activities planned for the spouse throughout the day. There will be a number of meetings with the candidate with various constituent groups, teachers, administrators, central office staff, Board Members, and people in the community to see how you fit together. It usually ends up with an evening meal with the spouse and a couple of hours of a very in-depth interview with the Board. It will be a long day. You will work as hard as anything you do, that is not to minimize your financial issues that you have coming up. Hopefully by the second week of May you will have come to some very strong consensus for the person you think is destined to be your next Superintendent. You may choose to do a site visit where you go to that person's school district and spend some time there and talk to people about the kind of work that person has done. I would be very surprised if your final candidates are not experienced Superintendents. So you might do a site visit that will take a day or so. One or all of you might want to do that. Somewhere toward the end of May you will have an agenda item where you offer a contract and start the 1st of July. There is some flexibility in what I have given you. Everything hinges on how and when we start which is why I suggested we start in about two weeks. What I would hope to do if you are okay is go with the 16th and 17th of February for the focus groups. We can let Laurie schedule that. It is important that we talk with all of you individually. Mr. Jimmy Addison asked are there a list of questions that we might be discussing in our interview with you or do we just come up with different things. Dr. Tinder stated we will give you a list of sample questions to ask. It is important that you know what the list of questions are but a lot of times Boards. As a Board you can each ask a question and sometimes the Board has one person ask all the questions. Mr. Jimmy Addison stated when we have our interview with you will you have a sample of questions or are we just going to come and rack your brains. Dr. Tinder stated I am going to ask everybody what are the three best things about your school district, your previous challenges, the issues that you are facing down the road and the characteristics you are looking for in a Superintendent. That is what we are going to ask every person that we meet with. The online survey will also have some of the same questions. At the end of that process when we get the results of the data analysis we think it will show the Board thinks these five things are the most important characteristics and the community thinks these five things and the teachers think these five things. You have six groups and I think we will find that there will not be a lot of difference. Your number one may be the teacher's number three and parent's number five. They will be pretty much the same. Mrs. Brenda Guilford stated on the March 3rd meeting you will present the data you have collected from the Board Members as well as others that you have discussed this with. Dr. Tinder stated as well as everybody that has filled out the online survey. Generally there will be between 70 and 500 respondents, if we have 8 people in 32 focus groups, that is 260, as well as the 7 of you and whoever does the online survey. Mrs. Brenda Guilford stated people will know it is online. Dr. Tinder stated it will go on your website with an invitation to participate. We will be here in the mid-afternoon on the 15th so we could start at 5:00 p.m. maybe even before 5:00. Discussion was held and each Board Member schedule their time to meet with Dr. Tinder. Dr. Tinder stated I need to know the focus groups you want us to talk to. I really think the setup for the AdvancED was great. We talked to a wide variety of groups. We talked to important constituents. We can talk to the same people and that is fine. That is up to you. Ms. Susan Loftin stated we had community leaders, parents, business leaders, Board Members, teachers, and Central Office staff. Laurie we have those lists and will be happy to get those to you. Dr. Tinder stated eight is the maximum. There are a couple of groups that we would want to keep to one or two people. I would like an hour with Mr. Segrest. Some school districts will set aside a couple of those and just tell people if you just want to come and talk give us a call and we will schedule you. Then there is the community meeting and 5:00 will be fine. Laurie and I will work out those details. Are there any specific groups you want to make sure she gets? Dr. Harry Wayne Parrish stated the Yes Can Group and teachers. Mr. Jimmy Addison stated would Principals be a different group from the teachers because they run the school and they are under direct supervision of the Superintendent. Then would it be important that we include our City Commission and Mayor as one group or put them on other committees and ask 2 or 3 of them. Dr. Tinder stated either way. Mr. Ben Armstrong stated and our State officials. Dr. Harry Wayne Parrish stated Paul Lee, Matt Parker, Jeff Coleman. Mr. Jimmy Addison stated we have a meeting with the State Representatives. Mrs. Brenda Guilford stated with have a ministerial alliance that we need to include. Dr. Tinder stated we will have six of them and the reason for that is the way the data is analyzed. The online survey has

