

<i>Date</i>	<i>Kind of Meeting</i>	<i>Where Held</i>
March 3, 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. Charles Woodall, District 3 Mr. Jimmy Addison, District 4 Mr. Ben Armstrong, District 5	Mr. Franklin Jones, District 2 Mr. Chris Maddox, District 6

Dr. Harry Wayne Parrish called the meeting to order at 5:00 p.m.

Mr. Charles Woodall led in prayer.

Dr. Harry Wayne Parrish led the Pledge of Allegiance.

Board Comments

There were no Board Comments

Approval of Agenda and Proposed Agenda Modifications

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

Adjourn into Work Session

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

Dr. Harry Wayne Parrish introduced Dr. Randolph Tinder and Mrs. Mary Bates.

Dr. Tinder and Mrs. Bates presented the Leadership Profile report, as outlined below, stating the report is based on our visit here a couple of weeks ago and the input from the online survey during that same period. You requested that I do research on salary information and possible salary and benefits. So if you like to at that time we will discuss that as well. When we were here on February 16th and 17th we met with approximately 180 different individuals in varied groups of teachers, Administrators, some were mixed groups of support staff and teachers, parents, community members, business leaders, individual meetings with each member of the Board, current Superintendent and your attorney. In addition, we had 559 people complete the online survey which is a wonderful response. Probably triple the amount I have ever had before. It helps us to find out what we think is a very solid basis for this profile report. It is talking to people, getting their feedback on a specific list of responses on questions. I do not know that anybody could say this is statistically reliable because your constituents do not really care about statistics they just care about being heard and we listened and that is what we are here to report to you tonight. Mary will talk to you about the focus groups and the results.

Mrs. Mary Bates stated it is a pleasure to be back in Dothan. We really appreciate coming down and meeting with all your representatives in the focus groups. It was one of the most pleasurable, personal and professional experiences I have had. As we go through the strengths and the challenges in the search for your next school leader I would like to mention that there were 32 focus groups as Randy mentioned with your community, school staff, business community and ministers. What they gave us was honest discussion and very meaningful feedback in the small groups and the strengths, challenges and characteristics are listed in alphabetical order.

STRENGTHS

CONSISTENT

- **Administration**
- **Communications, Collaboration, Accountability**
- **Community Involvement & Support**
 - **(Yes We Can Dothan, Wiregrass Foundation, Adopt A School)**
- **Support Staff**
- **Teachers**
- **Technology**

Other strengths mentioned:

Art infusion
Curriculum innovation and willingness to try new ideas
Data-based decisions
Dedicated & caring personnel
Discipline is handled to minimize disruption of learning
Facilities
Good use of finances
Magnet Schools
Parental support
Professional development
Small town values - loyalty, faith-based, family
Students

CHALLENGES, ISSUES AND CONCERNS

CONSISTENT

- **AYP/NCLB**
- **Choice of new superintendent**
- **Discipline & safety**
- **Finances/funding**
- **Middle School/Magnet configurations & re-segregation**
- **Negative public image of District**
- **Tenure/Unproductive/Weak teachers and administrators**

Other challenges mentioned:

Board Direction/support
Closing/cuts in Technology Center
Demographics
Lack of cultural programs & art
Large class sizes at some schools
Magnet/Zone school inequities
Parental involvement & support

Private school competition
Quality professional development
School culture change
Technology support & training

CHARACTERISTICS

CONSISTENT

- **Accountable & holds others accountable**
- **Backbone/bold/courageous**
- **Business/finance oriented**
- **Ethical, firm, fair**
- **Experience and proven track record of success**
- **High expectations/standards**
- **Motivator/team builder**
- **Strong communications skills (written, verbal, listening)**
- **Understands and enforces chain of command**
- **Visible/involved leader**
- **Visionary**

Other criteria mentioned:

Collaborative
Consistent
Empowers all employees to do their job
Goal setter
Inclusive
Knowledgeable about instruction
Open door policy
Persistent
Proactive
Resourceful
Student focused
Supports teachers and principals
Understands demographics and the culture of southern Alabama
Values/uses technology

