KALAMAZOO PUBLIC SCHOOLS
Office of the Superintendent
1220 Howard Street
Kalamazoo, MI 49008
Telephone (269) 337-0123 | TDD (269) 337-0152
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February 23, 2023

SPECIAL MEETING ANNOUNCEMENT FOR THE KALAMAZOO PUBLIC SCHOOLS BOARD OF EDUCATION

A special meeting of the Board of Education of the Kalamazoo Public Schools will be held on **Monday, February 27, 2023 at 6:00 p.m.** in the Board Room of the Administration Building, 1220 Howard Street, Kalamazoo, MI 49008

The purpose of the meeting is to consider time sensitive purchases and receive a report on benchmark assessments, which would have been considered at the February 23, 2023 regular meeting which was canceled due to inclement weather.

The meeting will be live streamed on Public Media Network on the Live TV Channel PMN 5: https://www.publicmedianet.org/pmn-discover-live.

KALAMAZOO PUBLIC SCHOOLS

Megan Maddock, Secretary
Board of Education

- Please contact the Superintendent's Office in advance of the meeting if auxiliary aids or services for individuals with disabilities are needed.
- Official minutes of Kalamazoo Public Schools Board of Education open meetings are available for inspection within eight working days of the meeting at the Superintendent's Office, 1220 Howard Street, Kalamazoo, MI 49008.

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard Street
February 27, 2023 – 6:00 P.M.
A G E N D A – SPECIAL MEETING
UPDATED February 27, 2023

I. Call to Order

II. Pledge of Allegiance

III. Acceptance of Agenda

IV. Attendance

V. Board Recognitions

VI. Committee Reports/School Reports

VII. Correspondence

VIII. Consent Calendar Items

A. Minutes

1. January 23, 2023 Board-Superintendent Advance Meeting Minutes
2. January 26, 2023 Regular Meeting Minutes
3. January 30, 2023 Board-Superintendent Advance Meeting Minutes
4. February 9, 2023 Board-Superintendent Advance Meeting Minutes
5. February 13, 2023 Board-Special Meeting Minutes
6. February 15, 2023 Board-Special Meeting Minutes
7. February 16, 2023 Special Meeting Minutes
8. February 20, 2023 Special Meeting Minutes
9. January 26, 2023 Closed Session Meeting Minutes

B. Business and Financial Reports

Purchase Recommendations 2023-15, 2023-16, 2023-17, 2023-18, and 2023-19

C. Personnel Items

Personnel Changes

IX. Reports and Recommendations

A. Benchmark Assessments

B. Approval of Dr. Karika Parker's Contract with Board of Education

X. Persons Requesting to Address the Board (3-minute individual limit)

XI. Other Business

XII. Comments by Trustees/Superintendent

XIII. Closed Session (if needed)

XIV. Next Board of Education Meetings:

Special Meeting (Workshop), Thursday, March 9, 2023, 6:00 p.m., West Main Professional Development Center, 1627 West Main Street

Regular Meeting Thursday, March 16, 2023, 7:00 p.m., KPS Administration Building, 1220 Howard Street

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1627 West Main Professional Development Center
January 23, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 6:30 p.m. p.m. on January 23, 2023, at the West Main Professional Development Center, 1627 West Main Street, Kalamazoo, MI 49006. The purpose of the meeting was to participate in a workshop for board development.

Dr. Karika Parker, Educational Leadership Consultant, lead the board through a warm-up activity and trustees participated in various board development processes.

Board members present: TiAnna Harrison, Jennie Hill, Jermaine Jackson, Megan Maddock, Tandy Moore, Karla Murphy, and Patti Sholler-Barber. Interim Superintendent Cindy Green was also present.

President Harrison adjourned the meeting at 8:30 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
January 26, 2023 Regular Meeting – Minutes

I. Call to Order

President Harrison called the meeting to order at 7:01 p.m.

II. Acceptance of Agenda

MOTION: Trustee Maddock, supported by Trustee Sholler-Barber, made a motion to accept the agenda as presented.

Board Discussion: None.

Disposition: No vote; motion incomplete.

III. Attendance

Board members present: TiAnna Harrison, Jennie Hill, Jermaine Jackson, Megan Maddock, Tandy Moore, and Patti Sholler-Barber. Absent: Karla Murphy. Interim Superintendent Cindy Green was also present.

IV. Board Recognitions

Ms. Green presented a special recognition as part of School Board Recognition Month. Thank you very much for your dedication to our children. Music director, Mr. Kasperski, and a special violin soloist, Kristopha Stamp, performed *"Humoresque"* by Antonin Dvorak.

Starting with this board meeting, the district will have a special recognition of our students. "Excelsior Students" are being recognized as students in each of our schools who have gone above in moving forward with their academics and other skills. The term excelsior is a Latin term meaning "ever upward." We wish to share with our community those students who are moving ever upward.

Principal Jessie Rosecrans of Parkwood Upjohn Elementary School presented recognition awards to Tra'marien Atkins, Beau Blackmon, Ayden Briseno, Josephine Dragt, and O'Shoun Jones. Principal Mike Hughes of Linden Grove Middle School presented awards to the ZOOBotix Robotics teams students from Linden Grove and Maple Street Magnet School for the Arts, Henry Applegate, Amelia DeFulio, Oliver Gauthier, Dalton Mills, Dane Mills, Mohammed Picturewala, Keaton St. John, Maya Van Heest, and Akshay Verma.

V. Committee Reports/School Reports

A. Legislative Update

Trustee Harrison commented that the legislative update will be included as part of Ms. Green's report.

B. In-District Investigation

The in-district investigation continues in response to the board. Ms. Green was directed to check on Business Office irregularities; the district is likely to uncover more items.

Update on Superintendent Search Process

Trustee Harrison noted that the district has put out a request for proposal (RFP) to search firms in the search for a new superintendent. Dates for additional meetings are listed on the KPS website. She said the board plans to gather community input and prepare as a board on how to interview candidates. More information will be provided as the district moves through the process.

VI. Correspondence

Secretary Maddock reviewed the correspondence received for the period of January 11-24, 2023. (File #10.)

VII. Consent Calendar Items

President Harrison presented the Consent Calendar items: VIII.A.1. January 9, 2023 Board Advance Meeting Minutes, VIII.A.2. January 12, 2023 Regular Meeting Minutes; VIII.B. Purchase Recommendations 2023-12, 2023-13, and 2023-14; and VIII.C. Personnel Changes.

Purchase recommendation details are as follows:

- 2023-12 in the amount of $45,598.87 from the 2018 Bond for Maple Street Magnet School for the Arts furniture for art rooms;
- 2023-13 in the amount of $244,702.48 from the 2018 Bond for playground equipment and soft surfacing for the new Edison Environmental Science Academy; and
- 2023-14 in the amount of $2,296,166.00 from the Facilities Management General Fund for Loy Norrix High School mechanical improvements.

MOTION: Implied to approve the Consent Calendar as presented.

Board Discussion

Trustee Sholler-Barber

- Shout out to bond and how wonderful it is; money would have to come from general fund and the classroom otherwise

Trustee Hill

- Thanks to Karen Jackson maintaining 27 buildings
- District needs to pass bonds; these support buildings and concrete things. Very important in keeping district afloat

Trustee Maddock

- Inquired about bids received for Loy Norrix mechanical improvements; 64 requested, only 11 received
- Common during pandemic; difficult to be competitive or find better deal. Inquired whether would change in the future

Laura Kayser, CFO

- There is too much work for number of contractors

Trustee Harrison

- Playground equipment going into Edison paid for by bonds. May be children at new school soon

Disposition: Vote by show of hands; Trustees Hill, Jackson, Maddock, Moore, and Sholler-Barber voted in favor. Motion carried.

VIII. Reports and Recommendations

A. Interim Superintendent's Update

Tonight, I continue the updates for you and the community. We are focusing on the Three Cs. The first area is climate/culture for academic success and social-emotional learning. This is the main area of focus for us as educators. There are many things that we are doing so we will be highlighting three specific initiatives.

Instructional Rounds

The first item is instructional rounds. Instructional rounds are based on the Harvard Model. This is a practice and structure for educators to work together to identify and solve common problems related to learning and teaching. The purpose of the rounds is to raise the quality of instruction for students. A team is prepared to make observations within classrooms, then collectively address what was seen. The team will diagnose learning needs for students and educators, focus on improved learning tasks, develop a shared vision of high-quality teaching and learning, and foster a collaborative culture that supports learning. Staff have been trained and now are working to implement the process. What is great about this in KPS, we are using this method at both the elementary and secondary levels.

Family Literacy Supports

Next, I would like to highlight family literacy supports. In KPS, we work collaboratively with over 200 partner organizations. The Kalamazoo Literacy Council with Read and Write Kalamazoo, Communities In Schools, and SLD Read are looking for students and adults to use their services as well as tutors to assist the organizations. I highly recommend that the resources be used. If you can help out, please do so. We want to accelerate learning for our students.

Elementary Reading Program

For the third item, I want to introduce Assistant Superintendent of Instruction and Student Services Dr. Amy Vondra; Director of Curriculum, Instruction and Professional Development Matt Johnson; and Coordinator of English Language Arts, Social Studies and Library Services Dr. Angela Justice to highlight the new K-5 reading curriculum. We appreciate the board approving this curriculum and we are excited to have a new curriculum after over 12 years of the previous one.

Kalamazoo Public Schools implemented *Wonders* during the 2022-2023 school year after a yearlong adoption process beginning in the 2021-2022 school year. We were intentional on ensuring we had a core curricular reading program that helped our students grow in their literacy skills and strategies. We were intentional on ensuring we had a core curricular reading program that had stories that represented our children in a variety of ways. Additionally, we were

intentional on ensuring we had a core curricular reading program aligned with best practices for literacy instruction and application.

Wonders is aligned to the science of reading, common core state standards, and the essential instructional practices in literacy. Each of these alignments allows teachers to deepen instructional practices in literacy while engaging students with resources and strategies that allow them to become skilled readers. Teachers accomplish this through instruction with the components of reading. These components make up the simple view of reading which is word recognition times language comprehension equals skilled reading. Both areas, word recognition and language comprehension, are necessary to become a skilled reader. The components of word recognition and language comprehension are embedded within *Wonders* and we are excited and fortunate to have teachers embrace this new resource.

The implementation of *Wonders* has been a continuous process. It began with sorting and organizing all the resources during the summer of 2022 so teachers and students would have what they needed when school began. From there, back-to-school professional development sessions were provided for each grade level with the core curricular resources in August 2022. Kindergarten to 5th grade classroom teachers, special education teachers, English Language Learner (ELL) teachers, interventionists, reading recovery teachers, literacy coaches and administrators participated in these grade-level sessions.

During these grade-level sessions, teachers learned about the components of the program, the online platform, and how to implement the resources in the classroom. This group also became familiar with pacing guides to ensure students are exposed to all the components of literacy daily. Special education teachers also received professional development with *WonderWorks*, an intervention that aligns with the core program. Since then, professional development for teachers has continued with literacy coaches. As an ELA unit, we continue to support teachers and administrators with understanding the components of *Wonders*, navigating the online portal, whole-group instruction, small-group instruction, embedded interventions, organizing the instructional block to maximize instructional minutes, and analyzing assessment data to inform instruction.

There are many highlights of *Wonders*, but I will expound on a few. Teachers in Grades 2 through 5 have expressed appreciation for a two-week focus on a literary genre. This allows students and teachers to dig deep into multiple texts that represent the genre. All teachers express an appreciation for the availability of the Reading/Writing Companion, a student journal. The Reading/Writing Companion allows students to engage in writing in response to reading where they must take notes, confer about those notes, and use those notes to write a well-crafted response to the question of the weekly or biweekly study. This allows students to take notes about the texts they are reading, share and confirm ideas about their notes, and use vocabulary they may not normally use.

We know that any core program will be written at grade level and *Wonders* is no different. This allows students to have exposure and application to grade-level content. Because of this, we know and accept that some students may need more time with certain literacy concepts or may be above grade level. *Wonders* helps students in both areas. Both *WonderWorks* and the foundational skills kits allow students to still work with the grade-level concepts, but at a level that may be more appropriate. For enrichment, research and inquiry opportunities are available

for students. Social emotional learning (SEL) is critical for students and teachers during this time. Wonders has SEL activities and opportunities embedded throughout the program. A key component is related to student goal-setting that is available to all students in their Reading/Writing Companion. Students rate how well they believe they know and understand the concepts presented at the beginning and end of each weekly or bi-weekly set of lessons. This causes students to self-reflect on their learning and demonstrate their confidence as they learn and apply literacy concepts. Keeping in mind the simple view of reading (word recognition x language comprehension = skilled reading), all of these highlights and more allow our students to have rich experiences with all the components of literacy.

With all the resources and opportunities within the program, this year we have been intentional with the implementation of *Wonders*. To ensure fidelity to the curriculum and ease of use for teachers and students, our focus has been on whole-group instruction and small-group instruction. We have also been intentional about how to strategically use the embedded intervention materials, so students are getting exactly what they need along with grade level instruction. We are helping teachers with intentionality with the use of the high level questions readily available within the *Wonders* program. We will continue in these areas next year, strengthening and deepening instruction, learning, and application with word recognition and language comprehension so our students are skilled readers.

Career Pathways

The next "C" is career pathways. Dr. Tracy Miller, coordinator of Post-Secondary Pathways, continues to lead the district in this area. There are updated brochures to share with the students and staff. We encourage our high school students to participate in the options available to them.

Next, we are focusing on the Educational Development Plan (EDP) which is for every 8th grade student. Counselors and staff work with each student to help the student plan for post-secondary options. This plan is a continuous process through high school.

Communication

The third "C" is communication. As stated previously, in this transition period of leadership, it is important to communicate. The district has added transcripts to the new high school reports. In the much-needed new student database system, we heard the concerns of students and parents to make sure the transcript is on the reports.

Students are my highest priority in being an educator. This past week, I started with the high school student advisory councils. I will be meeting with students monthly to discuss leadership development, what is going well, and listening to their concerns. I had the great pleasure of meeting with the Loy Norrix students. It was so exciting to see students who were on the council two years ago.

Just a friendly reminder to families and students to use the KPS parent portal. Middle school conferences were held today and the information about the report cards is in the portal. It is accessible on the app which can be downloaded to your phone or computer.

It is so precious to serve over 12,000 students in our school district. They are so important. We need to always be planning for improvements and checking how things are going. We continue to accelerate learning for all students with an emphasis on the support needed for individual

students. We will continue the work on the Equity Task Force project, which is focused on listening to students. We are working with the project trainers and members of the KPS team to provide an update. We are also meeting to develop support in mentoring with the community. Some supports have started back up following COVID lockdowns, but more is needed.

We are working to find students in the community. There are students who did not engage during virtual learning, and we highly encourage anyone who knows a student in this situation to connect with them. We will help you get them back in school.

Starting in February, we are preparing staff, students, and families for the state required safety-enhancement lockdown drill. More information will be coming to families.

We are ever grateful to the City of Kalamazoo, Bobby Hopewell, and Carol McGlinn for the support of our students and families. Through the City, five of our high-poverty elementary schools will receive funding for the next two school years to promote family involvement, literacy, and experiential learning. We look forward to keeping track of this initiative and the connections made to help our students. Thank you very much to the City of Kalamazoo and supporters!

B. Middle and High School Course and Program Recommendations for 2023-2024 – Second Reading

As part of the report, this is the second reading for next year's (2023-2024) middle and high school course bulletin recommendations for your approval. Ms. Green requested a motion and a vote for this recommendation.

MOTION: Trustee Sholler-Barber, supported by Trustee Hill, made a motion to accept the middle and high school course bulletin and program recommendations as presented.

Board Discussion: None.

Disposition: Roll call vote; all in favor. Motion carried unanimously.

C. Update from Michigan Department of Education

The Michigan Department of Education (MDE) shared a proposal to remove the A-F accountability system, the Grade 3 Retention requirement, educator evaluation to local level, reducing barriers for teacher counselor reciprocity, allowing retired educators to help in schools after six months, and allowing support staff to work as substitute teachers.

There is concern at the state level about missing students, common sense gun laws, continued mentoring and training to support children. It is important that "all" means every single student. The MDE supports comprehensive history instruction and diversity in literacy.

President Harrison recessed the meeting at 8:03 p.m.; the meeting was called back to order at 8:08 p.m.

IX. Persons Requesting to Address the Board (3-minute individual limit)

Public comments/audience participation. No actions taken.

X. Other Business

A. Board Travel Expense Authorization – Patti Sholler-Barber

President Harrison asked for a motion to approve travel expense authorizations as noted on the agenda.

MOTION: Trustee Hill, supported by Trustee Moore, made a motion to approve the travel authorization for KPS to cover expenses for Trustee Sholler-Barber to attend the Michigan Association of School Board (MASB) Labor Relations Workshop in Lansing, Michigan, January 27, 2023.