41 characteristics that people will rate from being kind of important to critical with a 1 through 6 rating. Assuming the Board will be one of the six we need to talk about the categories for the other five. I would suggest Parents with children in school, Community Members without children in school, Certified Personnel in your school district including teachers and administrators, and Support Staff. We need to determine those because when I call our office they will set up the links to the server in Chicago so when Laurie puts this up on your website and you are a parent you will click on a link and it will take you to the parent survey and all the data will be analyzed on that basis. Mr. Jimmy Addison stated would community leaders fall under the individuals that do not have students in the schools. Dr. Tinder stated it could be two separate groups. What you need to decide is do you do the survey as a parent or a community leader. You will have a number of people that overlap categories. Let them decide. Mr. Jimmy Addison stated Coach Parrish mentioned the Yes We Can group. I think they need to have some input in these surveys and I did not know if they would fall under individuals that do not have a child in the school system or parents. I do not know if the questions will be different for the different groups. Dr. Tinder stated the questions will be the same for all the groups but the analysis will tell you something about what is important to each one of these groups. You could have Yes We Can as one of your six. Dr. Harry Wayne Parrish stated we will have the 32 groups. Is the survey the same as the interview? Dr. Tinder stated the interviews will not be the same as the surveys. When we talk to people we encourage them to do the online survey also. Some groups are going to say it is vital the candidate has been a superintendent some will say it is not important. Mrs. Brenda Guilford stated you would want everyone to do the survey to give us a better picture of what we want. Mr. Jimmy Addison asked if the students would be involved in this. Dr. Tinder stated they certainly can be. If you have students as one of your six groups you can get feedback from them as well. Dr. Harry Wayne Parrish stated students should be included. Dr. Tinder stated parents, community, school board, students, teachers, and administrators. You could say employees instead of teachers, you could say certified and support staff. Dr. Harry Wayne Parrish stated I would rather have everybody that is in the school system to have a part in this. I think everybody in the school system should have an opportunity. Mr. Charles Woodall stated do you think you will get any additional insight if we do this survey in addition to doing interviews with us. My thinking would be like Dr. Parrish said let the non-certified have our spot. Dr. Tinder stated this is a much expanded survey. Mr. Charles Woodall stated we will have our opportunity. Dr. Tinder stated support staff, teaching staff, administrative staff, students, parents, and community members. That should cover everybody. Mrs. Brenda Guilford asked how are we going to get the parents involved in this. Dr. Tinder stated the last district I worked in we sent home all the announcements from the schools on the internet, through the website, plus there will be parents that are involved. Mrs. Brenda Guilford stated we have a silent majority out there that you do not hear much from until something happens. I would like to find a way to reach those people. I know that through our churches we could reach a lot of people that tend to not to be involved in groups yet they have kids in school and they tend to not to have a lot of involvement. I would like to wake up that group before it is too late so they will have an opportunity to have some input. Dr. Harry Wayne Parrish stated Laurie has that information. You can take a cross section of some of those leaders in the churches and tell the parents of the schools. If we all work together we can figure out a way to do that. Dr. Tinder stated certainly enlisting the aid of pastors to encourage their constituents to go online and do the survey will be a great help obviously. Your primary communication is through your teachers and your website. I would guess that a ministerial alliance could get together. We are talking about having all of this done two weeks from today. Mr. Ben Armstrong stated I do not understand how these groups operate and how you are going to analyze the results but teachers, administrators, support and students is four groups. No offense we are getting more input down the chain of command, we are suppose to be answering to the community and it is almost like it needs to be reversed. We should be getting more input from out stakeholders. I am asking you from your experience. I am just trying, from a perspective of lower chain of command, we as a Board should be looking out saying what do you want rather than it is almost like Dr. Nichols as the Superintendent taking direction from those under him rather than those at the top. Mr. Jimmy Addison stated isn't that what this profile does though. It tells us what people are looking for. Dr. Tinder stated you may have 100 teachers who respond and you may have a 1,000 community members respond. Mr. Ben Armstrong stated how is that weighted from a respective of your data. Dr. Tinder stated it is up to you how it is weighted. We will give you the results. I will tell you that I will be amazed if there is a substantial difference. In the experience I have had if you give people 10 items to rate the top 5 will be the same or close to the same for all groups. But as you look at the set groups we are talking about the community is one group and parents are one group, those are your largest groups but the only way you could sort those out is if you said high school parent, middle school parent and elementary school parent. Is that significant to you as you look for a superintendent? Then you have to decide which one of our employees do we want or do we want to say if you get a pay check from us you do this one. I think the six groups are pretty typical to be representative. The parent and community groups will have more responses than the others put together. It is hard to leave out the employees. Mr. Ben Armstrong stated I am not trying to do that I am just trying to understand how the data is processed from the standpoint is every response of the online survey weighted the same. Do you have more parents and community responding? Dr. Tinder stated what it will show how many teachers completed the survey and identifiable to a 1,000 parents had 4.8 and 26 of this one and had 5.9. Dr. Harry Wayne Parrish stated the key is to communicate to the people what we are doing and how do we get that to the people we want them to do that it. Some people do not want to get on the internet. We want everybody to have equal opportunity to voice their opinion. All of us need to have a say so in this. How do we do that? Dr. Tinder stated most school systems would put it in the paper, use the students to send the message home, word of mouth, and ministerial alliance. Mrs. Brenda Guilford stated that group of people could placed in what category in gathering input. Just add them to that group of people? Dr. Harry Wayne Parrish stated you need to communicate that to Laurie. We need to bring this community together, it's time. Mr. Chris Maddox stated I think we are saying we have six groups. One of the groups we need to create is a specific group for business. Statistically I guess we have close to 70% of our kids that get out of the system not going to college. So that is a significant impact to listen to what the business community wants to be looking for. With all due respect to

DOTHAN CITY SCHOOLS
BOARD OF EDUCATION
BOARD MEETINGS

Regular Meetings are normally held on the 3rd Monday of each month.

All meetings are scheduled for 5:00 P.M. in the Dothan City Schools' Teachers' Center, 500 Dusy Street, unless otherwise announced.

Meeting dates are occasionally changed due to holidays or conflicts. Additional Special meetings are held as needed and are announced in local media.

Monday, February 14, 2011	Regular Board Meeting
Monday, March 21, 2011	Regular Board Meeting
Monday, April 18, 2011	Regular Board Meeting
Monday, May 16, 2011	Regular Board Meeting
Monday, June 20, 2011	Regular Board Meeting
Monday, July 18, 2011	Regular Board Meeting
Monday, August 15, 2011	Regular Board Meeting
Monday, September 19, 2011	Regular Board Meeting
Monday, November 14, 2011	Regular Board Meeting
Monday, December 12, 2011	Regular Board Meeting