In your strengths it says you have strong teachers who are very student focused, your support staff are hard working and they maintain your facilities as well, the Administration is very caring and works well with the challenges before them and the Board of Education receives very high regards and compliments. The community support is organized and dedicated. The technology with your Smart Board computers is really a high point. Those are the most agreed upon strengths that were identified from the focus groups and the community meeting. The top challenges that were identified by the focus groups were the AYP/NCLB, the choice of the new Superintendent, discipline and safety, finances and funding, middle schools/magnet configurations and re-segregation, negative public image of district and tenure/unproductive/weak teachers and administrators. The characteristics that were identified for your next school leader are accountable and holds others accountable, backbone/bold/courageous, business/finance oriented, ethical, firm, fair, experienced and proven track record of success, high expectations/standards, motivator/team builder, strong communications skills (written, verbal, listening) understands and enforces chain of command, visible/involved leader and visionary. Dr. Randolph Tinder stated those items that are listed as consistent in all three of the areas are the items that all of the groups mentioned. The other items listed below were not mentioned as frequently but items that came up often enough or in a context that we felt important that you hear. Not everything said was mentioned here because if one person out of a hundred mentioned it we probably did not put it there. Those bold items are listed alphabetically. Everybody knows finances are your biggest challenge and after the third focus group we did not let them talk about that anymore. We said we know that. When I met with Mr. Maddox he was the last person that we spoke with and he said can we just not have to talk about that and I said that was fine. That was the focus groups, remember those were the people you invited to come and talk with us. I am going to talk now about people who are anonymous who got online and filled out the survey. There were 559 who completed the survey. There were about 675 who started it but 100 plus who did not finish it. Part of the reason for that is there were 41 items that you had to rate from 1 to 6 and 1 meant it was really important and 6 meant it was off the charts. We heard from more than one person, they are all equally important, I should not have to choose between them and 41 is a lot. Some people ran out of steam before they got to the end. The online survey was divided into six general areas and in your notebook you have a copy of the Superintendent Profile which was the online survey. We divided those 41 items that were rated into six general areas. There was communication and collaboration, community and relationships, core knowledge competencies, instructional leadership, management and vision and values. All of those questions fit into one of those categories. You will note across the top of each of those bars has a number in there. What you can tell by looking at that is which general area was rated the highest, the closest to 6.0. As you can see, vision and values was rated the highest by the 559 people who took the online survey. Core knowledge and competencies was next and then you had a tie with community and relationships and communication and collaboration and management with instructional leadership being the lowest rated one. Below that you can see how many people actually completed the survey by group. There is no way for us to know if the 38 people who did this were actually administrators. That is the way they identified themselves, we will take them at their word and there is no reason to think they are not. The most important skill steps that were identified were vision and values as well as the core knowledge competencies. Instructional leadership was the least important of the six general categories.

Online Survey Results



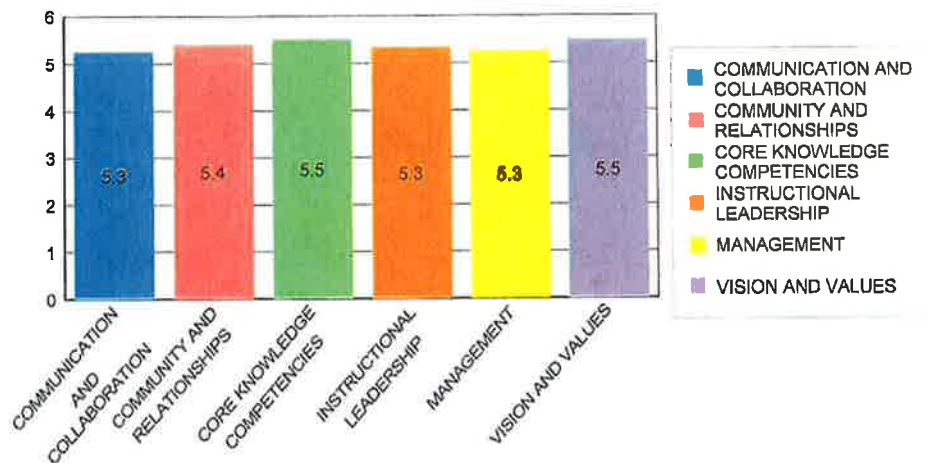
The following numbers of completed surveys were submitted:

Group	Number
Administrators	38
Business Leaders	28
Community	94
Parents	141
Support Staff	61
Teachers	197

I may have mentioned to some of you as a group, I know I did individually, that we expected to find real similarities between how each of the groups rated those items. In other words, there might be some areas where one group rated something a little more higher than the others but overall we thought the important items would be the same ones in each group. You will notice for your Administrators your highest ranking one was vision and values. If you will look at Business Leaders the highest ranking was vision and values. Going back to Administrators the next highest was core knowledge competencies. These are your educators and you would expect them to value core knowledge. For your Business Leaders their second one was communication and collaboration. That would not be a surprise to any of you I would not think.

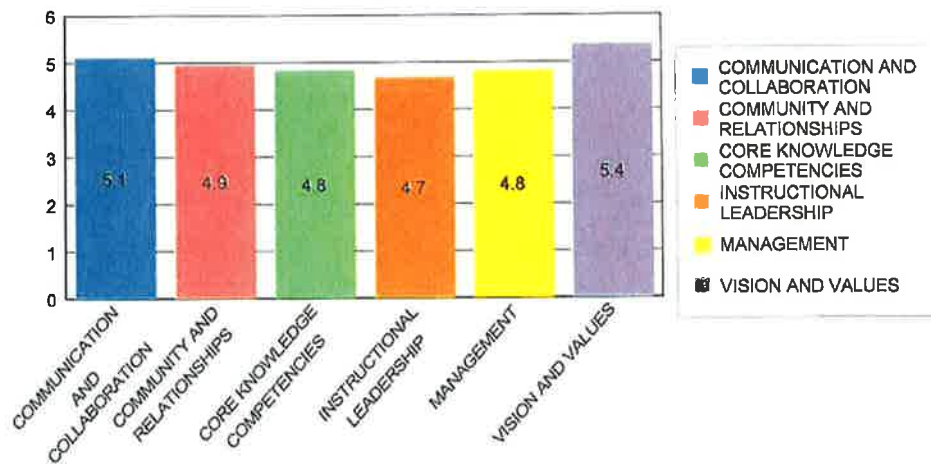
Results by Stakeholder Group

For Administrator (n=38)