Board Discussion: None.

Disposition: Roll Call Vote: 6 in favor. Motion passes.

B. Community Relations Committee

President Harrison asked for a motion to approve the formation of a board community relations committee.

MOTION: Trustee Sholler-Barber, supported by Trustee Jackson, made a motion to approve the formation of a board community relations committee.

Board Discussion:

Trustee Maddock:

- Asked for clarification on what the committee would be doing

Trustee Sholler-Barber:

- Need to create a community calendar
- Look in-depth at community issues that have an impact on the schools

Trustee Moore:

- Board should conduct community forums

Trustee Harrison:

- Read the proposed description of the committee's purpose

Disposition: Roll Call Vote: 6 in favor. Motion passes.

C. Superintendent Search Committee

President Harrison asked for a motion to approve the formation of a board superintendent search committee.

MOTION: Trustee Maddock, supported by Trustee Sholler-Barber, made a motion to approve the formation of a board superintendent search committee.

Board Discussion: None

Disposition: Roll Call Vote: 6 in favor. Motion passes.

XI. Comments by Trustees/Superintendent

Trustee Hill:

- Shout out to elementary art show community partners and KPS art teacher Doug Duncan
- El Sol winter concert was great
- Congratulations to middle School wrestlers for a great job
- Congratulations to students recognized at this meeting
- Future Educator Program is excellent
- Thanked MDE for updates in policies
- Thanked Carol McGlinn and Bobby Hopewell for their contribution

Trustee Maddock:

- Explained changes on KPS website regarding board policies, bylaws, and correspondence schedule of responses
- She will meet regularly with interim superintendent regarding follow-up to correspondence
- Appreciates public participation at board meetings
- Will continue to follow up on community concerns regarding special education

Trustee Jackson:

- Adult illiteracy adversely affects our students
- Suggested community members volunteer
- STEM opportunities for middle school students

Trustee Sholler-Barber:

- Congratulations to Governor Whitmer – universal pre-school
- Students not returning to school is concerning
- Congratulated Shared Prosperity and the equity project by Bobby Hopewell and Carol McGlinn
- Recognized concerns regarding gun safety and availability
- Encourage legislators to support the recruitment of teachers and staff
- Academics are the core of why the board is in place
- Thanked Interim Superintendent Green for communicating with board

Trustee Moore:

- Thanked students who have attended board meetings; encouraged students to reach out directly to board members with their concerns and to attend board meetings

Trustee Harrison:

- Thanked students for their accomplishments
- Thanked Interim Superintendent Green for her report
- Looks forward to report from Equity Task Force
- Encouraged students to return to KPS
- Appreciate organizations that are helping those who need help with literacy
- Read and Write Kalamazoo is doing good work
- Board is united, but not a front; will work collectively to move KPS along

Interim Superintendent Green:

- Thanked the board for its confidence in her
- Appreciates working with outstanding staff in KPS
- Kudos to Kalamazoo Promise

XII. Closed Session (if needed)

President Harrison called for a closed session to review a written legal opinion under attorney-client privilege.

MOTION: Trustee Harrison, supported by Trustee Sholler-Barber, made a motion to go into closed session.

Board Discussion: None

Disposition: Roll Call Vote: 6 in favor. Motion passes.

Meeting was adjourned at 9:11 a.m.

XIII. President Harrison announced the next Board of Education meeting dates:

Monday, January 30, 2023, 6:30 p.m., Board Workshop at West Main Professional Development Center and next regular board meeting: Thursday, February 23, at 7:00 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1627 West Main Professional Development Center
January 30, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 6:30 p.m. p.m. on January 30, 2023, at the West Main Professional Development Center, 1627 West Main Street, Kalamazoo, MI 49006. The purpose of the meeting was to participate in a workshop for board development.

Dr. Karika Parker, Educational Leadership Consultant, lead the board through a warm-up activity and trustees participated in various board development processes, including a guide on who to contact and committee work.

Board members present: TiAnna Harrison, Jennie Hill, Megan Maddock, Karla Murphy, and Patti Sholler-Barber. Absent: Jermaine Jackson and Tandy Moore. Interim Superintendent Cindy Green was also present.

President Harrison adjourned the meeting at 8:10 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1627 West Main Professional Development Center
February 9, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 6:30 p.m. p.m. on February 9, 2023, at the West Main Professional Development Center, 1627 West Main Street, Kalamazoo, MI 49006. The purpose of the meeting was to participate in a workshop for board development.

Trustee Sholler-Barber, supported by Trustee Jackson, to accept the agenda as presented. A roll call vote was taken and the motion passed unanimously.

Mr. Greg Siezputowski of Michigan Association of School Boards (MASB), lead the board through the process of selecting a superintendent. A copy of his presentation is attached and becomes part of these minutes.

Board members present: TiAnna Harrison, Jennie Hill, Jermaine Jackson, Megan Maddock, Tandy Moore, Karla Murphy, and Patti Sholler-Barber. Interim Superintendent Cindy Green was also present.

President Harrison adjourned the meeting at 8:11 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education



MASB
MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

Superintendent Selection: What Board Members Need to Know

Agenda

I. Role and Leadership of the Board
II. Superintendent Job Description
III. Effective school district leadership
IV. Role and Responsibilities of the Superintendent
V. Qualifications of the Superintendent
VI. Search environment
VII. Open Meetings Act & FOIA
VIII. Overview of basic search process
IX. Stakeholder engagement
X. Timeline

Role of the Board

With regard to the Superintendent, the Board:

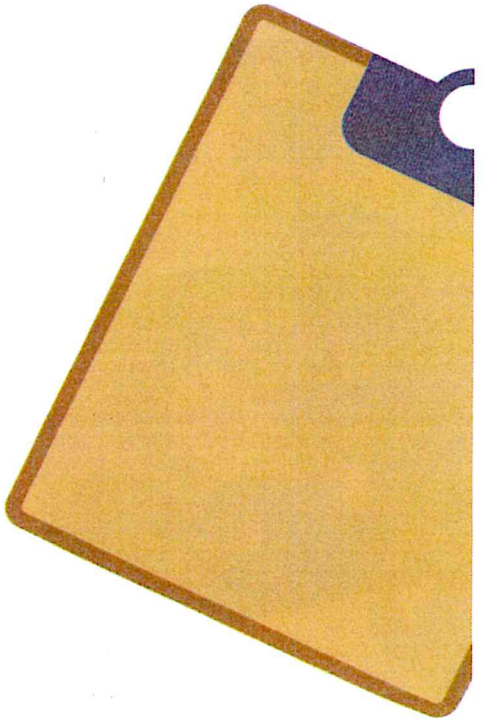


- Recruits
- Hires
- Evaluates performance

Superintendent Job Description

Do you have one?

NEOLA Policy 1230 covers “Responsibil
the Superintendent”



Superintendent Job Description

1230 - RESPONSIBILITIES OF THE SUPERINTENDENT

The Superintendent of Schools shall strive to achieve District goals by providing educational direction and sup professional staff and supervision to the support staff and by acting as a proper model for staff and students outside the District.

The Superintendent shall be directly responsible to the Board of Education for the performance o assigned duties and responsibilities...

- keep the Board informed of school operation by preparing monthly Board agendas, p and written communication, scheduling management team committee meetings, an special Board meetings that become necessary to keep the Board properly informed
- ensure that all aspects of District operation comply with State laws and regulations a Board contracts and policies
- establish and maintain any written educational plan that may be required by law and with the educational goals adopted by the Board

Superintendent Job Description

The Superintendent shall be directly responsible to the Board of Education for the performance c assigned duties and responsibilities...

- ensure proper implementation of the current District-wide instructional plan as it ap building
- strive to increase the efficient use of District resources in the daily operations of the
- assign staff to achieve the maximum benefit toward the attainment of educational g
- evaluate the progress of the professional and support staff toward the attainment of goals
- analyze the results of instructional program development as it applies to the Board's goals
- recommend changes in instructional or staffing patterns based on an analysis of sta progress

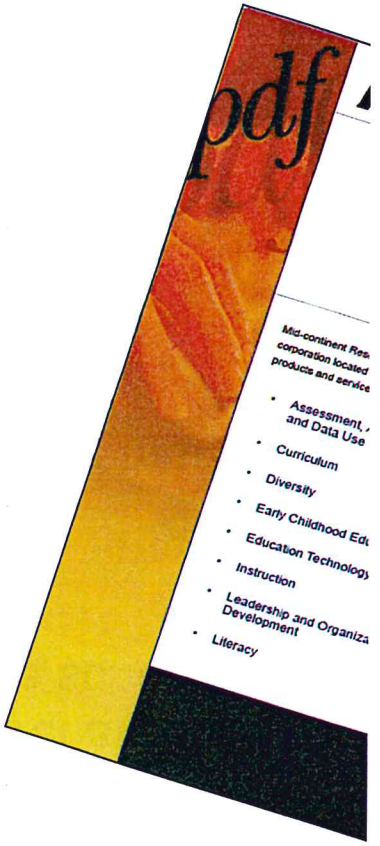
Superintendent Job Description

The Superintendent shall be directly responsible to the Board of Education for the performance o assigned duties and responsibilities...

- work with principals to assure that decisions made at the building level are created b site-based, decision-making process that includes participation of the school's admi staff, parents, students and others in the community
- work cooperatively with parents and community groups concerned with programs in
- develop personal capabilities in personnel strategies and facility management
- work cooperatively with the Board and administrative staff
- strive toward the highest standards of personal conduct
- perform such other duties as the Board may direct

School District Leadership That Works

- Mid-Continent Research for Education and Learning
- Meta-analysis (research on the research)
- 27 studies since 1970
- 2,817 districts and 3.4 million students
- Rigorous, quantitative methods



Key Findings – Collaborative Goal-Setting

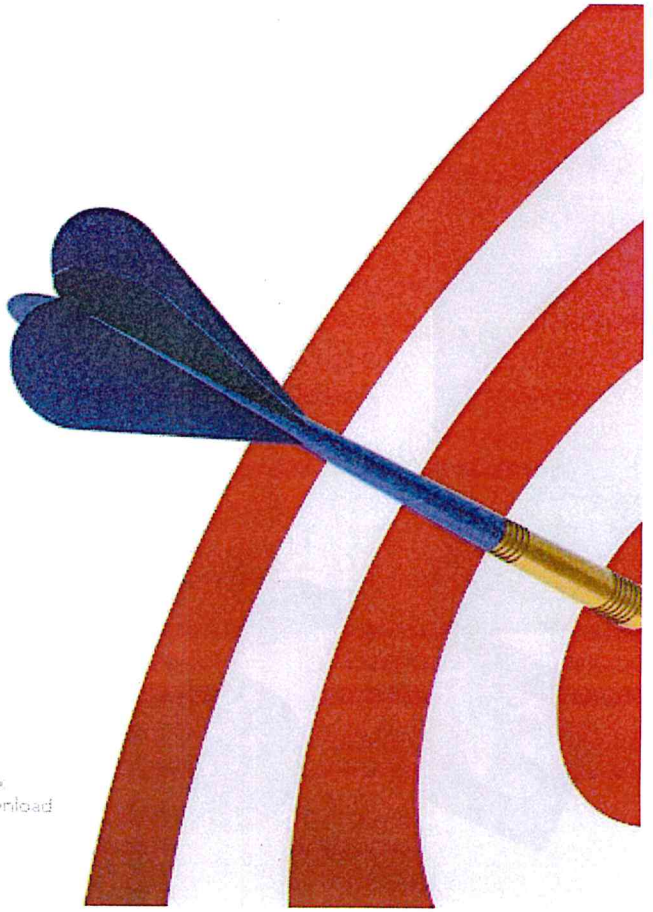
Effective superintendents include all relevant stakeholders, including central office staff, building-level administrators and board members, in establishing goals for their districts.



Key Findings - Non-Negotiable Goals

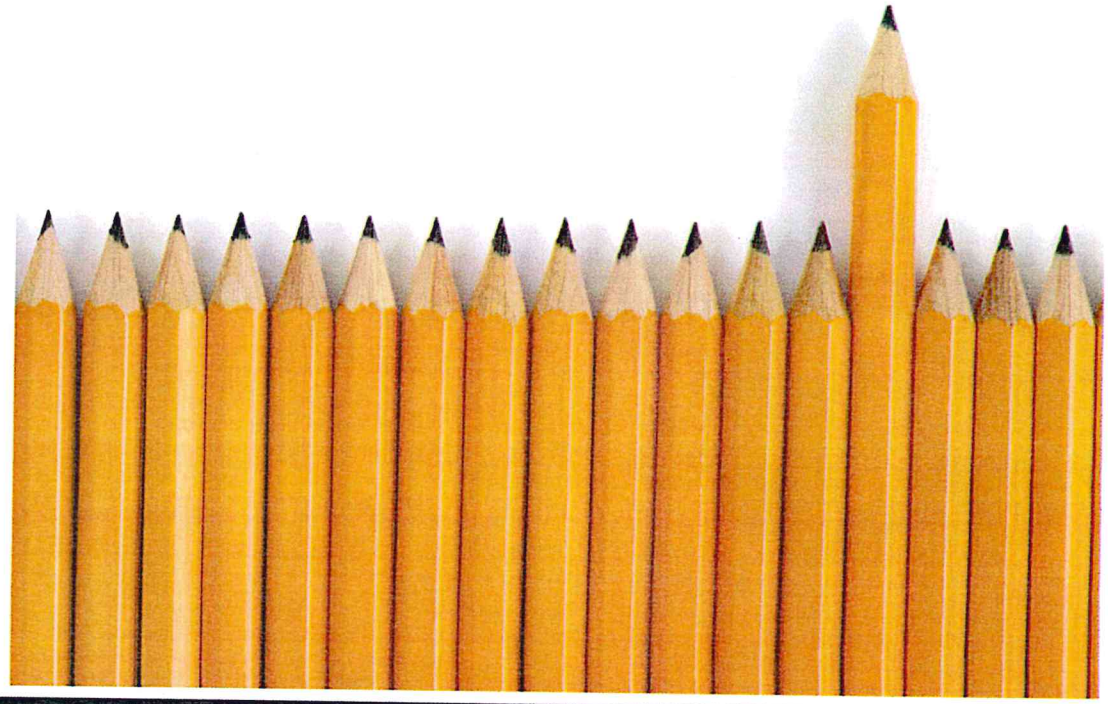
Effective superintendents ensure that the collaborative goal-setting process results in non-negotiable goals in at least two areas:

- Student achievement
- Classroom instruction



Key Findings – Board Alignment & Support

In districts with higher levels of student achievement, the local board of education is aligned with and supportive of the non-negotiable goals for achievement and instruction.



Key Findings - Monitoring Goals

Effective superintendents continually monitor district progress toward achievement and instructional goals to ensure that these goals remain the driving force behind a district's actions.



Key Findings - Use of Resources

Effective superintendents ensure that the necessary resources

time, money, personnel and

materials, are allocated to
accomplish district goals.



Qualifications Required of the Superintendent

- Superintendents MUST hold a valid administrator certificate the Michigan Department of Education.
- Superintendents MUST accumulate 150 hours of professior every 5 years in order to renew their certificate.

Hiring a Non-Certificated Superintender

- Candidates may be hired without a certificate however a process MUST be followed, or fines wi apply...



Process for Hiring a Non-certificated Superintendent

❶ PRIOR to first day of employment, the board president MUST authorized staff member go into MOECS to apply for a permit f to hire a non-certificated superintendent.

Application includes:

- Rationale for hiring non-certificated person
- Verification that individual possesses at least a bachel degree from accredited university
- Verification that individual will be assigned a mentor

Process for Hiring a Non-certificated Superintendent

❷ Non-certificated superintendents MUST begin the process o
an administrator certificate within 6 months and complete it wi
years.



Professional Accomplishments that a Boar should look for in Superintendent Candidat

- Education Background and related advanced degree Ed.S, Ed.D, Ph.D.
- Professional development specific to School Superin MDE approved programs such as MASA Horizons, or programs like the MLI Supes Academy, or advanced coursework in education and administration
- History of district-wide responsibilities- e.g., contract negotiations, operations, budget development, etc.

Comparing Roles

	Superintendent	Board
Overall role	**Address the 'HOW'**	**Establish the 'WH**
Vision	Implements	Establishes
District structures	Recommends	Aligns (and/or approve
District progress	Monitors/Reports	Evaluates
School-Community Relations Framework	Recommends	Approves
Staff performance	Evaluates	Ensures compliar
Board performance	Supports	Takes responsibi
Level of engagement	**Hands on** 	**Eyes in** 

Board Leadership

- Selecting a superintendent is arguably THE **most important decision** a education will make.
- **Effective, high functioning boards** tend to have better outcomes relate superintendent search and selection.
- The **clearer the picture of the type of leader** a board is seeking, the ea the search firm to find him/her.



