



College Station Independent School District

Success...each life...each day...each hour

College Station Independent School District Special Board Meeting Minutes February 10, 2020 12:00 p.m. Board Room

- A. CALL TO ORDER
President Michael Schaefer called the meeting to order at 12:00 p.m.
- B. DECLARATION OF QUORUM
President Schaefer declared a quorum with seven members present. In attendance were President Michael Schaefer, Vice President Geralyn Nolan, Secretary Mike Nugent, Trustee Joshua Benn, Trustee Jeff Horak and Trustee Kimberly McAdams. Trustee Amanda Green was not in attendance.
- C. PUBLIC COMMENTS
Comments related to agenda items for this meeting will be heard during consideration of the item later in the meeting.

There were no citizens wishing to address the Board at this time.

- D. CONSIDERATION, DISCUSSION AND POSSIBLE ACTION RELATED TO THE QUALIFICATIONS AND DUTIES OF SUPERINTENDENT OF SCHOOLS.
President Michael Schaefer reminded the group that he asked the Board to review the policy [BJA \(Local\)](#) and [BJA \(Legal\)](#) last week. President Schaefer then said we need to discuss experience level, prior superintendent experience, campus level experience, etc. for this particular job posting. He then opened the floor for discussion.

Vice President Nugent: It sounded like the community groups were in agreement with the same things we are looking for in a Superintendent. Certainly, we want someone who has excelled in many levels, campus level experience, Central Office experience would be great, prior superintendent experience would be good as well. I am OK with casting a wide net. Superintendent experience is a bonus.

Trustee McAdams: Our policy does a nice job of covering the main areas of what we are looking for. It touches lots of the important areas. Central Office experience is important. We also heard last week that principal experience is good. The Superintendent is the leader of those leaders and maybe we consider putting that on there as well.

Vice President Nolan: Central Office experience is needed for sure. Principal experience also. Not necessarily elementary and secondary experience both, but the principal level experience is important.

Trustee Horak: We heard from the consultants in regard to the focus groups last Thursday, where they mentioned attributes of a campus leader. Classroom experience also is important. District level experience was also mentioned. The challenges are coming. We will continue to grow. We are not done opening campuses. We need someone who can take that by the reins and lead us in the right direction. We need a liaison with a Central Office-to-campus relationship. Someone who can develop a five-year plan and show where we are heading.

Trustee Benn: I agree with Jeff. Someone who is the liaison with campuses. We don't necessarily have to have someone with superintendent or additional experiences listed in the policy. We could stick with the qualifications that are in the policy and if someone wants to add more that is fine as long as it doesn't hinder applications.

President Schaefer: I'm not sure adding teaching experience is necessary, because it is included in the campus level principal description. What level principal? Just a principal? OK. Moving on to the district level experience. Superintendent certification is required. District level administrator experience – I'm sensing we all think it is important. To what level? Do we want to get specific with deputy superintendent or just district level administrator experience?

Trustee McAdams: I like just principal. I lean to district level or central office experience and not getting more specific than that. That's what we did six years ago. The balance between getting the qualifications we need but having a wide enough net to allow enough good candidates.

Vice President Nolan: I think district level is fine. When you add principal experience and district level experience, that covers quite a range.

Trustee Benn: Do we need to define that? It seems the feeling among focus group participants that upper level Central Office experience was needed.

President Schaefer: What are the thoughts on prior superintendent experience?

Trustee Horak: Break that down with district of our size, based off of focus group feedback, I would be ok with putting superintendent experience in there.

President Schaefer: So, to recap – We want superintendent certification, some type of campus administration experience, district level administrative experience, and some type of deputy superintendent or superintendent experience.

Vice President Nolan: I am not 100% sure it needs to be superintendent experience. With a district our size and the growth we have had, it would be nice, but not sure we would have to have that.

Trustee Horak: It is not a deal breaker. Just thinking with the districts across Texas our size, it is a big task to take on.

Trustee McAdams: This is hypothetical but, a deputy from another district could be great superintendent here. That would leave a little room open for more people to apply.

Trustee Horak: I think we should put deputy superintendent and/or superintendent experience to widen the net a little.

Secretary Nugent: I am good with that, if we need titles. Where we are as a district with our size, we definitely want some experience with Central Office and if we narrow it to deputy or superintendent, the pool gets smaller. We are not just going to hire a resume. I am much more interested in the person at this point. Are we looking for a certain level of education?