Results by Stakeholder Group

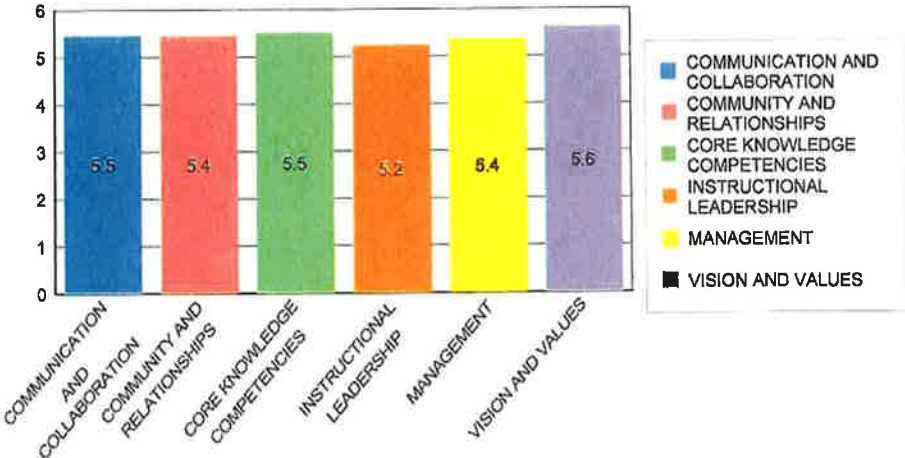
For Business Leaders (n=28)



For Community stakeholders the top rated area was vision and values. The second highest was core knowledge competencies followed by communication and collaboration. For your Parents with Children in Schools it was a tie between core knowledge competencies and vision and values. Next in line was management and that is also the same rating the community gave it.

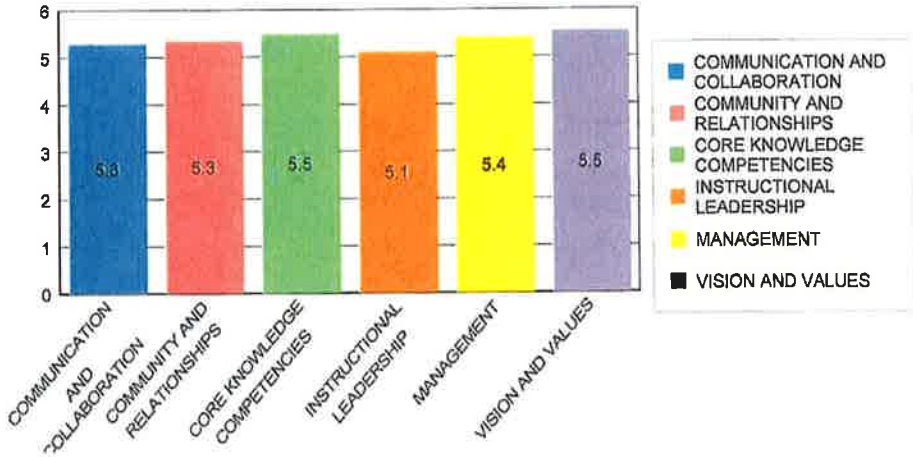
Results by Stakeholder Group

For Community (n=94)



Results by Stakeholder Group

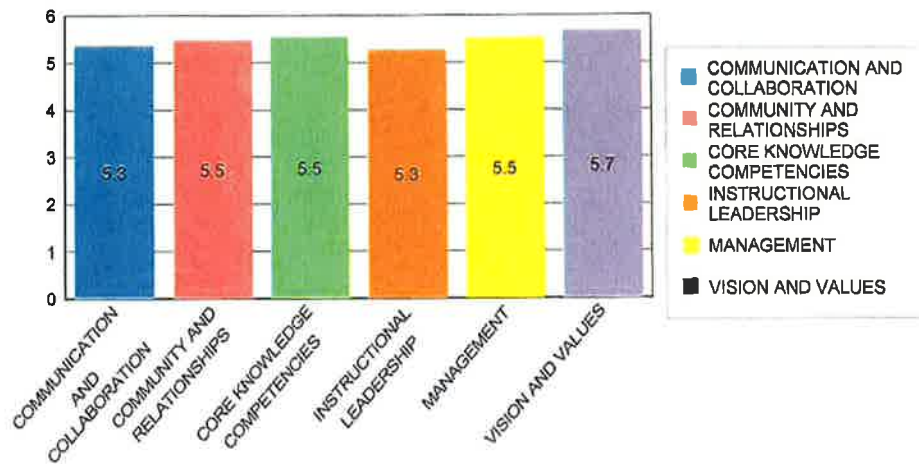
For Parents with Child currently in school (n=141)



The Support Staff rated vision and values the highest as well and it also has the highest over rating of the groups at 5.7, their second was core knowledge competencies. For your Teachers it was a tie between core knowledge competencies and vision and values. All six groups rated vision and values the highest.