Key Questions Before a Search

Is a search needed?

Or, do we have a viable, qualified internal candid



Schools Boards...

Must deliberate and make a decision in public (OMA)

Should follow their own policy or make the decision to set it asi public (Good governance)

Internal candidates can be vetted in public.

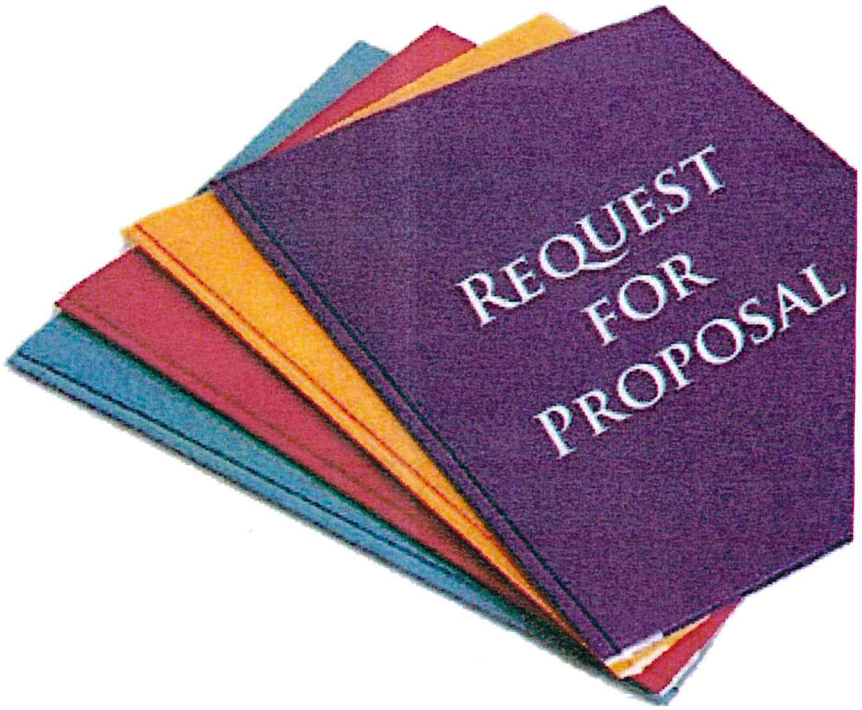


When a Search is Necessary

Is a search firm necessary?

Is the board required to do a Request for Proposals?

How will the board choose a search firm?

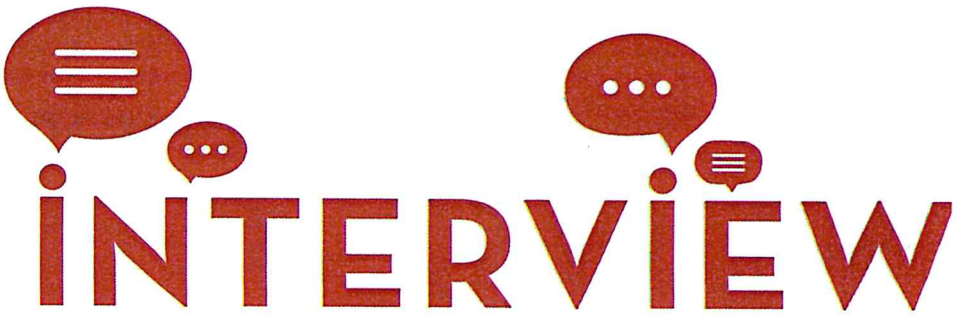


About the Applicant Pool...

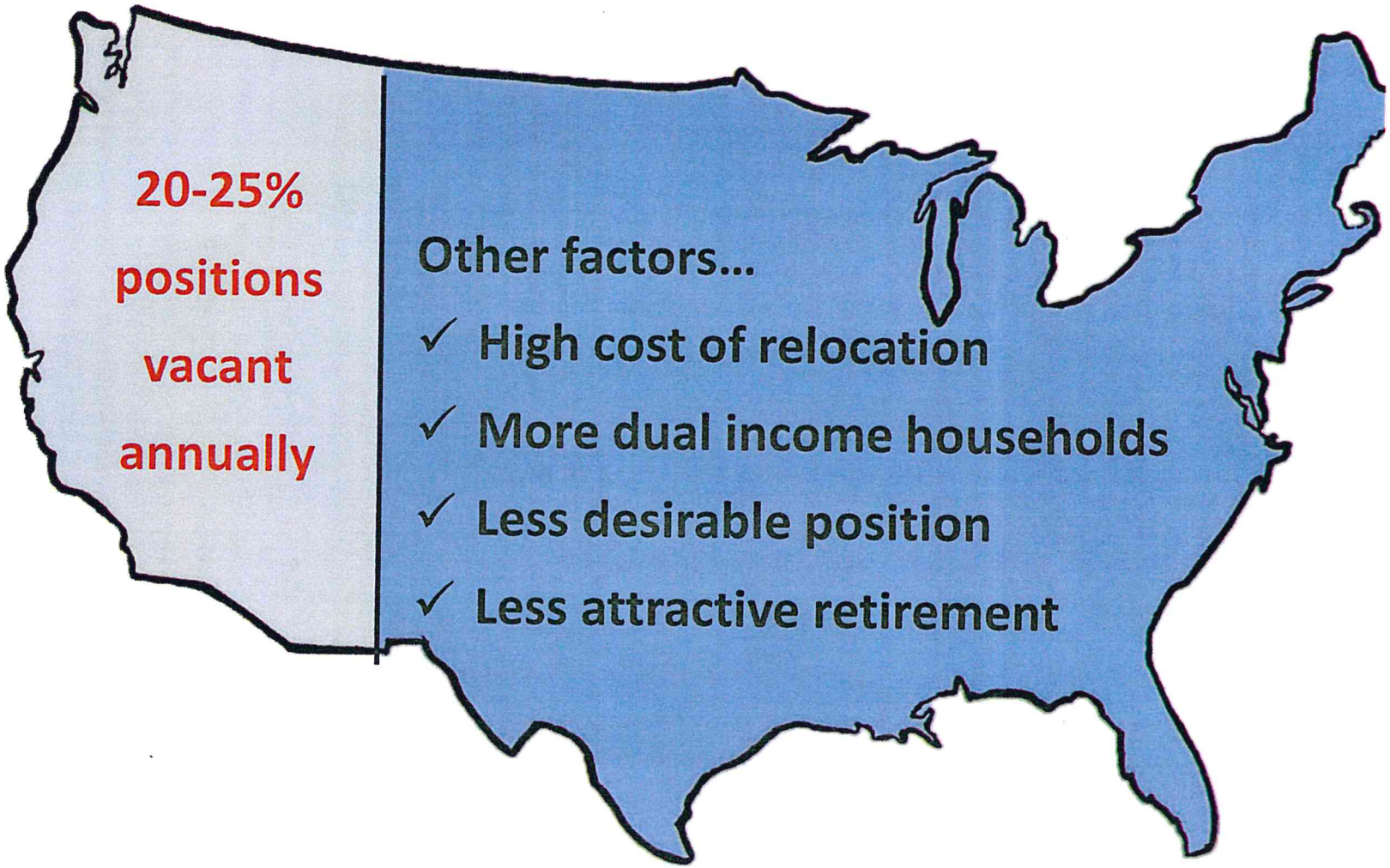
- Average applicants 12-20
- If possible, internal candidates should be explored prior to c

a full search.

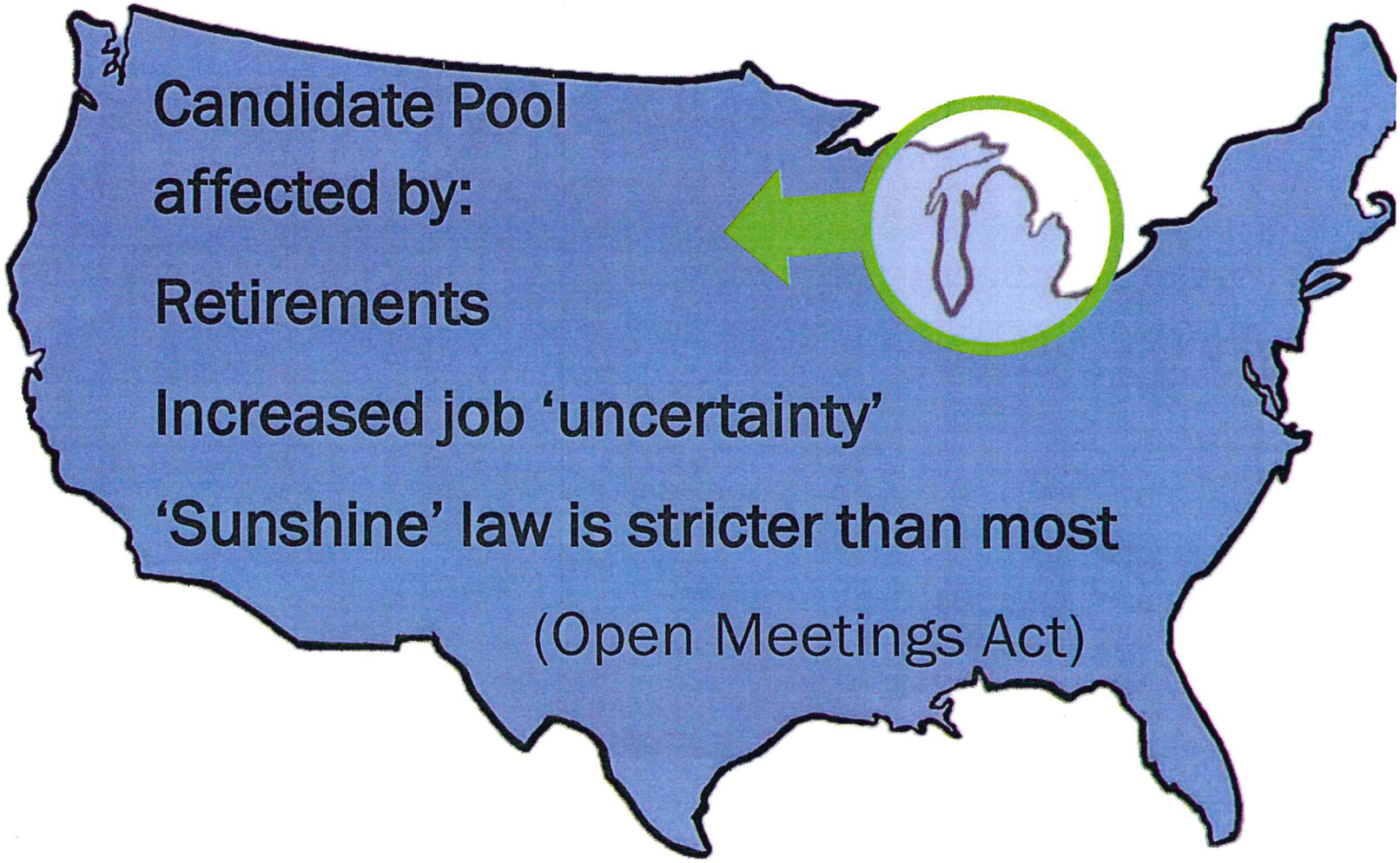
- 'Courtesy interviews' are not good practice.



Michigan Attracts Few Out of State Applica

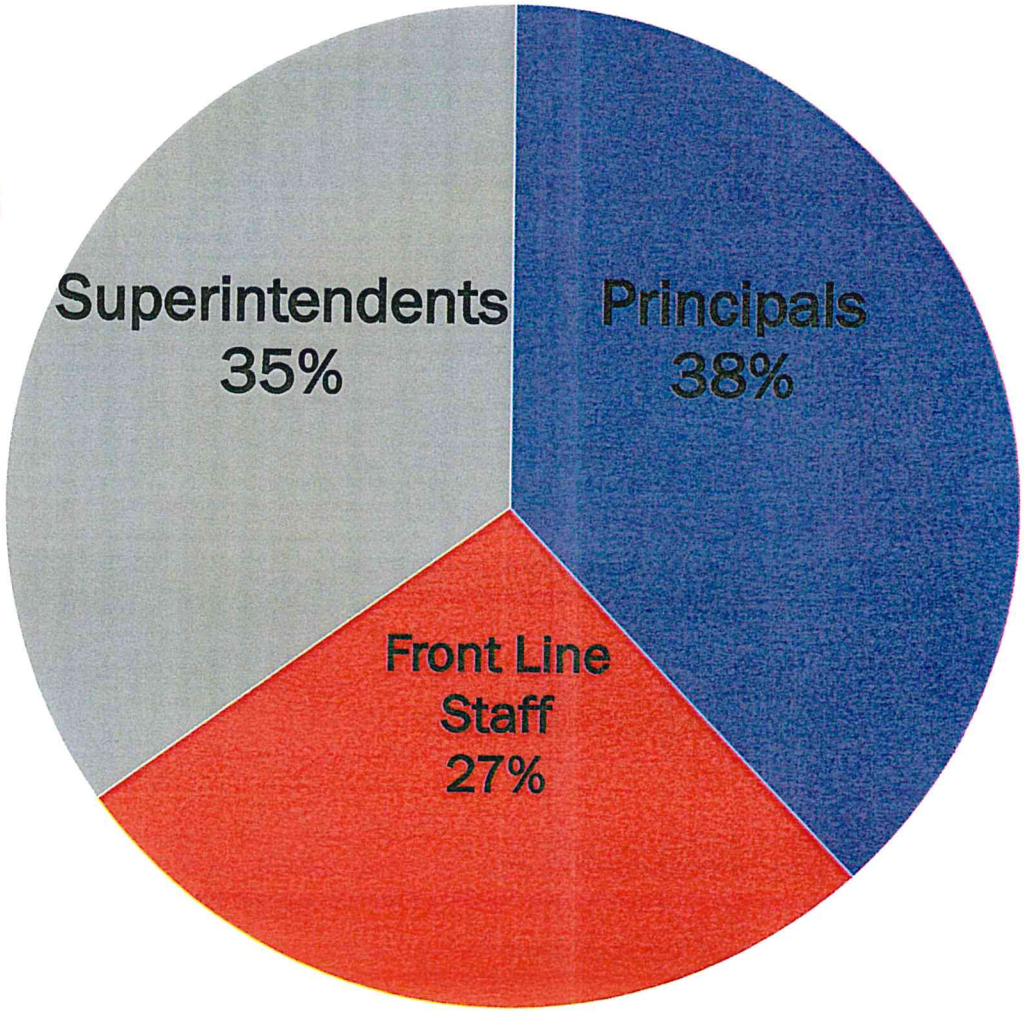


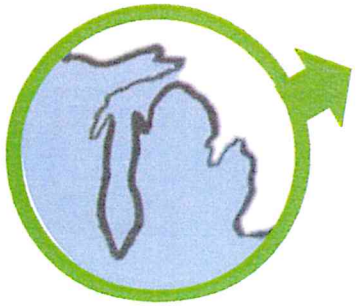
Michigan's Talent Pool



The State of the Superintendency

How vacancies are filled...





Cost Factors of Search ($5,000 – $90,000)

- Experience and maturity of board
- Community involvement
- District condition
- Challenges and opportunities
- Compensation ra
- Turnover rate

Key OMA Provisions

"All **meetings** of a **public body** shall be open to the public."

"All **decisions** of a public body shall be made at a meeting oper public."

"All **deliberations** of a public body constituting a quorum of its r shall take place at a meeting open to the public" unless as oth specified in the act.

On Candidate Confidentiality

Before the Search

- Seeking a new position is a **very risky proposition** for practicing superintendents.
- The more confident candidates are in the **confidentiality of the search process**, the more likely they will apply for the position.

During the Search

- Candidates are entit **complete confidenti** until they accept an interview.
- Board members sho **refrain from 'checki candidates'** until candidates have acc an interview.