President Schaefer: To get a superintendent certification, you must have a Masters' degree.

Trustee McAdams: Are we going to come to a final decision here or go to Executive Session?

President Schaefer: To summarize what I am hearing as a recap: a superintendent certification; campus administrative experience; district level administrative experience; and either a deputy or superintendent experience. I don't think there is anything at this time that we need to go into Executive Session to discuss.

Trustee Benn: If we are going to list Deputy or Superintendent experience, it is not necessary to list central office experience.

President Schaefer: So, superintendent experience, campus administrative experience and either deputy or superintendent experience. Is that the three qualifications that we would like to list?

MOTION 4849: I motion we accept BJA (Local) as is with the additional three qualifications as stated. The motion was made by Trustee Jeff Horak and seconded by Trustee Joshua Benn. The motion carried with six ayes and zero nos.

E. CONSIDERATION, DISCUSSION AND POSSIBLE ACTION REGARDING POSTING THE POSITION OF SUPERINTENDENT OF SCHOOLS AS REQUIRED BY LAW.

President Schaefer: Start by taking in consideration of the feedback and the qualifications we discussed. I personally feel we have great leadership team internally. By law, we have to post the position for at least 10 work days internally. We have a good pool of talent. Do we open it up and look internally first? We can open that up for discussion.

Trustee Benn: Generally speaking, the community forum groups, with the notation there is always room for improvement, seem to be happy and satisfied with current state of district and direction we are moving.

Secretary Nugent: I agree with that feedback was helpful and affirming as far as direction of district. We are not quite there yet. There is room for improvement, but overwhelmingly positive of where we are and where we are headed. Legally we have 10 days so we put it out there and if there are any internal candidates to interview, we can certainly do that before we have to decide to go in a different direction.

President Schaefer: During the 10 days, anyone that applies internal we can interview them within that 10 day time period.

Trustee Horak: From Thursday to yesterday I received feedback from focus group and community members. What I liked was the overall consensus from consultants and participants that folks are happy with where we are headed and with what we have done. Based on what we heard, with looking at the vision and did we have people where we could take the next step, we look good. I am OK with starting internally.

President Schaefer: What was good was that we had the community forum, it was in the media and then we had 50 Men Who Can Cook. There was like 2,000 people there. That was a good gauge of getting lots of input. The timing was very good on this.

Trustee McAdams: Agreed. I also heard what you guys heard from the focus groups and outside of that people are happy with the direction we are heading. In Executive Session, the consultants mentioned the *Good to Great* book. When I got back on the Board in November, I decided to re-read it. That is a good model for our school district. To have a successful organization, you start with good people which we have and then set a vision and direction and we believe we have that in place. Then you continue steady focused work in that direction. I agree we should start internal for the search.

Vice President Nolan: I'm right with all of you. That is a good place to start as well. I am also am also rereading *Good to Great*. Starting internal is the right direction, right path.

President Schaefer: Asked Mrs. Hickman from the audience, with what you have heard so far, is there anything else you would need to post the position?

CSISD's Director of Talent Management, Stormy Hickman: To verify my notes: You would like to post using local policy with qualifications including campus principal experience, a superintendent certification and either superintendent or deputy superintendent experience all required qualifications for the posting, is that correct? (President Schaefer answered yes.) Then I have everything I need.

MOTION 4850: I make a motion that we post our superintendent position internally as required by the Education Code Section 11.151. The motion was made by Trustee Kimberly McAdams and seconded by Vice President Geralyn Nolan. The motion carried with six ayes and zero nos.

F. EXECUTIVE SESSION

The Board will meet in executive session to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee. The executive session deliberations will be held pursuant to the "Personnel Matters; Closed Meeting" exception to the Texas Open Meetings Act as set forth in Section 551.074 of the Texas Government Code.
No need to go to exec session.

G. OPEN SESSION

H. ADJOURN

Without objection, President Schaefer adjourned the meeting at 12:35 pm.

MICHAEL SCHAEFER
BOARD PRESIDENT

The Board of Trustees reserves the right to go into executive session in accordance with Section 551.071 through 551.084 of the Texas Government Code to discuss any item (s) it is authorized to discuss in executive session in accordance with the Texas Open Meetings Act. Any necessary Board action related to such item(s) will be taken in open session following executive session.

MS/ch

MICHAEL SCHAEFER – PRESIDENT

MIKE NUGENT - SECRETARY