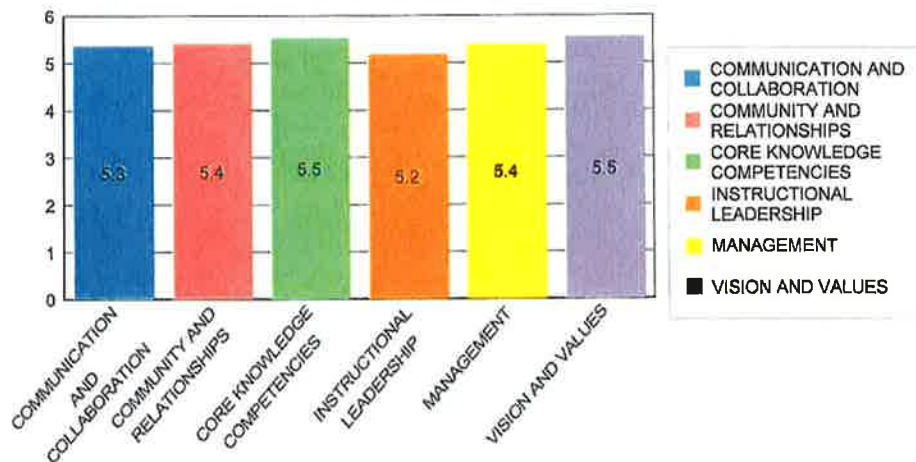
Results by Stakeholder Group

For Support Staff (n=61)



Results by Stakeholder Group

For Teachers (n=197)



We rated all 41 items 1 to 41 on this overall score. I think it is really important that you see what the top ten were for your groups. There is a lot of information here and I want to make sure everyone understands it. As you look at this chart below on the far left side of this column it says NO. That is number and it is the number that corresponds on the survey to the question. The second column is page name and that is what was assigned to that group. The third column is the actual question and it starts the new Superintendent of Dothan City Schools should and then you fill in this blank. After that you have six columns that list each group starting with Administrators, Business Leaders, Community Leaders, Teachers, Parents and Support Staff and the number of people that answered that question. If you add those up it does not come out to 559. It is a little different and the only explanation that I can give you for that is it is not a statistical thing it probably just has to do with some folks could not decide and they were going to come back and answer it and forgot to or did not. So if they got through to the end they got counted to in the 559 as opposed to those 100 plus people who did not. If they did not answer all the questions that is why there may be different numbers here that do not add up to 559. The discrepancy here is 13 or 14. The mean column is the average of the score for each of the six groups on that item. The rank you will notice is from 1 to 10. The highest ranked item overall by all the groups is demonstrate integrity, honesty, and fairness. Item 2 is to promote high expectations for all students and personnel. Again, we heard those same things in public schools expressed differently in terms of how they said it but that is how it boils down. The top two ranked items are both from vision and values. The third one is apply policies and procedures fairly, wisely, and consistently. That is a management item but we heard that in the focus groups and Mary mentioned that. People think that they should hold themselves and others accountable. They should understand and use the chain of command. The

third, fourth and fifth tied all tied for third. The fourth one is under community and relationships to foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators. The fifth one is strive for continuous improvement in all areas of the district. That is the top five and out of those three of them are in vision and values, one in community and relationships and one in management. All of these are very consistent in what we saw in the focus groups. I think probably if you look back and the thinking you have done about this process and in talking to us individually I think you find that those are probably your top five as well. These are very consistent among all school districts across the country. These are the things that people want to see in their school leaders. Going to the sixth one, also vision and values, lead in an encouraging, participatory, and team-focused manner. That just missed by one point in tying for third and it was sixth. The seventh one is the first one from core knowledge competencies to possess strong understanding of organizational and educational leadership. It is important because it says organizational and educational. We heard from some of you and some in the community they think a business or military background would be very beneficial. Organizational effectiveness certainly can tie into school effectiveness very well. School organizations are not that much different from other organizations. I think it is important that it said organizational and educational leader. The eighth item is community and relationships. The first word is the one that is most important, listen. Listen to and effectively represent the interests and concerns of students, personnel, and community. We heard over and over again in the focus groups that this person needs to be a good listener. They want someone who can speak well and write well but they think listening to what people have to say is very important. Number nine is a management function as was number three. Identify, confront and resolve district issues in a timely manner. I remember hearing be proactive. The tenth is core knowledge competencies. To possess a strong understanding of the system of public school governance and finances in the state and nation. That is the results of your 559 of your good citizens who spent probably half an hour doing this survey as well as the 180 that we spoke with individually. I just want to take a moment to thank Kimberly and Laurie for the great work they did on those focus groups. They made it so easy for us. They took care of all of our needs as well as making sure people were on time and in the right place. That is not an easy thing to do and as a Superintendent I knew three administrative assistants who went through that and I have also assisted several districts who went through that same process and they did as good a job as anybody could have done.