Freedom of Information Act

It is critically important for each Board member to understand
printed material that appears at the Board table (memo's, note
e-mails, etc.) are subject to FOIA either by the media or private



Danger Zones

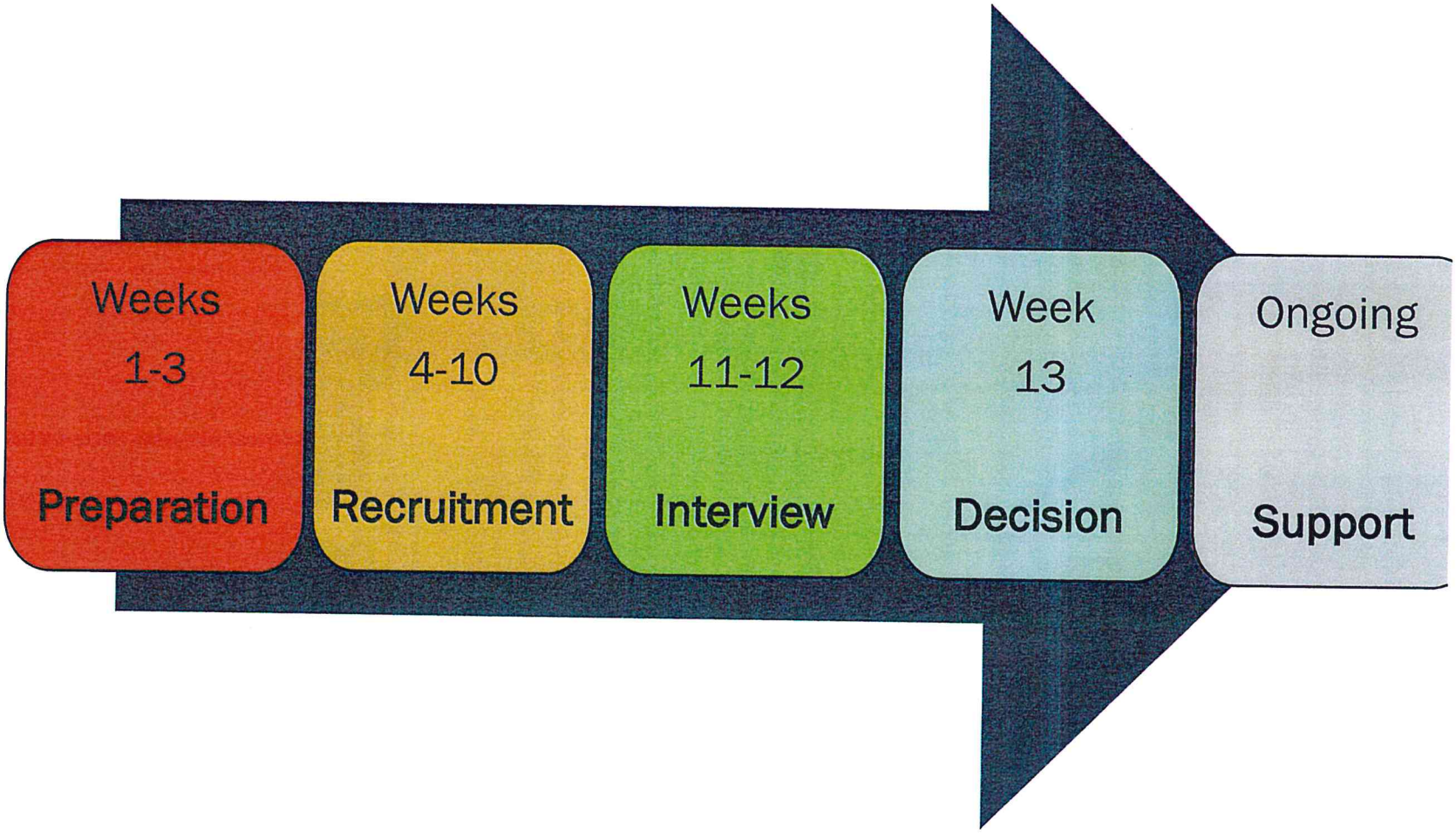
"The search consultant said they'd do a targeted search for us there'll be no need for lots of interviews..."

"Let's just get together for dinner and get to know the candidat

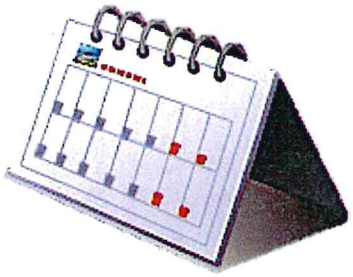
"I think I'll call the candidate to ask if..."

"If we email them and just ask them a few questions, we don't call them 'candidates'..."

The Search Process



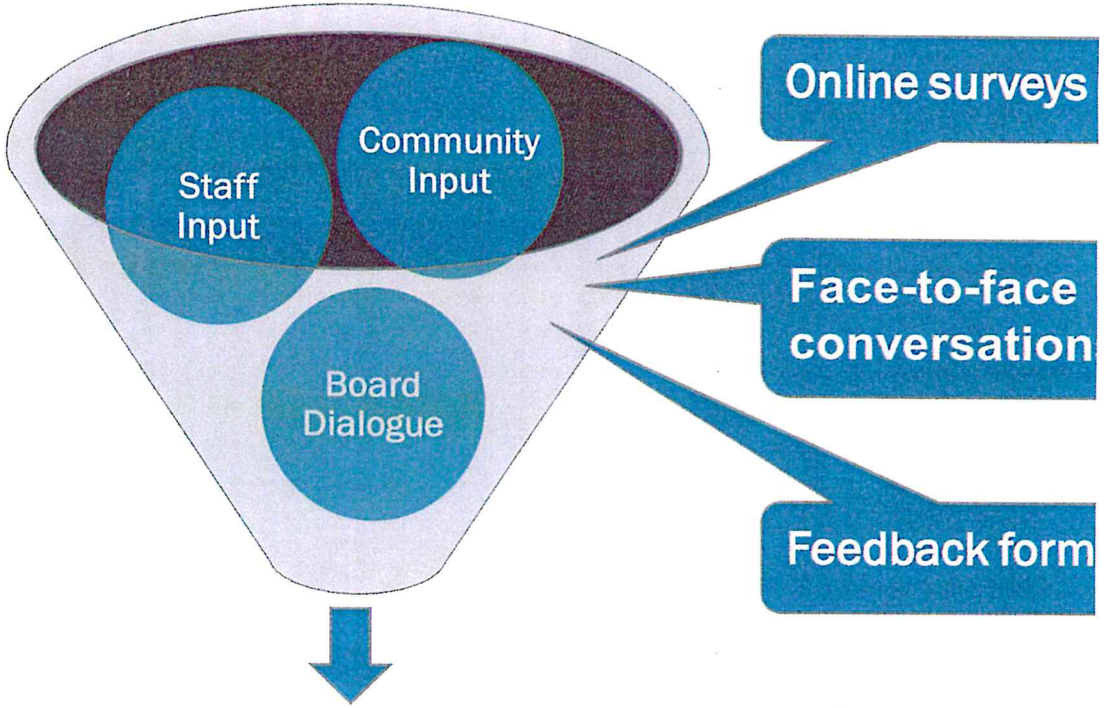
Preparation Ph



Timeline Established



Roles Defined



Candidate Profile Created

Board Workshop: Planning

- Search process
- Roles and responsibilities
- Adoption of calendar/timeline
- Preliminary posting information
- Salary Comparison



Recruiting Strategy

- Establish base salary range *before* the search begins
- Salary should reflect the type of candidate you're seeking

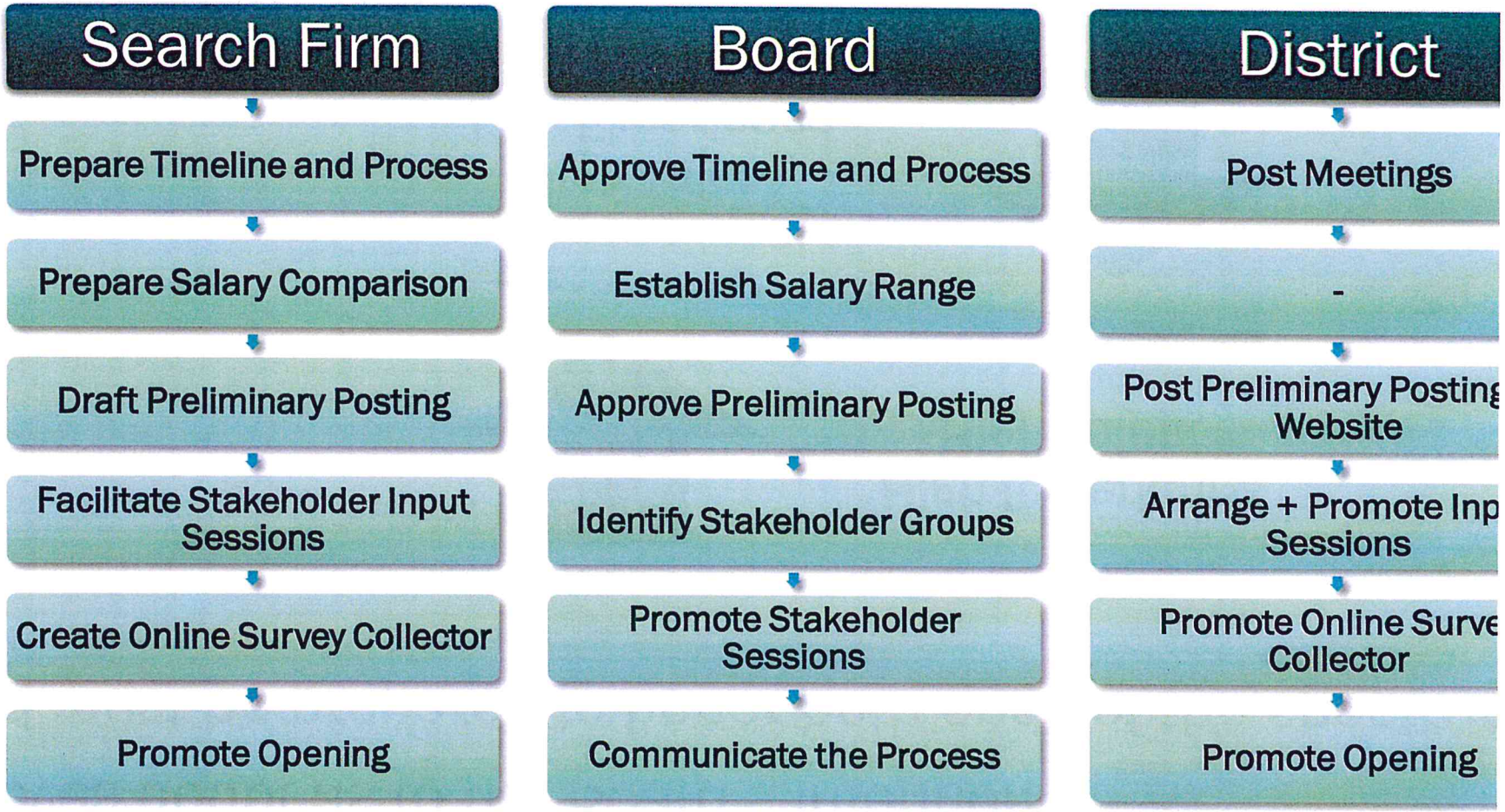
REMEMBER:
When supply is low and demand is high, prices (salaries) increase!

Salary Range

- Removes doubt as to the Board's intention
- Board must be prepared to honor both ends of the spectrun



Preparation Phase



The Value of Transparency

A lack of transparency results in distru

a deep sense of insecurity.



A Transparent Process

- Compliance with **OMA**
- People support what they help to create
- Providing avenues for input while maintaining the Board's r decision-making



Key Information

Stakeholder perspective in the searc

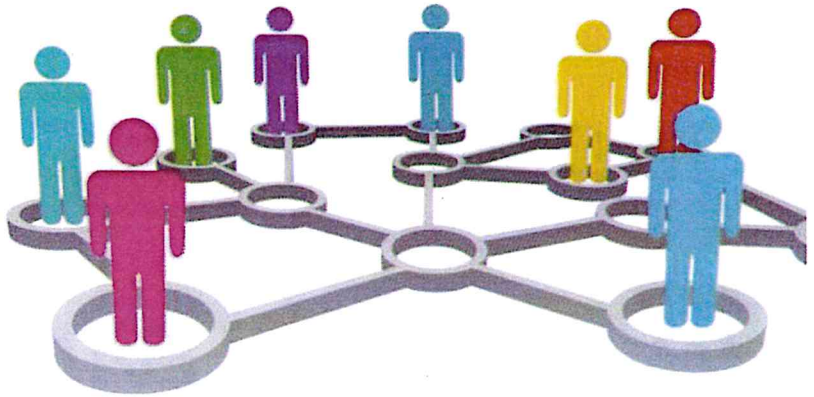
for a new superintendent is essentia

to good outcomes and must be

carefully planned for.

Stakeholder Engagement

1. *Neglecting to engage key stakeholders early and often is o*
   most common points of failure.
2. *If you're going to ask stakeholders for their opinions, make*
   counts for something.



Stakeholder Engagement

1. Online survey (anonymous)
2. Face-to-face focus groups

Provides context for the Board to define selection criteria.

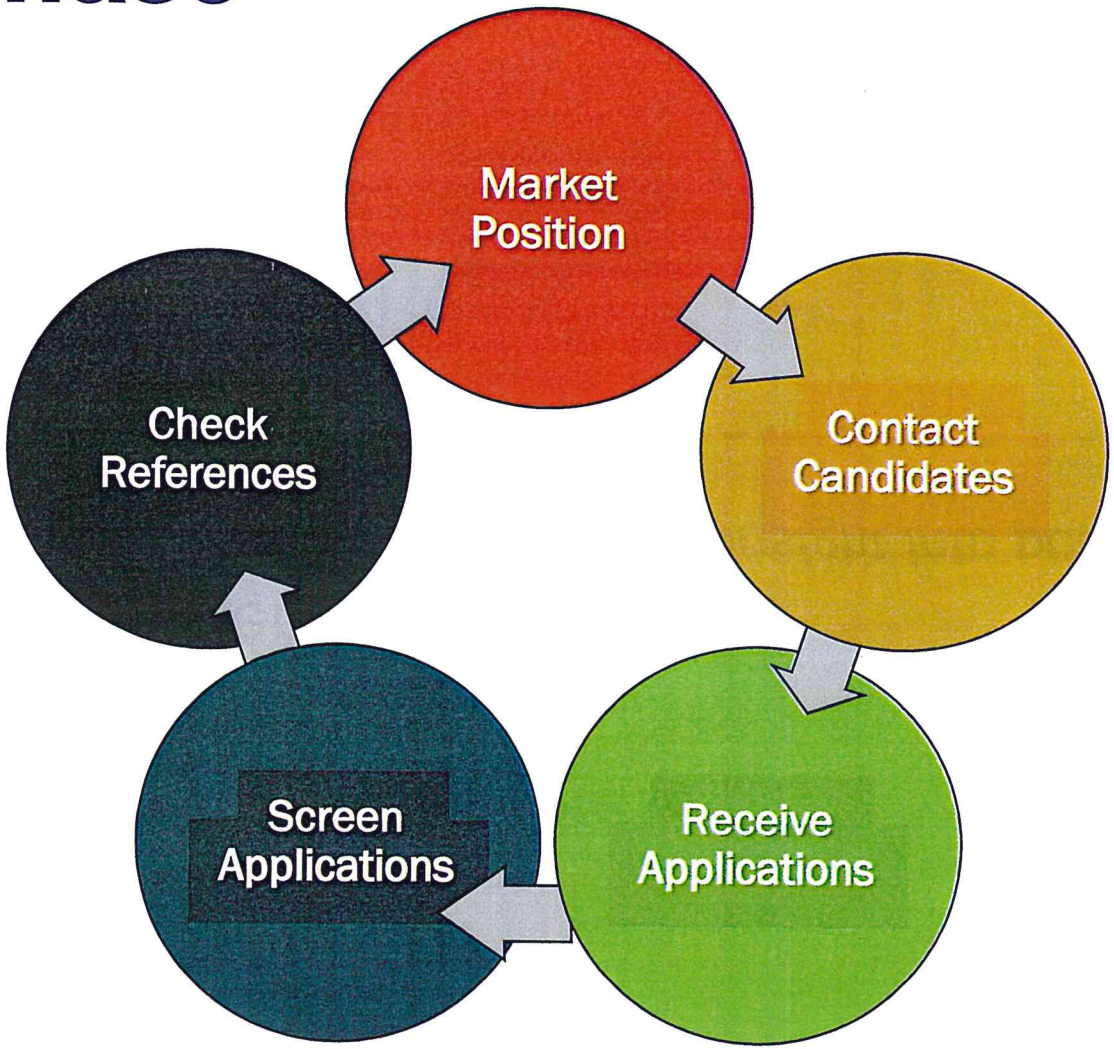
3. Feedback forms after 1st interview

Helps to inform the Board's decision-making and provides insight into potential 2nd round interviews.

4. Suggest interview questions-2nd Round
5. Feedback forms after interviews

Recruitment Phase

This cycle is ongoing throughout this phase.