Top Ten Questions Ranked by Overall Results of All Stakeholders

No	PageName	Question	ADM	BUS	COM	TEA	PAR	SS	Mean	Rank
8	VISION AND VALUES	Demonstrate integrity, honesty, and fairness.	5.80	5.50	5.90	5.80	5.80	5.90	5.81	1
5	VISION AND VALUES	Promote high expectations for all students and personnel.	5.70	5.60	5.70	5.60	5.70	5.70	5.66	2
39	MANAGEMENT	Apply policies and procedures fairly, wisely, and consistently.	5.40	5.20	5.60	5.70	5.60	5.80	5.62	3
18	COMMUNITY AND RELATIONSHIPS	Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators.	5.60	5.40	5.60	5.70	5.50	5.80	5.62	4
3	VISION AND VALUES	Strive for continuous improvement in all areas of the district.	5.50	5.60	5.70	5.60	5.60	5.70	5.62	5
6	VISION AND VALUES	Lead in an encouraging, participatory, and team-focused manner.	5.50	5.20	5.60	5.70	5.60	5.80	5.61	6
28	CORE KNOWLEDGE COMPETENCIES	Possess strong understanding of organizational and educational leadership.	5.60	5.30	5.50	5.60	5.50	5.70	5.55	7
17	COMMUNITY AND RELATIONSHIPS	Listen to and effectively represent the interests and concerns of students, personnel, and community.	5.40	4.60	5.50	5.60	5.60	5.70	5.53	8
35	MANAGEMENT	Identify, confront, and resolve district issues in a timely manner.	5.40	5.00	5.60	5.50	5.50	5.70	5.51	9
32	CORE KNOWLEDGE COMPETENCIES	Possess strong understanding of the system of public school governance and finances in the state and nation.	5.60	4.90	5.60	5.60	5.50	5.30	5.51	10

Mr. Jimmy Addison asked why you think we had such a high number of people complete the survey. Dr. Tinder stated I think it is directly related to the level of community involvement and interaction that you have. I think Yes We Can! Dothan and community advocacy groups you have is exactly the reason why. Also, you got it out on your website early and a lot of efforts were made to encourage people to do that through the phone calling and so on. Dr. Tinder continued stating the reason we do all of this is we need to know what kind of person we need to be looking for when we start screening candidates and also the person that we are looking for when we advertise this position. We put all of this information down into a document that we call *Criteria Sought*. This is my summary of all that information into one page basically. We identified the groups of people that you asked us to speak with and what we are saying is you are looking for a dynamic leader who has demonstrated the ability to do the following:

Dothan City Schools ***Criteria Sought***

After soliciting and receiving input from parents, business leaders, staff and community members, the Dothan City Schools Board of Education seeks a dynamic educational leader who has demonstrated the ability to:

- Embrace the involvement of a committed community and accepts the responsibility to seek consensus whenever possible, yet can withstand unreasonable demands.
- Hold individuals accountable for performance and results, while modeling high expectations for his/her own performance.
- Manage a complex organization in a collaborative manner, solicit input from those affected by decisions, achieve consensus when possible, and yet recognize the need to be decisive when it serves the best interests of students.
- Address fiscal issues and formulate priorities relative to the community's ability to provide financial support.
- Become intimately familiar with the culture of the District and community as an involved participant.
- Enhance the positive and trusting relationships which exist between and among the staff, community, administration and Board.
- Continue and expand the transparency which allows all stakeholders to feel confident in and support the decisions made in leading the District.

The next superintendent is expected to:

- Exhibit outstanding communication skills; oral, writing and listening; be visible in the schools and community and seek meaningful interaction with constituent groups.
- Articulate a vision for the school district and the steps necessary to achieve that vision.
- Have unquestioned personal integrity and be accessible, open-minded and fair.
- Possess commitment to the full development of all children by a continued focus on instructional leadership, continuous improvement and knowledge of current research in curriculum, instruction and assessment.

Dr. Tinder continued stating I knew before starting this process you had a lot of those things going on because I was here in October for your School Accreditation Review and I know that many of those characteristics are there. The new Superintendent needs to possess those and continue those and follow in the footsteps of something that has been so well established. At some point tonight we will need for you to approve either these or whatever additions or modifications of these criteria that you can come up with so we can begin our search process. Mr. Jimmy Addison asked how many school districts do you represent or are looking for Superintendents right now. Dr. Tinder stated we are only working on this search but the firm probably has 25 to 30 across the country. Very few of those are anything like your district. A lot of them are very large, 100,000 students. I do not view you in competition with very many of those districts. Mr. Jimmy Addison stated in your presentation and listening to you speak, the top two things, vision and values, is what everybody is going to be looking for and I wondered what kind of competition we had in looking for a Superintendent. Dr. Tinder stated it has been my experience that the people who want to lead a district of 50,000 or 60,000 students or more possess a certain personal attitude manner that may not play very well in Dothan, Alabama. Really you are looking for a person who comes more from a background like mine, a district of 2,000 to 3,000, where it is a very close knit family. Mr.

Jimmy Addison stated actually you came to my mind when I was listening. Dr. Tinder stated as I told Dr. Parrish earlier if I was 45 years old I would be all over this but I am not 45 years old and putting on a tie kills me. Seriously, the people we will be looking are those who are looking for that community feel, that small town feel you have here, that closeness that they are welcomed in classrooms and expected to go in classrooms and when people see him or her in the community they will be recognized as the school leader but will also be comfortable going up and talking. They will be known by their first name. That is the kind of person I expect us to find for you. I expect to bring five of them to you and you can pick. Mrs. Brenda Guilford stated this is well put together and very inclusive. My district is composed mostly of minorities and that is why I am here. One of the questions I am going to ask the applicants is how will they go about embracing diversity. Tell if that fits into any of these categories. Dr. Tinder stated actually I think it fits into all of them. I think that is a very fair question. If the candidates do their homework prior to coming to interview with you and if they have not answered that question by the time you get to it I will be surprised because this is a diverse community and it is one of its strengths. It is something we saw over and over again in the focus groups. We cannot see that obviously in the online surveys but we saw that it in the face to face groups. It is absolutely a fair question and one you should get an answer to. Dr. Harry Wayne Parrish asked do you have a really good feeling about finding somebody that fits. Do you feel good about that? Dr. Tinder stated I do. I think this is a unique leadership opportunity and I think there are people who would jump at the chance to come here. We are not just going to sit back and wait for them to come to us we are going to seek them out and encourage them to find out more about Dothan City Schools and fill out an application and make themselves available as candidates. I feel good about it and certainly as I said if I were the age of the person I think would be appropriate here it would be a very attractive job for me. One of the things you will have to keep in mind is you are probably going to be looking for someone who has worked in more than one state just because if you get vested in a retirement system in one state sometimes it is difficult to give that up and start over in another state. I know of people who have six years in one state and seven in another and have been very successful. People do not change jobs just because they get in trouble. People are always looking for new challenges in school leadership and this is a challenge where it would be good. I feel very positive about it and I am anxious to get the ad out so we can begin to really generate some interest in this position. Mr. Jimmy Addison stated when you said you will seek people and ask them to investigate Dothan City Schools with the technology that we have this day and age is there anything that we might need to put on our website or something that might entice someone to look at our system even more. Dr. Tinder stated I think your website is very good by the way. You have lots of great information on there so as a candidate most of what I would want find out about your district is there or I could find it out by googling the newspaper. I am going to encourage you to post this *Leadership Profile* on your website. I have already provided it to staff in pdf format so that not only the potential candidates can see what they might be getting into but your community can see the results. I am sure there are a few people behind us here but certainly not all the people we spoke with and filled out the survey. They will want to see this. You mentioned technology and how it might assist us in this process. When we narrow down our field of applicants of about 10 or 12 they will be required to use technology for their preliminary interview because we are not going to fly them our house and we are not going to theirs. They are going to sit down in front of a computer wherever they live and we are going to be in front of ours and we are going to use Skype for that first preliminary interview. I think that requires a level of commitment to and use of technology. I think, from what I have seen, you can expect that of your leader. Mr. Ben Armstrong stated we have the characteristics or makeup of the person but are we going to talk about educational or professional requirements. Dr. Tinder stated they have to qualify to be Superintendent in the State of Alabama so that requires a certain level of education or preparation or at least a commitment to do that. That will all be part of the application they fill out on line for us that will show their educational background, their experience and so on. That will be part of what we use to make that first cut. If we have 20 people that have a Doctorate in Educational Leadership someone with a Bachelors Degree in Accounting probably is not going to make that last cut. That will be a factor. Mr. Ben Armstrong stated is that going to be one of the requirements. Dr. Tinder stated we can put the requirements that you choose but typically what we say is experience preferred, Doctorate preferred but those are tie breakers they are not required unless you say you must have a Doctorate is required, we did not hear that by the way. We had a lot of people say it would be nice but overall that is not one of the criteria to have a Doctorate. Mrs. Brenda Guilford stated I think the past four Superintendents have had Doctorate degrees. If we list it as a requirement then that might hold someone back that might fit all the other characteristics so it would probably be better to leave it as preferred. Dr. Tinder stated that would be my recommendation. Let us use that as a tie breaker. For example, you might have an outstanding candidate who has everything done except the last chapter of his or her dissertation but could have it done by the time they start working here or within the first year or so and be an outstanding candidate. I think that is something that you need to allow us to take into consideration. Mr. Jimmy Addison stated I have seen a lot of people that have degrees that were not good at what they had a degree in. Dr. Tinder stated I agree with you 100%. Dr. Harry Wayne Parrish stated when I was going full ahead you had to have a certificate to be an Administrator in the State of Alabama. Dr. Tinder stated it is my understanding there is an alternative route now where you can begin working at least with a commitment to complete the required course work to get that certificate. You do not necessarily have to possess it to start out, that is my understanding but that is the extent of my knowledge. It is the responsibility of the candidates although we certainly do take some responsibility to make sure they comply but it is their responsibility to find out what it takes for them to get an Alabama certificate to be a Superintendent here. Dr. Dell Goodwin stated with the Alabama Leadership Certificate you have to have three years of experience as an Administrator. Dr. Harry Wayne Parrish asked any certain degrees Dell? Dr. Dell Goodwin stated they want you to have an Administrative degree. We can check with the State Department. Dr. Harry Wayne Parrish stated you used to have to have an Administrator certificate at one. Dr. Dell Goodwin stated in order for them to issue you an Alabama certificate you have to have three years of administration. Mr. Charles Woodall stated just as a point of clarification you said that it is up to each applicant to make sure they fit those requirements but you will check those to make sure they do. Dr. Tinder stated yes. One of the questions, actually a series of questions, on our application is do you currently hold a valid certificate for this position, which would mean Alabama. If the answer is yes, they have to provide us with the certificate numbers on the application. If they cannot,