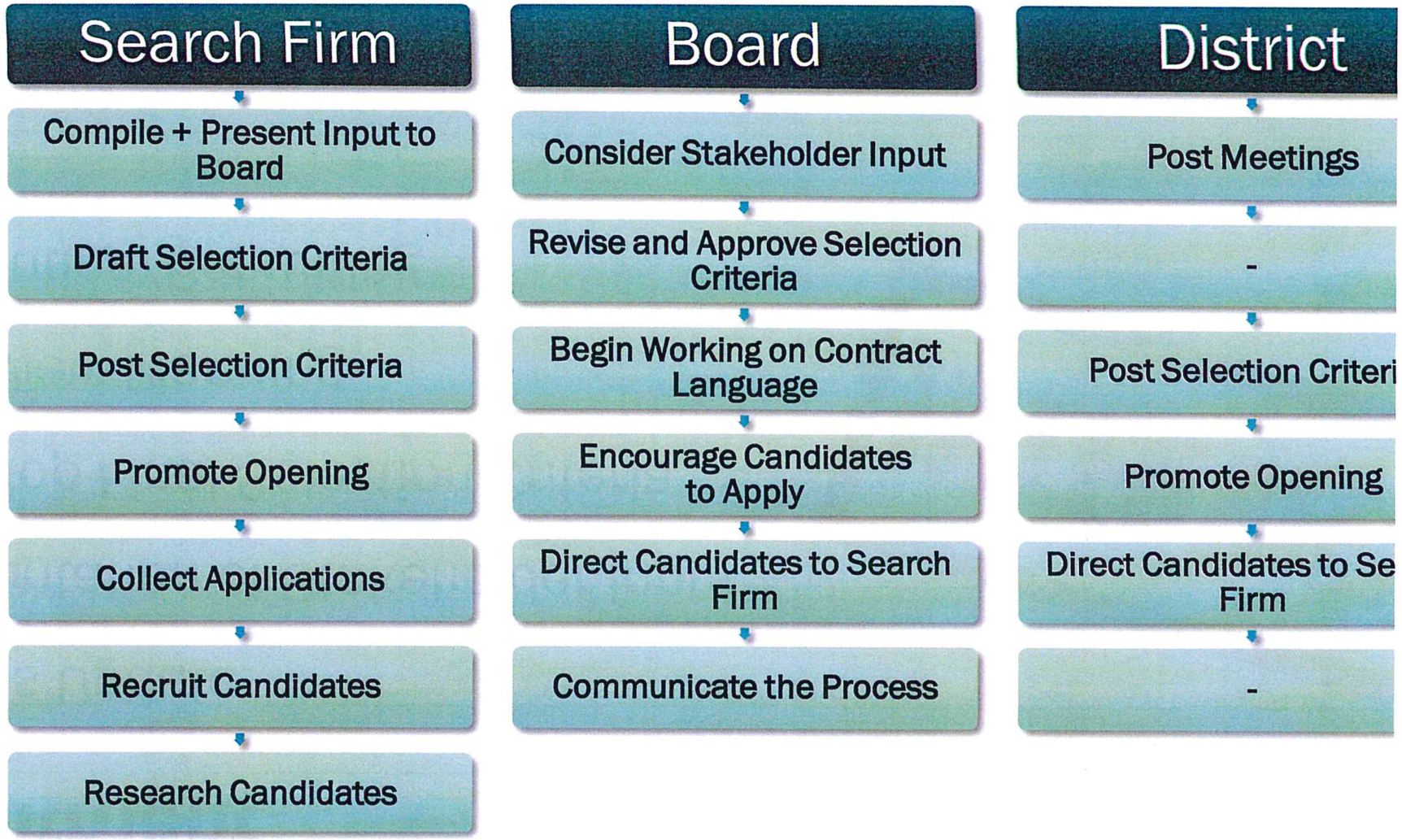


Board Workshop: Recruitment

- Status Update
- Presentation of Stakeholder Input
- Develop Final Selection Criteria
- Interview Planning
- Promoting/Recruiting



Recruitment Phase



Interview Phase

1
- First Round Interviews
- Writing Assignment (Optional)

2
- Second Round Interviews
- Presentations (Optional)
- Tour of District & Public Meetings

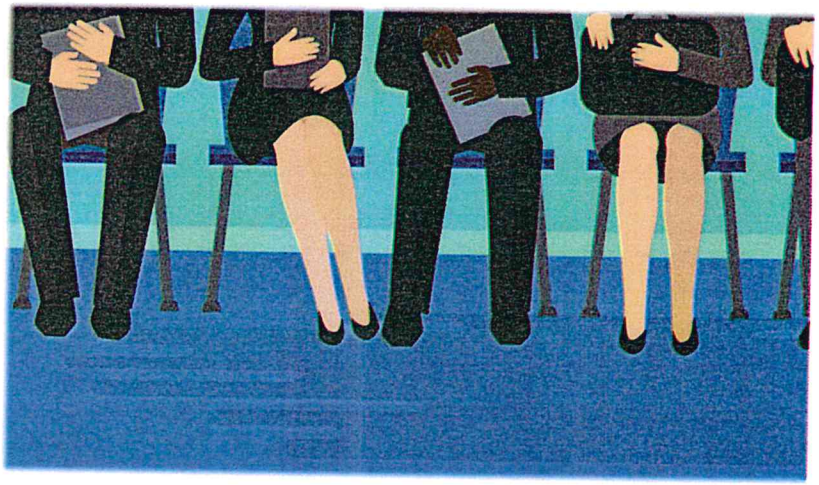
3
- Site Visits (Optional)

About Interviews...

- Interviews are the LEAST reliable predictor of success in the process
- Behavioral-based interview questions focus on what candid DONE – not what they THINK they would do
- Interviews must not replace reference-checking and due dil regarding the track record of candidates

Board Workshop: Interviewing

- Interview training
- Interview question preparation
- Due diligence preparation
- Screening of applications



First Round Interviews

- 5-7 candidates
- Create a controlled environment
- Ask behavioral-based questions
- Refrain from follow-up questions
  - 2 evenings (3 interviews each)
    - + Less fatiguing + Saves your weekend
    - - Difficult to recall - Questions may be known
  - 1 day (6 interviews)
    - + Fresh in your mind + Saves your evenings
    - - Can be tiring - Level playing field



Interview Phase - Part 1

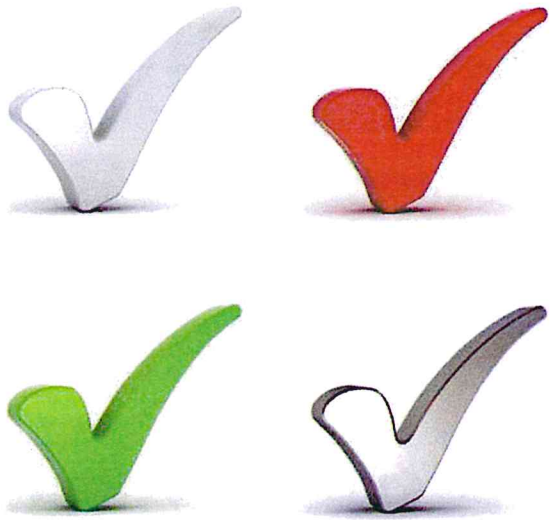


Board members should refrain from 'check

out candidates' until candidates have accep

an interview. The search firm will research

candidates prior to the narrowing process.



Mini Workshop: Final Interviews

Identification of finalists

Final interview/district visit planning

Site visit planning

Decision preparation

- Board meetings
- Contracts



Second Round Interviews

- 2 candidates
- Begin with a tour of district
- Informal reception prior
- More casual, conversational
- Explore strengths and concerns
- Follow-up questions encouraged

Interview Phase - Part 2

Search Firm	Board	District
Facilitate the Identification of Finalists	Identify Finalists; Share Draft Contract Language	Post Meetings
Notify Candidates for Interviews	Research Finalists	-
Assist Board in Interview Preparation	Identify Questions Specific to Each Finalist	Arrange Candidates Visits District and Refreshment
Notify Candidates for Interviews	Conduct Interviews	Manage Facility Logistics f Interviews
Collect Community Interview Questions	Consider Incorporating Community Questions	-
Collect Community Input on Interviews	Consider Community Input on Interviews	Photocopy Community Input Interviews
Work with Finalist to Plan Site Visit	Identify Site Visit Team	Manage Logistics Related to Visit

Board members should feel free to researc

candidates between the first and second

interviews. Concerns should be shared pro

with the search firm.



Decision-Making Phase

❶ Coalesce around candidate most likely to be successful

❷ Offer position *(Contingent upon agreement)*

❸ Negotiate agreement
(Often the Board President leads this effort.)



❹ Public announcement and onboarding

Predictors of Success

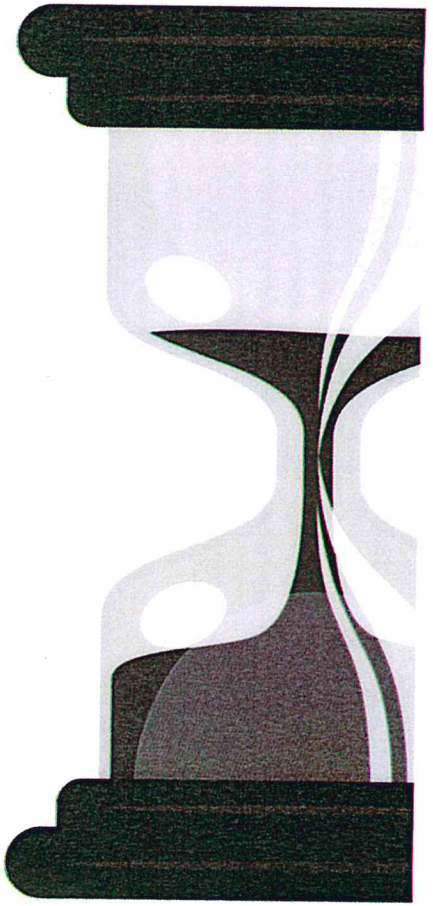
1. **Leadership Context** – What needs to happen in the District turnaround, trust-building, strategic planning, etc.
2. **Cognitive Function** – To what extent can this individual thin and solve problems?
3. **Past Performance** – Has this individual been successful in contexts even if the role wasn't identical?

Superintendent Tenure

Tenure:

There is a positive correlation between superintendent tenure and student achievement.

✓Positive effects begin as early as two years into superintendent tenure.



Decision Phase

Search Firm	Board	District
Be Available to Answer Board's Questions	Consider Site Visit Report	Post Meetings
Facilitate the Board's Decision Making Process	Decide on Candidate to be Offered Position	-
Notify Candidate Chosen	Vote on Superintendent Contingent Upon Negotiation	-
-	Negotiate Contract	Check with District Atto

Superintendent Compensation

Salary Range

Compare to similar districts

- Similar feel
- Enrollment
- Geography

Consider current practices and market realities

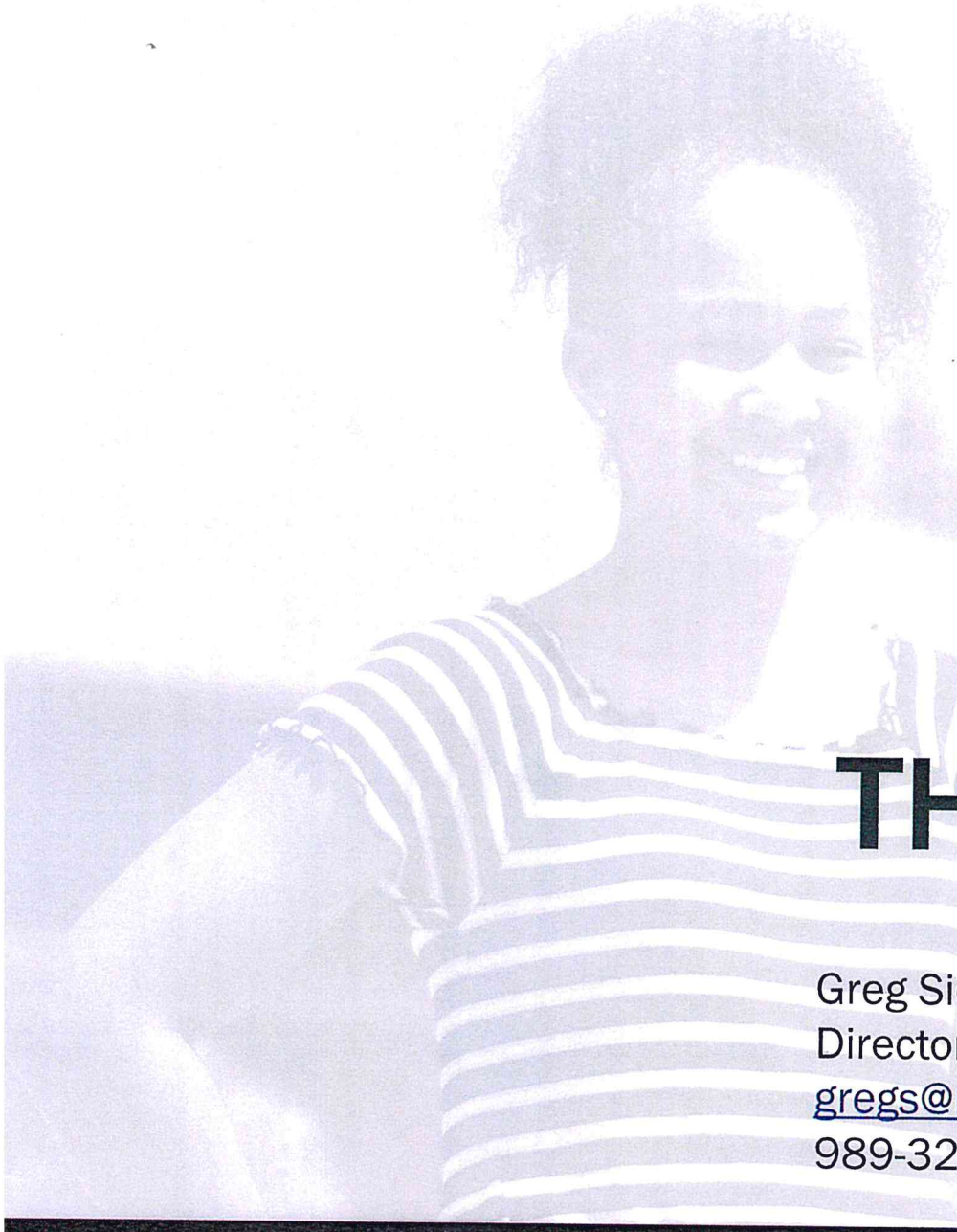
Publish with the position posting

Draft Contract Language

- FIRST, know what's important your district
- Consider:
  - Current language
  - MASA language
  - MASB language
- Consult attorney and labor specialists
- **Make available to finalists**

Support Phase





Questions?

MASB
MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

THANK YOU!

Greg Sieszputowski
Director, Leadership Development and Executive Search Se
gregs@masb.org
989-327-9224

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard Street
February 13, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 6:30 p.m. p.m. on February 13, 2023, at the KPS Administration Building, 1220 Howard Street, Kalamazoo, MI 49008. The purpose of the meeting was to hear presentations from two superintendent search firms.

Trustee Sholler-Barber, supported by Trustee Maddock, to accept the agenda as presented. A roll call vote was taken and the motion passed unanimously.

The first presenter was Dr. Shelley Holt from McPherson & Jacobson, LLC. A copy of the documents shared during her presentation are attached and become part of these minutes.

The second presenter was Mr. Greg Siezputowski of Michigan Association of School Boards (MASB). A copy of his presentation is attached and becomes part of these minutes.

Board members present: TiAnna Harrison, Jennie Hill, Jermaine Jackson, Megan Maddock, Tandy Moore, Karla Murphy, and Patti Sholler-Barber. Interim Superintendent Cindy Green was also present.