then we know they need to check to see what it would take and that would be one of the things we would make sure of before we bring the candidates. Mr. Jimmy Addison stated when you bring a candidate has a criminal background check been done. Dr. Tinder stated no not a criminal background check. We have done a background check and remember most of these people are already working in school settings so there is the presumption they are not criminals. When you get down to your final choice there will be a complete criminal and financial background check done by a firm that our company uses. We have not been surprised yet. We do reference checks. A few years ago, in doing that background check we found out that a candidate had a DUI five years before and he admitted that to us and we took him out of the search. Those things will come up. Mr. Jimmy Addison stated I know in trying to hire coaches in the past I have called references a lot of times and they are willing to give a good reference because they want to get rid of them. Dr. Tinder stated I understand that completely. The people we use as our reference checks do not do that. It is part of the advantage of having over 100 associates around the country if there is dirty laundry one of our associates will know it. If we find that a candidate has not been renewed in a job they have been in, which is not necessarily a deficit in a Superintendent, the average stay in a job around the county now is three years. We want to know why they were there only three years or less than three years. We need a good explanation. If we bring you a candidate who has that in their past that can be the first question you ask them. You need to be satisfied with that answer. As we talked about during our interviews with you we know that in a couple of years you are going to change the way you elect the School Board Members and you will elect seven at a time. For a Superintendent that is really scary to think that you can go to work one day and have these seven people as your bosses and the next day have seven other people who have a totally different agenda and folks that is how Superintendent's lose their jobs. Four is always our important number. Once we decide tonight on the criteria I have a draft of an ad that I would like for you to consider. This is an advertisement that will be placed in *Education Week* which is a nationwide publication for educators, it will also go on your website as well as the website of the American Association of School Administrators, that is the national Superintendent's organization and it would be distributed to the State Superintendent's organization I am thinking from about North Carolina maybe through Texas looping through the South as well as Tennessee. We are probably going to rely on the AASA to get those folks in Minnesota and North Dakota but we are going to get those associations in the South and get it on their websites. Once we get done with this part then we can talk about that a little bit and get your approval. Mr. Jimmy Addison asked if we needed to reconvene into regular session to vote on it. Dr. Tinder stated I think that is the way your agenda is set up to do that.

Mr. Ben Armstrong made a motion seconded by Mr. Jimmy Addison to reconvene into Regular Session. The motion carried. Voting was as follows: "YEA" – Woodall, Addison, Guilford, Armstrong. "NAY" – None. "ABSTAIN" – None.

Approval of Search Criteria

Mrs. Brenda Guilford made a motion seconded by Mr. Ben Armstrong to approve the Superintendent Search Criteria. The motion carried. Voting was as follows: "YEA" – Woodall, Addison, Guilford, Armstrong. "NAY" – None. "ABSTAIN" – None.

Dr. Harry Wayne Parrish stated the only thing I would like on the criteria but it might not be possible. I would like for them to be able to go in the classroom before somehow. I think it was the best training I ever had. I think as school administrators and leaders forget what the classroom is really like and that is really the soldiers of our profession. I do not think any Principal or any Superintendent or anybody in a leadership position forgets that and maybe that should not be a definite criteria but it should be they really understand what a teacher does every day. Mrs. Brenda Guilford stated it is like any business I think running it from the ground up helps you understand what is going on when you get to the top. That is important they have taught so they can understand it as a teacher does. However, I do not know if that is going to be a handicap for us in our pool of applicants. It would be important to us but of course there would be a lot of other things we would look at from these criteria. Dr. Tinder stated we certainly can include preference for classroom teaching experience in our criteria but I just want to stress that we heard from a lot of people that they think a business orientation would be beneficial and I think that if we stress the classroom too much we will discourage those kinds of applicants. I think I would rather use that as we screen rather than making it a concrete part of the criteria just because there may be a person out there who has never been in a classroom but would be absolutely dynamite for this job. There are some around the country who have been turnaround specialists in school districts. I hear what you are saying and in the other ear I am also hearing those people who think that business think would be important. I think there is a good balance. I guess I would like the okay from you to keep that in mind but not make that a deal breaker for a candidate. Dr. Harry Wayne Parrish stated I agree with that. Mr. Ben Armstrong stated I think from that perspective with some of the other requirements with professional or degree requirements they may not been in front of a classroom but there is a good chance they spent a good portion of their adult life looking at a teacher and you can learn a lot from that perspective about what it takes to be a good teacher as a student. Dr. Tinder stated I think that we hear what you are all saying and I think we can do that. After the focus groups we had in mind to be open minded. I was a teacher for seven years and I understand the importance of that but I am trying to open my mind a little bit to other possibilities as well since my partner here is a former business owner. I think we can get that covered. Dr. Harry Wayne Parrish stated I had a discussion with a leader in this town that I respect very much and him searching for a President of a college now. He is on the board of a college and he is right, I do not know if everybody on the Board agrees with me on this but I hope they would, that it has totally changed from the time I was a teacher/coach. The leaderships in the community are different now. We have to be open minded. I agree with you on that. Mrs. Bates stated other than being a business owner I have sat where you sit as a School Board Member and had to hire two different Superintendents so I appreciate all your questions and the diligence of the way you look at everything. Dr. Harry Wayne Parrish stated we have an open minded Board and we want the very best we can for this community. Mrs. Brenda Guilford stated we want it to work so with that