President Harrison adjourned the meeting at 8:01 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

MCPHERSON JACOBSON, LLC
EXECUTIVE RECRUITMENT & DEVELOPMENT
11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

Contents of Point of Contact Folder

(to receive these documents electronically, please send your request to mail@macnjake.com)

File name	Purpose	Comments
Responsibilities of POC.doc	An outline and description of the responsibilities of the point of contact during the search	
School District Checklist.doc	A checklist the POC can use during the search	
Board Information List Datasheet.xls	An Excel document for entering the board member information	***This information should be sent to mail@macnjake.com***
Information for Brochure & Vacancy ad.doc	A list of information that can be included in the Announcement of Vacancy brochure. The district is welcome to add any additional information they would like to have included	***This information should be sent to mail@macnjake.com, as soon as possible so the opening and be posted and the advertising can begin***
Community Input Addresses.xls	This form should be used to input the 4-5 names submitted by each board member, for patrons to receive personal invitations to the Community Stakeholder meeting.	***Input the names on this form and email the form to mail@macnjake.com. This information is needed a minimum of two weeks prior to the meeting, to allow for mailing time***
Sample Community Input Letter.doc	An example of a letter for personal invitations sent to the patron names	***District can use this as a template when sending internal invitations to stakeholder meetings***
Interview protocol.doc	An overview of the interview process	
Returning the interview forms.doc	Information for returning the interview forms to the McPherson & Jacobson Home Office	

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RESPONSIBILITIES OF THE POINT OF CONTACT

(to receive an electronic version of the documents listed, please send your request to mail@macnjake.com)

Phase of Search	POC Responsibilities
General	• Act as the liaison between the school district and the McPherson & Jacobson Home Office and consultants
	• Assist McPherson & Jacobson consultants in coordinating meetings between the consultants and the district/board
Stakeholder Meetings	• Work with the board and McPherson & Jacobson consultants to identify the internal and external stakeholder groups
	• Work with the McPherson & Jacobson consultants to schedule the meeting times (create schedule) and locations for the stakeholder group meetings
	• Work with the board to identify community members to receive personal invitations to the community meetings (3-5 names per board member). Send the names and addresses to McPherson & Jacobson's Home Office. *Names and addresses need to be entered on the spreadsheet provided electronically and sent to the Home Office no later than two (2) weeks prior to the meetings.*
	• Coordinate distributing to the internal stakeholders (administrators, teachers, classified staff, students, etc.) the meeting time(s) and location(s) for their respective input meetings
	• Coordinate distributing to the leadership of additional groups, the meeting time(s) and location(s) for their respective input meetings. (For example, the Lion's Club, the Kiwanis, city government officials, business leaders, etc.)
	• Post/distribute the stakeholder meeting times to the appropriate outlets (media, internal newsletters, school bulletin boards, etc.)
	• Coordinate posting the online stakeholder survey link to the school district's website

Advertising/ Announcing the Vacancy	• Complete the Brochure/Vacancy Ad information sheet and school board contact information form. Provide this information to the McPherson & Jacobson Home Office as soon as possible so the opening can be posted online, and the advertising can begin. • Work with the McPherson & Jacobson Home Office to finalize the Announcement of Vacancy Brochure • Coordinate posting the Announcement of Vacancy Brochure to the school district website • Coordinate posting a link to the McPherson & Jacobson website on the school district website and the district's social media
Press Releases	• Coordinate the distribution of Press Releases provided by the McPherson & Jacobson consultants during the search
Interviews	• Assist the McPherson & Jacobson consultants in developing a daily interview schedule for the finalists ♦ Coordinate and schedule activities/functions for the finalists (times, locations, person(s) in charge/to meet) • Collect the input documents from the chairpersons of the stakeholder groups after the stakeholder groups meet with the finalists • Assemble packet of information for the finalists on the district and community • Assist the McPherson & Jacobson consultants in securing lodging for the finalists, if necessary • Return the interview forms to McPherson & Jacobson after the superintendent has been selected

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SEARCH CHECKLIST FOR DISTRICT

(to receive an electronic version of this document, please send your request to mail@macnjake.com)

Event	School District
1st Board Meeting	❑ Provides consultant with the necessary information to create the brochure; the name of the Point of Contact; and the Board Contact List
After Home Office receives the information gathered at the 1st board meeting	❑ Reviews and approves the brochure
During application period	❑ Posts a link to the McPherson & Jacobson website ❑ Posts the brochure (announcement of vacancy) on their website ❑ Advertises the opening on the district's social media platforms
Stakeholder Group Input Meetings are scheduled	❑ Assists in organizing stakeholder focus groups and meeting schedule ❑ Names and addresses are sent to Home Office for community meeting invitations ❑ Posts meeting dates, times, and locations as open public forum ❑ Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder Group Input Meetings	❑ Link to online stakeholder input form(s) is (are) posted on the school district website
Stakeholder Group Input Meetings completed	❑ "Stakeholder Input Report" is posted on the school district website
3rd board meeting	❑ Assist with lodging arrangements and welcome gifts ❑ Arrange for spouse/significant other tour
Semi-Finalist Interviews (if board requests)	❑ Conducts interviews ❑ Notifies lead consultant the names of finalists
Interviews/ Finalist interviews (if board requests semi-finalist interviews)	❑ One candidate per day ❑ Board member greets each candidate upon arrival to district ❑ Informal interview-social setting ❑ Formal interview ❑ Spouse/significant other's visitation is coordinated
Meeting to Select Finalist/ Finalist selected and accepted	❑ Board meets and discusses each candidate individually ❑ Read input forms submitted by stakeholder input groups. ❑ Have each board member rank order candidates ❑ Select minimum of #1 and #2 candidate ❑ Call and make offer to candidate ❑ Send interview forms and files to the Home Office ❑ Board evaluates our services
Phase V	❑ Superintendent creates plan with target objectives and timelines ❑ Plan is sent to consultant to be reviewed ❑ Board adopts plan

McPherson & Jacobson, L.L.C.

Please enter the contact information for the board members.
The contact information will be used by the McPherson & Jacobson staff and consultants when communicating with the board members/Point of Contact.
The board names, occupations and length of service will be used in the Announcement of Vacancy Brochure

Name of school district _____
Length of board member term _____(years)

Title (Mr., Mrs. etc.)	First name	Last name	Address (line 1)	Address (line 2)	City	State	Zip	Occupation	Years served on the board	Home Phone	Cell Phone	Email address	Position (President, Chair, etc.)

District Point of Contact

Title (Mr., Mrs. etc.)	First name	Last name	Address (line 1)	Address (line 2)	City	State	Zip	Email address	Cell Phone	Business Phone

McPherson Jacobson, LLC
Executive Recruitment & Development
11725 Arbor Street, Suite 220 ♦ Omaha, Nebraska 68144 ♦ 402-991-7031/888-375-4814
Fax: 402-991-7168 ♦ Email: mail@macnjake.com ♦ Website: www.macnjake.com

Information for Preparation of Brochure/Vacancy Ad

Please email this information to mail@macnjake.com

School district name: _____
(as it should be printed on the brochure and application form)

Location of school district: _____
(city and state—as it should be printed on the brochure and application form)

School/district colors for the brochure: _____
(please list the Pantone color numbers, if you know them)

School/district web site: _____

Mission/philosophy statement: _____

Accreditation (state, etc.): _____

Type of district (K-12, K-8, 9-12, etc.): _____

Information for Preparation of Brochure/Vacancy Ad (continued)

Please email this information to mail@macnjake.com

District Information: In this description, create a brief overview (3-5 paragraphs) of the school district. Listed below are some of the items that could be included. Feel free to add any additional information.

- ✓ Number of students
- ✓ Square miles of district
- ✓ Number of administrative staff
- ✓ Number of certified teachers
- ✓ Number of classified staff
- ✓ Number of school buildings (divided into elementary schools, middle schools, high schools, etc.)
- ✓ Special programs for gifted students, peer groups, etc.
- ✓ Partnerships with colleges, universities, etc. for credits, vocational training, etc.
- ✓ Extracurricular activities (sports, music, drama, etc.)
- ✓ Points of pride for the district
- ✓ Assessed valuation
- ✓ Operating budget

Community Information: In this section, create a brief overview (2-4 paragraphs) describing the school district community. Listed below are some of the items that can be included. Feel free to add any additional information.

- ✓ Location (miles from interstates, major cities, etc.)
- ✓ Population of the city
- ✓ Major employers in the area
- ✓ Medical facilities available
- ✓ Recreational activities (golf, swimming, hiking, parks, etc.) in the area
- ✓ Community activities/festivals/events
- ✓ Sports teams in the area
- ✓ Colleges or universities nearby
- ✓ Other attractions to the area

Additional items to email to mail@macnjake.com

- ➢ **The school district logo for the front of the brochure**
- ➢ **PICTURES!! Please send pictures of your community, school buildings, students, etc. to be included in the brochure**

McPherson & Jacobson LLC

Form for Addresses for Community Visitation Letters

Name of School District: _____

Location of Meeting with Address and Zip Code: _____

_____

_____

(day of the week) _____, **(date)** _____, **(time of the meeting)** _____

This form is for collecting the names and addresses from the board members--the data should be input into the Excel spreadsheet and emailed to mail@macnjake.com

Title (Mr., Mrs., Ms. Dr., etc.)	First name	Last name	Address	Address (line 2) or email address if sending email invites	City	State	Zip

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(date)

(Name)
(Address)
(City, State Zip)

Dear *(Name)*,

The *(name of school district)* Board of (*Education/Directors/Trustees*) has selected McPherson & Jacobson, L.L.C., Executive Recruitment and Development to assist them in the important task of selecting superintendent candidates for the board to interview.

Your name has been given to us as a person who would provide valuable input into determining the qualities of the next Superintendent. We would appreciate it if you would take time to meet with the consultants on *(day of the week), (date)* at *(time)* in the *(location of meeting)*.

Your input is very important to us, we hope you will attend! This meeting is open to any patron who wishes to provide input.

Sincerely,

(lead consultant)

McPherson & Jacobson L.L.C.

MCPHERSON & JACOBSON, LLC

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INTERVIEW/DINNER PROTOCOL

Informal Interview

The dinner period prior to the interview is intended to be informal and conversational. If possible, try to seat board members so they are within conversation distance of either the interviewee or the interviewee's spouse/significant other. Keep the dinner on schedule so the interview can begin at the intended time.

Formal Interview

The spouse/significant other is welcome to sit in on the interview as an observer, but keep all interview questions directed at the candidate. Seat the candidate where all board members can make easy eye contact, with the spouse/significant other seated nearby. Everyone involved in the process must work to make the candidate feel welcome and as if he/she is the leading person for the position.

The chair should open the interview by once again briefly introducing all board members to the candidate and give a few opening remarks to indicate the number of questions the board will be asking. The time period allowed for the interview is typically 1 hour 30 minutes to 1 hour 40 minutes, with 10 or 15 minutes available afterward for questions the candidate may have for the board. This gives the candidate a general indication of how much time is available for answering each question. These time limits are intended as a general guideline only and some interviews may run a bit longer.

The chair may then begin the interview by asking the first question. Generally, a board will choose to work around the table with each board member asking one question at a time as they work down the list.

If a candidate touches on a related area of interest, a board member may ask the candidate to please explain or elaborate on that subject in more detail.

As the interview proceeds, the chair should be generally aware of the number of questions remaining and the time available so that all questions can be addressed within the general time limits. The chair may need to mention this at some point if answers are continually using too much time.

Board members may make as many or as few notes as they wish to help them in their deliberations later. They should make certain the candidate's name is recorded on the interview form they are using. At the end of the final interviews, after the board has finished its deliberations, the chair should collect all interview/note-keeping forms from the board and send them to McPherson & Jacobson. McPherson & Jacobson will keep these for five years as proof that all interviews were conducted in the same manner with the same questions.

Focus Group Input

The board chair should make certain that the earlier committee interview groups have submitted their perceptions of the day's candidate in writing for use by the board at the end of the interview process.

McPherson Jacobson, LLC
Executive Recruitment & Development
11725 Arbor Street, Suite 220 ♦ Omaha, Nebraska 68144 ♦ 402-991-7031/888-375-4814
Fax: 402-991-7168 ♦ Email: mail@macnjake.com ♦ Website: www.macnjake.com

After the interview process is completed, the interview forms filled out by the board members during the interview process need to be returned to our office to be retained for legal purposes.

Please send the forms to:

McPherson & Jacobson, L.L.C.
11725 Arbor Street, Suite 220
Omaha, Nebraska 68144

We recommend sending them either Priority Mail with a tracking number, or UPS with a tracking number.

Thank you.

MASB
MICHIGAN ASSOCIATION OF SCHOOL BOARDS

Helping to Find Your Next, Great Superintendent

1

The MASB Difference

- MASB is your organization, only serving Boards of Education
- Unparalleled support
- 700+ successful searches; track record of success
- National network and promotion
- Close working relationship with MASA, MAISA and other state education organizations
- High degree of process transparency
- Revelus application program has expanded national reach

2

Beholden Only to You

- Exist solely to serve boards of education
- Committed to helping boards find the appropriate candidate with a focus on longevity
- No obligation to place candidates
- Ever mindful of the laws and public perception

3

Assurances

- 'No surprise' guarantee
  - Candidate backgrounds
  - Communications with stakeholders
- Satisfaction guarantee
  - Quality of candidate pool
  - Minimum of 1 year tenure

MASB will not actively recruit superintendents placed for at least 3 years.



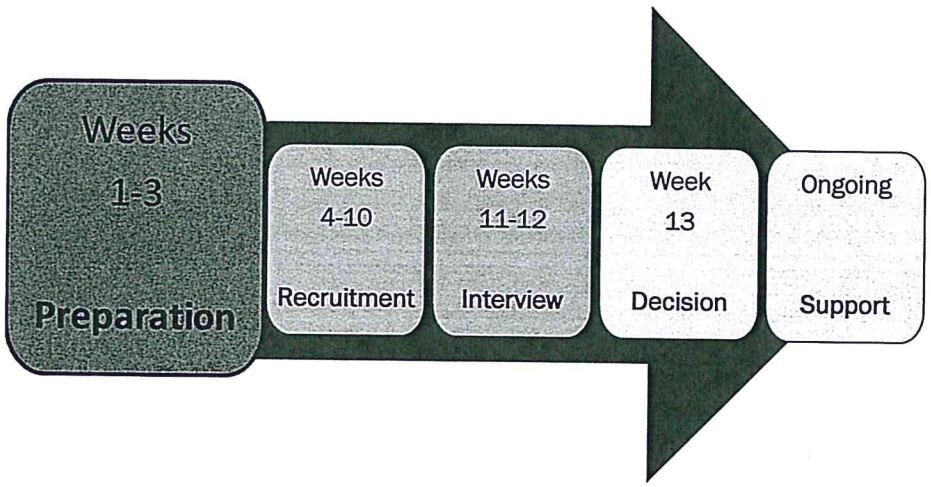
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Board Leadership

- Selecting a superintendent is arguably THE **most important decision** a board of education will make
- **Effective, high functioning boards** tend to have better outcomes related to superintendent search and selection
- The **clearer the picture of the type of leader** a board is seeking, the easier it is for the search firm to find him/her

5

The Search Process



6

Preparation

- Establish the search timeline
- Plan stakeholder engagement
- Develop a compensation range and length of contract
- Publish a preliminary posting

7

Stakeholder Engagement

Online survey (anonymous)

- Currently available in English, Spanish, Burmese, and Arabic. Additional languages can be added if necessary.

Face-to-face and Virtual focus groups

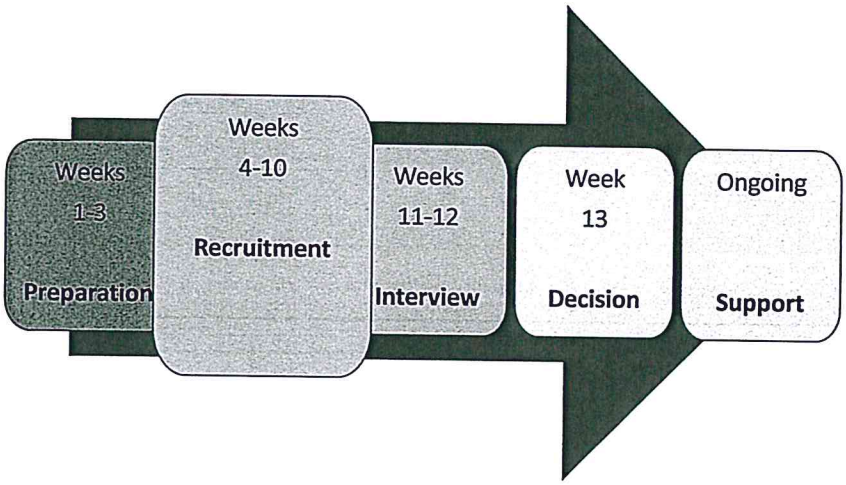
- Provides context for the Board to define selection criteria.

Feedback forms after 1st and 2nd interview

- Helps to inform the Board's decision-making and provides insight into potential questions for 2nd round interviews.