in mind we want to make sure that he has everything that is necessary. I will go along with it but I do want you to keep that in mind. Being in the classroom helps you to understand your teachers and the Administration even better. Dr. Tinder stated this will be posted on the Hazard, Young, Attea website along with the other information so everybody that is looking will see this exact thing. Hopefully everybody that is looking will go to your website and start looking at your school district to see if it is for them and if they are up for that challenge. Dr. Tinder continued stating what we have passed around is actually pretty much the exact wording that I have suggested for the ad that will go in *Education Week*. For those of you who are not familiar with *Education Week* it is a publication that kind of looks like a newspaper that is published all over the country for Administrators and it has job postings in it. A lot of Superintendents when they are looking for jobs, especially if they are looking to change states, will look at *Education Week*. This follows the format as most of the other ads that our firm puts in at *Education Week*. We talked with you the very first night about a budget for advertising and I want to get that out there right now that to run in the edition of *Education Week* to cover the time we are talking about as well as go on their website for those that go there and the AASA website for the thirty days or so will run a little over \$3,000. We had talked about \$4,000 as a possible budget. I think we will come under that. It is cheap to get the kind of coverage that you will get from this ad so if you will just take a look at this. This is really kind of a summary of the things I think might make this job attractive to candidates and get their attention. The ad will be read as follows:

Superintendent
Dothan City Schools
Dothan, AL
www.dothan.k12.al.us
March 3, 2011

Dothan City School District is located in the City of Dothan, Alabama, in the southeast corner of the state. The District serves approximately 9,400 students in grades PK-12. After 5 years of distinguished service, Superintendent Sam Nichols is retiring on June 30, 2011. The Board of Education is seeking a dynamic leader to continue and enhance its strong relationship with its community.

The Dothan City Schools offer a unique leadership opportunity for an individual who is skilled at embracing high community expectations for accountability, transparency and partnership. The District has joined its community partners in developing and implementing a Co-Owned Strategic Plan which is supported by Yes, We Can Dothan and The Wiregrass Foundation.

The application period is open through April 15, 2011, with the selection expected to be complete by mid-May 2011. Serious candidates should refer to the Hazard, Young, Attea and Associates website (www.hyasupersearches.com) for more information and to begin the application process.

Dr. Tinder continued stating we did not talk about your student achievement or your finances. This is the data on the book. This is for those people who want to come in and lead a dynamic organization in a community that is committed to accountability and participation. They can go to your website and get the test scores, they can find out about the money, in fact if they know no matter where they go money is going to be an issue. That is not going to scare anybody away. This is what I am going to suggest. This is what I think after the time I spent putting together the Leadership Profile Report and the time we spent summarizing the focus groups I think this captures what you are looking for in hope for those candidates. We can make it anything you want it to be. Mr. Jimmy Addison stated before the end of May if there are candidates out there that you know might fit the bill but they have not applied would someone from your firm give them a call and say this is out here would you be interested in looking. Dr. Tinder stated absolutely. I think the last statistic I heard in the firm was over 70% of people that get the job are people who are recruited by members of our firm for those jobs. I will have this sent to all of our associates with the question "do you know somebody that this applies to" and either call them and tell them or call me and I will call them. We will be sending emails, making phone calls and ask people to take a look at Dothan. A lot of the people that we do recruit are folks that are not looking for a job who are satisfied where they are. Mr. Jimmy Addison stated I will reiterate what Coach Parrish said we want the best and that is one of the reasons you were hired was to find that person and recruit them and get them to come here. We want an actual search done. Dr. Tinder stated I will accept that challenge. Dr. Harry Wayne Parrish stated I agree. Do we have to have a vote? Dr. Tinder stated I do not believe that you do I just want to make sure that I find people you are looking for and I do not want to put words in your mouth. I want to make sure you understand that this is what I have deduced is the way that it will catch the right person. Mr. Ben Armstrong stated I appreciate your work on shrinking it down to three paragraphs. That is a pretty good presentation of the system. Dr. Harry Wayne Parrish stated I am happy with the ad. Dr. Tinder stated I think we are done. Do you want to talk about the salary range? That is up to you. Dr. Harry Wayne Parrish stated I do not think so right now let's get this done. Dr. Tinder stated we will need to post this in-house, it is required by law that we post it at least a month before your fill it and that posting has to have the salary range in it. I

have got that pretty well laid out other than the salary range and that can be provided to the district at any time. We can handle that through email it is not a problem. When I come back on April 28th it will be to present you with five candidates who meet these criteria and for us to set up the first round interviews for the next week. In the meantime we will be beating the bushes and making phone calls from now until the end of April to get those candidates lined up. We will do the preliminary screening from about the April 15th through the 22nd or 23rd. Then we will come to you with five people that will know they are going to be recommended for an interview who are willing and able to come that next week for an interview. Hopefully we will get that all worked out when I am back on the 28th of April. We will work with Mr. Segrest to make sure that posting gets done appropriately. I just need to know the salary range as I recall that has to go in that posting. Dr. Harry Wayne Parrish stated we just need more time.

New Business

Dr. Harry Wayne Parrish stated the Board would meet again on March 21st. Additional meetings as previously approved are listed below:

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, 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

Adjournment

Mrs. Brenda Guilford made a motion seconded by Mr. Charles Woodall to adjourn. The motion carried. Voting was as follows: "YEA" – Woodall, Addison, Guilford, Armstrong. "NAY" – None. "ABSTAIN" – None.

The meeting adjourned at 6:12 p.m.

APPROVED: June 20, 2011



 Dr. Harry Wayne Parrish, Chairman



 Sam Nichols, Superintendent, Secretary