8

The Search Process

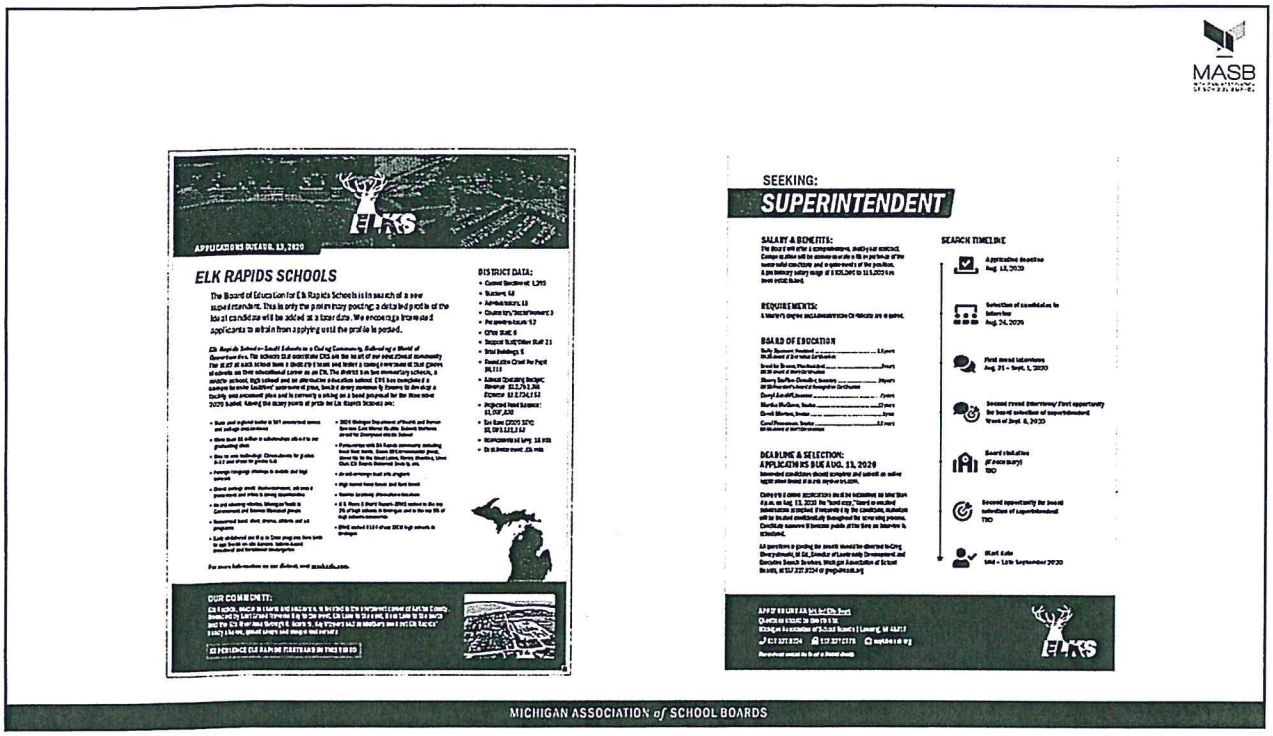


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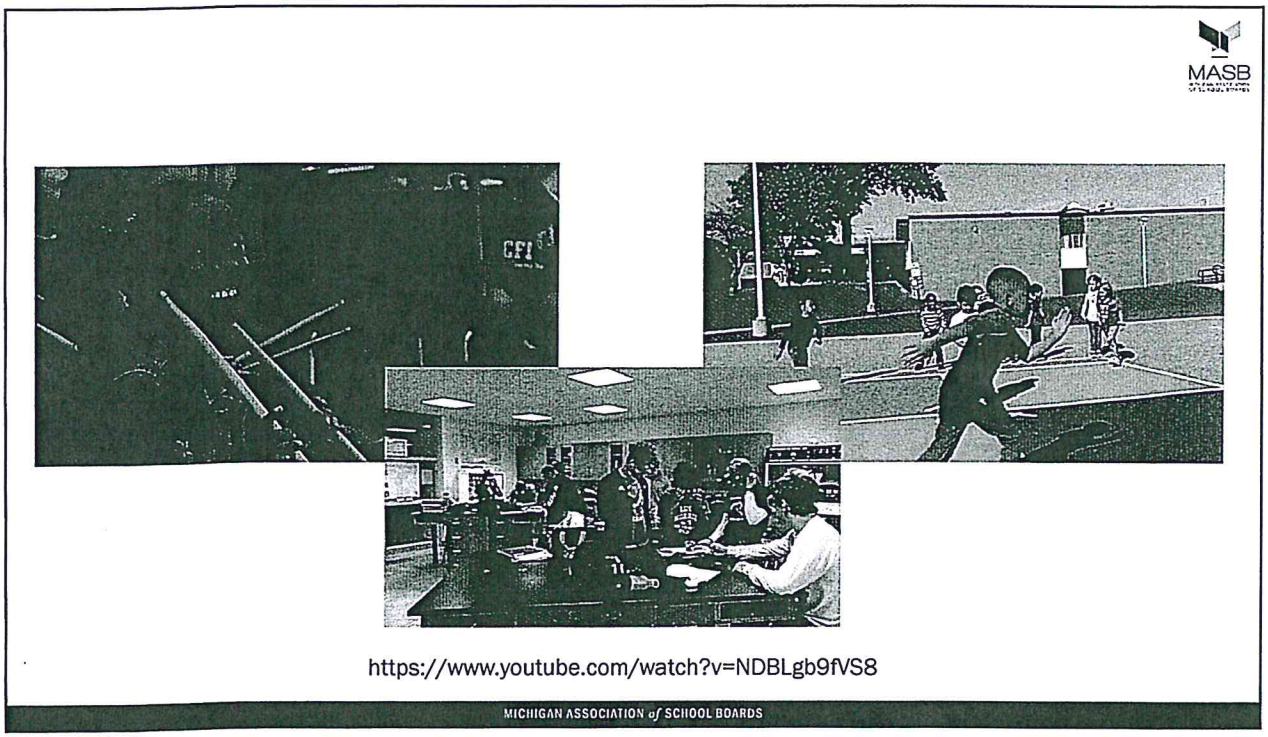
Recruitment

- In-state marketing (MASB, MASA, MIStaff)
- District website & social media
- Recommendations from Board Members
- National marketing
- Revelus Application Platform
- NASS, National Affiliation of Superintendent Searchers

10


MASB
ELKS
APPLICATIONS DUE AUG. 13, 2020
ELK RAPIDS SCHOOLS
DISTRICT DATA:
OUR COMMUNITY:
SEEKING:
SUPERINTENDENT
SALARY & BENEFITS:
REQUIREMENTS:
BOARD OF EDUCATION
SEARCH TIMELINE
DEADLINE & SELECTION:
APPLICATIONS DUE AUG. 13, 2020
ELKS
MICHIGAN ASSOCIATION of SCHOOL BOARDS

11


MASB
https://www.youtube.com/watch?v=NDBLgb9fVS8
MICHIGAN ASSOCIATION of SCHOOL BOARDS

12

Recruitment

- Vetting Applicants by Search Team
- Review of application materials to determine match with selection criteria
- Phone calls with applicants
- Discreet inquiries
- Networking with other MASB search consultants

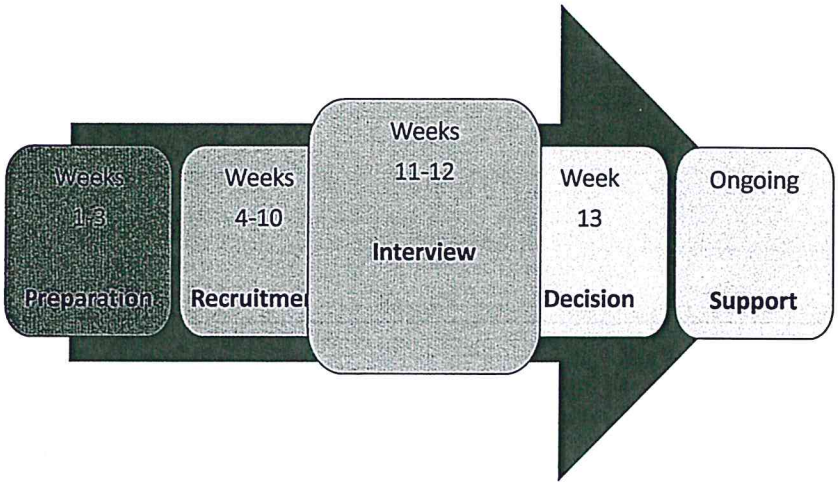
13

2020 KPS Search

- 36 applicants
- 47% diversity in the pool
- 26 1-hour stakeholder input sessions over 7 days
  - Northside Assoc. for Community Development
  - YMCA
  - Boys and Girls Club
  - Friendship Village
  - Eastside Neighborhood Assoc

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The Search Process



MICHIGAN ASSOCIATION of SCHOOL BOARDS

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Interviews

- Selection of Candidates for Interview
- Compliance with the Open Meetings Act
- MASB believes in the process unfolding in public
- Board Members will receive materials submitted by all applicants, along with a list of candidates who most closely match the Board's Selection Criteria
- Candidates are discussed by number, not by name
- Candidate names are made public once an interview has been accepted
- Only after first-round interviews can Board Members make reference calls

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Interviews

MASB

First Round Interviews

- Held during a Board meeting in Open Session
- MASB will suggest but the Board will determine interview questions.
- All candidates get the same first-round questions.
- Audience members will have an opportunity to provide written feedback prior to Board deliberation.

17

Interviews

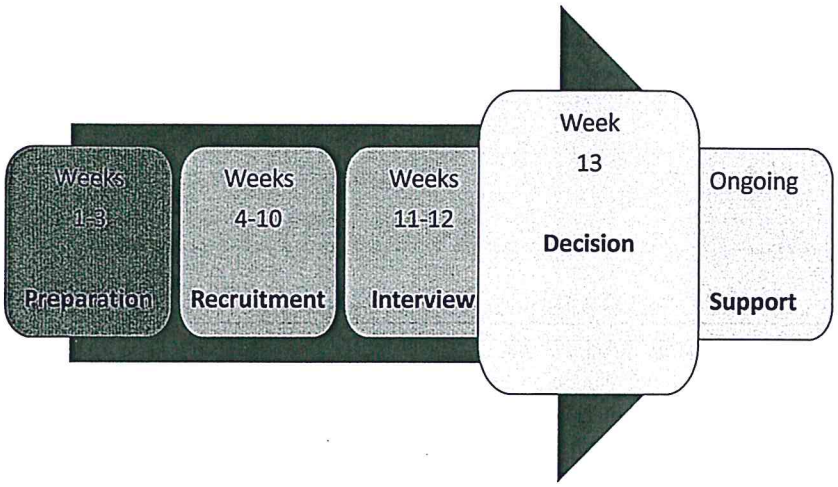
MASB

Second Round Interviews

- Board Members will have the opportunity to make reference and background calls between first and second round interviews.
- Candidates should be provided an opportunity to tour facilities. A public "meet and greet" should be facilitated.
- The interview may begin with a presentation by the candidate.
- Interview questions should be specific to the individual candidate.
- Audience members will have an opportunity to provide written feedback prior to Board deliberation.

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The Search Process



MICHIGAN ASSOCIATION of SCHOOL BOARDS

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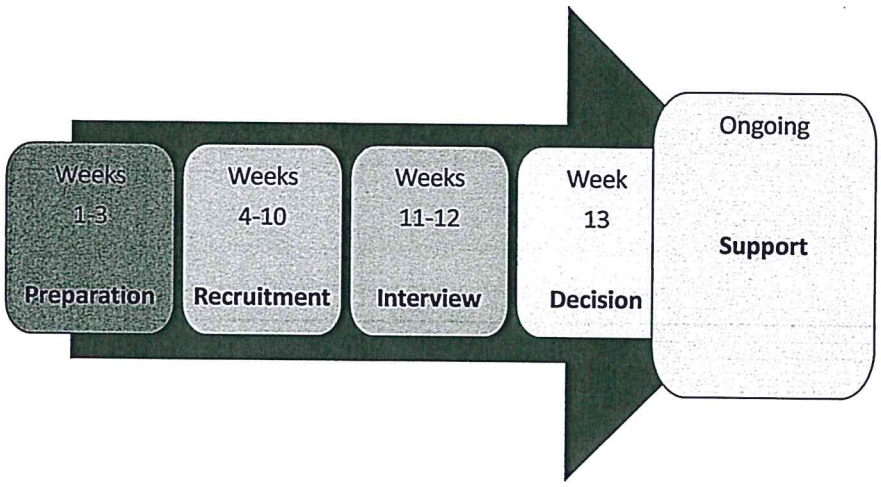
Decision-Making Phase

- Action item "to begin negotiations..."
- Two Board Members meet with candidate to work out a contract
- Formal Board adoption of contract

MICHIGAN ASSOCIATION of SCHOOL BOARDS

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The Search Process



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- Follow-up workshop on Roles & Responsibilities and Goal & Expectation Setting
- Area Representative Program
- Price Break on Facilitated Evaluation

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OF SCHOOL BOARDS

THANK YOU!

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KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard Street
February 15, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 6:34 p.m. on February 15, 2023, at the KPS Administration Building, 1220 Howard Street, Kalamazoo, MI 49008. The purpose of the meeting was to hear a presentation from a superintendent search firm and consider travel expense requests from Trustees Murphy and Harrison.

Board members present: TiAnna Harrison, Jennie Hill, Jermaine Jackson, Megan Maddock, Tandy Moore, Karla Murphy, and Patti Sholler-Barber. Interim Superintendent Cindy Green was also present.

Trustee Sholler-Barber, supported by Trustee Maddock, moved to accept the agenda as presented. A roll call vote was taken and the motion passed unanimously.

The board received a virtual presentation from Mr. Scott Winch and Mr. Mike Richie from the superintendent search firm of Hazard, Young, Attea & Associates.

- Introduction:
  - Have done 35 years of searches
  - Handle both small and large districts
  - Available 24/7
  - 94% candidates placed remain in the position 4+ years
  - Diversity throughout the entire process

- Process overview:
  - Engage phase
    - planning session, focus groups, board interviews, stakeholders, community, certified staff, support staff, high school students, diverse groups, business leaders, face-to-face meetings, zoom, forums, flexible times; want to work with the best times that work for you for maximum participation

- Recruiting phase:
  - bring the best candidates we can, quality applicants

- Select phase:
  - Interview process
    - pre-interviews, reference checks, provide questions, legal assistance, present the slate of candidates, facilitate the third-party background check, finalists spend time/days in the district, meet and greet, provide the information to make the most informed decision

- Conclusion:
  - Research based
  - Leadership profile report-three questions: strengths of the district; challenges of the district, what do you want to see in your next superintendent?
  - Draft timeline – May 18, 2023 is the target date to present the new superintendent; would work backwards from that date
  - Will do an online portal throughout the process so you can see everything – candidate applications, resumes (to name a couple that will be on the portal)

A short question and answer session followed the presentation.

President Harrison asked for a motion to approve travel expense authorizations for Trustees Karla Murphy and TiAnna Harrison as noted on the agenda.

Trustee Sholler-Barber, supported by Trustee Jackson, made a motion to approve the travel authorizations for KPS to cover expenses for Trustees Murphy and Harrison to attend the Michigan Association of School Boards (MASB) virtual Winter Institute and for Trustee Murphy to take MASB online/on demand courses.

There was a roll call vote. Motion passed unanimously.

President Harrison adjourned the meeting at 7:35 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard Street
February 16, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 3:00 p.m. on February 16, 2023, at the KPS Administration Building, 1220 Howard Street, Kalamazoo, MI 49008. The purpose of the meeting was to hear a presentation from a superintendent search firm.

Board members present**:** TiAnna Harrison, Jermaine Jackson, Megan Maddock, Tandy Moore, Karla Murphy (arrived late), and Patti Sholler-Barber. Absent: Jennie Hill. Interim Superintendent Cindy Green was also present.

Trustee Sholler-Barber, supported by Trustee Maddock, moved to accept the agenda as presented. A roll call vote was taken and the motion passed unanimously.

The board received a virtual presentation from Mr. Mike Collins, Dr. Dale Caldwell, and Ms. Sheila Alles from the search firm of Ray & Associates. Other members of Ray & Associates that would participate in the search process are Kathy Schoenfelder and Jose Efrain Martinez.

- Oldest/largest search firm in U.S.A.
- Diverse group of associates
- Largest network of associates
- 40% comprised of women and people of color
- Committed to diversity, equity, inclusion, and social justice
- Board input is most important
- Work closely with board on timeline
- Individual board member interviews
- Focus groups, community forums, 31 Qualities surveys are available in 23 different languages
- District candidate profile development
- Will aggressively recruit top candidates on a national level
- Will whittle down to 6-8 candidates to be interviewed by board
- Board will review top candidates' applications and one-way interviews
- Deliberate/discuss to reach consensus on candidates for semi-final and final interviews
- Finalize the development of board interview questions
- Usually, three finalists visit district
- Facilitate interview of three finalists
- Community feedback important on finalists
- Initial interviews kept confidential; final round community is involved
- Background checks and review references
- Final process – hire firm for final reference check of three finalists
- Extensive write-up on applicants
- Create the videos of candidates
- Two-year guarantee – come back complimentary second search unless health issues or act of God
- Five-year guarantee – will not reach out to recruit KPS superintendent during that time
- Will work directly with board president and whomever else she designates
- Confident about bringing very high-quality candidates
- Michigan Department of Education selected Ray & Associates, who found Dr. Michael Rice for state superintendency

- Top-notch quality candidates inside and outside the State of Michigan
- Very easy to work with Ray & Associates as a search firm.

A short question and answer session followed the presentation.

Is there a cap on number of stakeholder input sessions?

- Typically, with the size and stature of KPS, probably 12-15; student engagement is also important; non-profits; other elected officials; highest number of sessions has been 31.

How can you assure that there will be the needed interaction between board trustees with the semi-finalists besides the video?

- This is your search; there will be as much interaction as the board wants. Important you have the interactions that you want. Once you select semi-finalists that you want to interview, board will construct the questions with help from Ray & Associates. You can spend time with and interview semi-finalists as much as the board wants. Ray & Associates does not attend interviews so as not to be part of the decision making.

What has been your success placing superintendents in Michigan?

- Can supply complete list. Have only had to honor two-year guarantee 18 out of several hundred placements.

Explain vetting process of candidate. Additional charge for more thorough vetting?

- No additional charge. Search consists of travel and advertising.
- Whittle down from 50 candidates based on KPS needs and then do extensive vetting.
- Deep dive vetting: social media, news media, applications, and videos
- Will share any circumstances that arise
- Second phase: we cannot do what professional background companies, so we hire one that does everything except an FBI check: academic records, driving records, etc. That is at no additional cost to KPS.

What post-placement support do you offer?

- Critically important to work with board president and new superintendent relationship
- Formal process is to come to you within six months with questionnaire for board and superintendent to complete.
- Can do that every six months if KPS chooses to engage Ray & Associates.
- Have a National Advisory Council that meets with search firms three times a year that is also available.
- Follow-up during first two years is critical.
- Great supporters/coaches to new superintendent if needed.

What language does your associate, Jose, speak?

- He speaks Spanish; however, the 31 Qualities survey is available in 23 different languages.

President Harrison stated that the search firm decision would be made at the special meeting on February 20 at 6:00 p.m. in this room and adjourned the meeting at 3:45 p.m.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard Street
February 20, 2023 – Special Meeting Minutes

President TiAnna Harrison called the special meeting to order at 6:02 p.m. on February 20, 2023, at the KPS Administration Building, 1220 Howard Street, Kalamazoo, MI 49008. The purpose of the meeting was to select a superintendent search firm.

Trustee Sholler-Barber, supported by Trustee Murphy, moved to accept the agenda as presented. A roll call vote was taken and the motion passed unanimously.

Board members present**:** TiAnna Harrison, Jennie Hill, Jermaine Jackson, Megan Maddock, Tandy Moore, Karla Murphy, and Patti Sholler-Barber. Interim Superintendent Cindy Green was also present.

President Harrison opened up the floor for discussion on the superintendent search firms. She noted that trustees had done additional reference checking on the search firms that had been interviewed by the board.

Trustee Moore checked references on Hazard, Young, Attea & Associates. She stated that it was important to note that only one of four searches had completed the process, two were ongoing, and one had just hired a superintendent to start in July.

- Board vice-president, South Sioux City, Nebraska:
  - Firm was well organized and responsive
  - Expedited search that went well with a good mix of candidates
  - Only challenge was a lack of stakeholder engagement due to their community

- Director of Human Resources, New Richmond, Wisconsin:
  - Very satisfied with Hazard, Young, Attea & Associates
  - Did not receive a large number of candidates
  - Candidate pool was pretty localized because their district is the largest in the area, so a lot of smaller district personnel applied
  - Had difficulty getting stakeholder involvement
  - Students were more involved than parents and community members

- Board president, Littleton, Colorado:
  - Search went well
  - Pleased with district profile created by Hazard, Young, Attea & Associates
  - Had many candidates from which to choose, mostly from the Midwest
  - Experienced difficulties with the board portal; felt it was not user friendly

Trustee Jackson checked references on Ray & Associates.

- Former board vice-president, Northville Public School District in Michigan, and representative from Calvert County Public Schools in Maryland:
  - Search went exceptionally well
  - Great pool of diverse candidates
  - Three excellent semi-finalists made for a difficult choice
  - One of the challenges, which was not with Ray & Associates, but with the community when it got down to the final three

- Ray & Associates helped people to take politics out of the choosing of the new superintendent
- Helped board to stay focused during the process
- Impressed that DEI was brought up by Ray & Associates, without having to be asked
- Calvert said if they had to do it again, they would choose Ray & Associates
- Very different districts, one rural and one a 16,000-student district; both impressed with the diversity lens of Ray & Associates

Trustee Maddock checked references on McPherson and Jacobson. She noted that the McPherson and Jacobson representatives who worked with the following references would not be the same ones with whom KPS would be working, so experiences could be different.

- Two different school districts:
  - Very impressed with the work done by McPherson and Jacobson
  - Representatives with whom they worked were both retired superintendents
  - Felt firm was well connected to the field
  - Searches were conducted during the COVID pandemic so mostly virtually
  - Stakeholder sessions were mostly done via Zoom
  - Overall, firm did well going in-depth with stakeholder feedback
  - Intentionally went with a firm that would have a bigger national presence rather than going with the state school board association
  - One challenge was technology for virtual sessions

Trustee Sholler-Barber stated that she had not received return contact from her reference checks.

Trustee Murphy checked references on Michigan Association of School Boards (MASB).

- Superintendent, Wayne RESA:
  - Have used MASB for a couple superintendent searches
  - Most recent search was not as good as the one before
  - Excellent choice of diverse candidates; however, went with their internal candidate
  - Felt questions provided by MASB were too generic
  - MASB director is very open to feedback

- Superintendent, Kent ISD:
  - Current superintendent was formerly the interim superintendent
  - Candidates presented by MASB did not fit the candidate profile created by the board and MASB
  - Stopped the search when they realized their interim superintendent fit the profile
  - Candidate pool was a little more shallow than previous searches
  - Kent ISD, which includes Grand Rapids, has a history of hiring local superintendents, which is a mitigating factor as to why it was a shallow candidate pool
  - No issues, very responsive, very prepared
  - Even though search was halted, MASB returned to fine tune the board/superintendent relationship

President Harrison read a statement emphasizing that the hiring of a superintendent is one of the highest board obligations to the community. Items that will be expected of the next superintendent include:

- Collaborative goal setting
- Non-negotiable goals for academic achievement and instruction
- Creating board alignment in support of school systems goals

- Monitoring achievement and instruction goals
- Allocating resources in support of achievement and instruction goals
- Must focus on academic achievement and instruction

MOTION: Trustee Sholler-Barber, supported by Trustees Maddock and Moore, moved that KPS hire Ray & Associates as the superintendent search firm.

Board Discussion:

Trustee Moore
- Felt Ray & Associates was well prepared and knocked it out of the park

Trustee Hill
- Impressed with how the representatives played off each other
- Knew a lot about KPS and Michigan
- One member was from Michigan

Trustee Sholler-Barber
- Strong understanding of the state and KPS
- Very instrumental in placing the current state superintendent
- Diversity
- Aware of the cost of the firm, gave us a set figure, no additional costs
- The pool has to look like our district.

Trustee Jackson
- DEI not an afterthought
- Strong with their firm
- There weren't many stones unturned
- Did not have to create a lot of questions, they answered them during their presentation

Trustee Murphy
- Echoed that they presented a strong team
- They have a two-year guarantee as well as a five-year guarantee
- Set cost
- Six month follow up
- Offer a strong background check

Trustee Maddock
- Emphasis on data with stakeholders feedback
- At least ten successful placements in Michigan
- Eagerness to work with our district

Trustee Harrison
- Seven different firms
- Ray & Associates had a new address so received our request late; however, they followed up as soon as it had been forwarded to correct address
- Ray & Associates has placed superintendents in Benton Harbor, Grand Rapids, and Detroit school districts; very comfortable comparing those community demographics with KPS demographics

Disposition: Roll call vote; all in favor. Motion carried unanimously.

President Harrison announced that Ray & Associates would be hired as the search firm for the next KPS superintendent. She adjourned the meeting at 6:39 p.m.

President Harrison stated that the next regular Board of Education meeting would be on Thursday, February 23 at 7:00 p.m. in the board room.

Respectfully submitted,

Megan Maddock, Secretary
Board of Education

KALAMAZOO PUBLIC SCHOOLS
Office of the Superintendent

TO: Board of Trustees

FROM: Cindy Green, Interim Superintendent

DATE: February 27, 2023

SUBJECT: Approval of the Attached Purchase Recommendations

RECOMMENDATION: It is recommended that the board approve the purchases reflected on the attached Purchase Recommendation Data Sheets.

RATIONALE: In general, purchases greater than $28,048 for materials, supplies, equipment, building construction, renovation, or repairs are brought before the board for approval.

The attached purchase recommendation data sheets include all purchases that require approval at this time. Aspects of the purchases that are considered significant to the decision-making process are outlined on the data sheet.

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: February 27, 2023
Request Number: 2023-15
Amount: $183,432.70

Item: Books for Summer Literacy Independent Reading Program 2023

Cost Center: Instruction and Student Services

Cost Center Representative(s) Attending Board Meeting: Amy Vondra

Description of Need
The goal of the program is to keep students focused on acquired literacy skills through continued practice of comprehensive strategies during the summer. This purchase, approximately 30,000 books, will allow all rising 3rd, 4th, 5th and 6th grade students to self-select seven books and receive one district-selected book to read at their homes during the summer. Students will receive these books prior to the end of the school year after participating in a book fair at their schools. Students will have an opportunity to engage in book clubs during summer school with interested teachers.

Vendor: Bookbug
Kalamazoo, MI

Number of Proposals Requested: 3 **Received:** 3

Low Bid Accepted: Yes

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: February 27, 2023
Request Number: 2023-16
Amount: $115,453.87

Item: Networking equipment for new Edison Environmental Science Academy

Cost Center: 2018 Bond

Cost Center Representative(s) Attending Board Meeting: Caycee Sledge

Description of Need
This is networking equipment for the new Edison Environmental Science Academy building.

Vendor: People Driven Technology
Byron Center, MI

Number of Proposals Requested: 4 **Received:** 2

Low Bid Accepted: Yes

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: February 27, 2023
Request Number: 2023-17
Amount: $25,760.00

Item: Summer Reading Program All Grade Reads

Cost Center: Instruction and Student Services

Cost Center Representative(s) Attending Board Meeting: Amy Vondra

Description of Need
The goal of the program is to provide a book for each rising 3rd, 4th, 5th and 6th grade student before the end of the school year to encourage and promote reading over the summer. This purchase, approximately 6,000 books, will allow students to receive a district-selected book to read at home. The recommended titles are:
Rising 3rd - The Candy Caper by Tom Watson
Rising 4th - Words with Wings by Nikki Grimes
Rising 5th - The One and Only Ivan by Katherine Applegate
Rising 6th - Swim Team by Johnnie Christmas

Vendor: Bulkbook Store
Portland, OR

Number of Proposals Requested: 3 **Received:** 3

Low Bid Accepted: Yes

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: February 27, 2023
Request Number: 2023-18
Amount: $579,866.17

Item: Loy Norrix High School Electrical Work in Units A and B

Cost Center: Facilities Management General Fund

Cost Center Representative(s) Attending Board Meeting: Karen Jackson

Description of Need
This request covers the electrical work in Units A and B at Loy Norrix High School relating to the mechanical equipment replacement.

Vendor: Martell Electric, LLC
South Bend, IN

Number of Proposals Requested: 25 **Received:** 1

Low Bid Accepted: Yes

Additional Information
There is an overall budget of $15,829,686.00 for mechanical improvements at Kalamazoo Central and Loy Norrix High Schools established with ESSER III funds. This project is within the overall parameters of that budget. The district is transferring general fund items to ESSER III. Therefore, the funds for this project are coming out of general fund dollars.

Budget

Bid Amount	$541,931.00
Contingency	$37,935.17
	$579,866.17

Under/(Over)

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: February 27, 2023
Request Number: 2023-19
Amount: $44,439.50

Item: Marching drumline equipment replacement - Kalamazoo Central and Loy Norrix High Schools

Cost Center: ESSER III

Cost Center Representative(s) Attending Board Meeting: Geoff Howe

Description of Need:

Both the Kalamazoo Central and Loy Norrix Band Programs are experiencing end-of-life-cycle difficulties with their current marching percussion (drumline) equipment. The equipment predates the current directors and is outdated and incompatible with current replacement parts. In addition, newer marching percussion (drumline) equipment is designed to accommodate a more-diverse range of body types and sizes, increasing equity and accessibility for students to participate in instrumental music.

Replace worn/broken percussion equipment needed to maintain the music program. Snare drums (10-$6,810), Tenor drums (6-$8,094), Bass drums (10-$6,784), Drum heads (50-$2,624), Drum carriers and stands (52-$13,576), Drum cases and covers (52-$5,558), Drum stick bags/holders (34-$1,024) and shipping costs.

Vendor: Steve Weiss Music (Willow Grove, PA) - $44,439.95

Number of Proposals Requested: 3 **Received:** 3

Marshall Music (Lansing, MI) - $46,820.44
Steve Weiss Music (Willow Grove, PA) - $44,439.95
Woodwind Brasswind (Westlake Village, CA) - $50,439.50

Low Bid Accepted? Yes

KALAMAZOO PUBLIC SCHOOL
Office of the Superintendent

TO: Board of Trustees

FROM: Cindy Green, Interim Superintendent

DATE: February 27, 2023

SUBJECT: Personnel Changes

RECOMMENDATION: It is recommended that the board approve the following employment changes:

I. Employment

A. Professional/Management

Craig O. Atkinson, Special Education Teacher, Hillside Middle School, 02/27/2023
Alexandria N. Carlisle, Special Education Teacher, El Sol Elementary School, 01/23/2023
Sarah M. Ekema, Elementary Teacher, Milwood Elementary School, 01/30/2023
Camden Grabill, Math Teacher, Kalamazoo Central High School, 02/06/2023
Braiden W. McEachern, Elementary Music Teacher, 0.5 at The Woodward School for Technology and Research, 0.5 at Washington Writers' Academy, 01/25/2023

B. Classified

Jennifer L. Baareman, Home Support Specialist, Indian Prairie Elementary School, 02/06/2023
Leland J. Freeman-Davenport, Communication Assistant, Communications Department, 02/21/2023
Joshua M. King, Stage Manager, Chenery Auditorium, 02/15/2023
Myrna T. Phillips, Instructional Secretary, ESL and World Languages, 02/13/2023
Maegan A. Sargeant, Assistant Stage Manager, Chenery Auditorium, 02/06/2023
Shianna P. Scott, Family Enrollment and Attendance Specialist, Student Services, 03/13/2023
Ashlie S. Stecker, District Receptionist, Human Resources Department, 02/03/2023

II. Promotions/Key Transfers

A. Professional/Management

B. Classified

Tabatha A. Coleman, transfer from Executive Administrative Assistant, Superintendent's Office to Executive Assistant, Instruction Department, 02/13/2023
Nicole R. Degraaf, transfer from Lead Secretary, Loy Norrix High School to Administrative Assistant, Business Finance Office, 02/13/2023
Kelly L. Reimink, transfer from Assistant Secretary, Loy Norrix, to Lead Secretary Loy Norrix, 02/13/2023
Carrie J. Rouse, transfer from Executive Assistant, Instruction & Student Services to District Data Specialist, Business and Finance Department, 02/06/2023

III. Leaves of Absence
A. Professional/Management
B. Classified

IV. Terminations
A. Professional Management
Patricia A. Bolton, Math Teacher, Woods Lake Elementary: A Magnet Center for the Arts, retirement, 06/30/2023
Yonee E. Bryant-Kuiphoff, Science Teacher, Linden Grove Middle School, retirement, 06/30/2023
Charlene L. Cromwell, Teacher, Indian Prairie Elementary, retirement, 06/12/2023
Erik J. Eldred, School Psychologist, Milwood Magnet School: A Center for Math, Science and Technology, retirement, 06/30/2023
Lisa M. Jensen, English Teacher, Loy Norrix High School, resignation, 03/02/2023
Hania H. Hussein, Early Secondary Language Teacher, Maple Street Magnet School for the Arts, retirement, 06/30/2023
Joan R. Lohner, 5th Grade teacher, Winchell Elementary School, retirement, 06/30/2023
Amy R. Mulvey, 7th Grade Language Arts Teacher, Linden Grove Middle School, resignation, 02/17/2023
Diane Venzant-Baker, Teacher, Spring Valley Center for Exploration, retirement, 06/30/2023

B. Classified
Amber D. Couch, Lead Secretary, Parkwood Upjohn Elementary, resignation, 02/03/2023
Michael J. Free, Custodian, Milwood Elementary School, retirement, 01/31/2023
Mariia Parkhomenko, Secondary Bilingual Paraprofessional, Maple Street Magnet School for the Arts, resignation, 02/01/2023

V. Termination from Leave of Absence
A. Professional/Management
Nathan R. Danis, Social Studies Teacher, Kalamazoo Central High School, resignation, 01/27/2023

B. Classified

VI. Return from Leave of Absence
A. Professional/Management
B. Classified

VII. Lay-offs
A. Professional Management
B. Classified