



## Special Meeting Agenda

Diamondhead Education Center  
200 W. Burnsville Parkway  
Burnsville, MN 55337  
March 19, 2025  
6:30 PM

### Strategic Directions:

- Creating space and opportunity for each and every voice to be heard
- Actively leading by developing and sustaining a diverse and equitable education system
- Supporting and leveraging innovation to improve student outcomes and district culture
- Engaging our community to ensure common understanding of our Strategic Roadmap and the district work to support it

#### I. Welcome

#### II. Item for Discussion

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**Speaker(s):** Barb Dorn, Minnesota School Board Association

##### A. Candidates

1. Interim Candidate
  - a. Hiring and interview process
  - b. Protocols for the full search the following year

2. Superintendent Search

- a. Timeline
- b. Process

##### B. Formality of the Search

1. Timeline
2. Stakeholder input
3. Hiring criteria or Leadership Profile
4. Brochure/Posting

##### C. State Statute

1. Open Meeting Law
  - a. Committee and/or Board Meeting

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District 191 welcomes members of the public to attend Board of Education meetings, work sessions and other public gatherings. However, public participation is allowed only during listening sessions, which are held before regular board meetings. Community members who wish to share their thoughts and opinions on meeting topics should contact the Superintendent's office at 952-707-2005 to schedule a meeting with the Superintendent or member of her leadership team.

## 2. Data Practices Act

### a. Naming your finalists

#### D. Licensure

#### E. Contract Options

##### **Description:**

- Interim Superintendent
- Superintendent
  1. Interim Superintendent
  2. Permanent Superintendent

#### F. Questions and Wrap-up

### III. Adjourn

1. FY19 Sup Search Time frame
  - a. October 11, 2018 - Notice of retirement from current sup
  - b. December 2018: Search firm selection: School Exec Connect.
    - i. Suggested RFP Question for search firm applicants: how would you give us the space to read all feedback prior to second round interview with each finalist?
      1. We found it challenging to read through all of the feedback forms and synthesize themes for second round interviews - in just 30 minutes.
    - ii. Suggested RFP interview question for search firm applicants: explain to us who our district is and what challenges we are facing. What are our challenges in finding a new superintendent.
    - iii. FY19 BOE Recommendation: This is the second time in a row that School Exec Connect was used. To keep things “fresh” we recommend selecting a new search firm for the next sup search.
  - c. January 10: Letter of Intent with School Exec Connect
  - d. January 22: Review search process & parameters
    - i. Designate a specific handler from search firm to work with, without exception. We found the having more than one handler undermined timely, effective process and communication
    - ii. Define participants in process. See list of staff and community groups.
  - e. February 7-28: Create sup profile with community/staff/student/BOE input.
  - f. February 1 - April 15 - Recruitment window
    - i. For FY19 board, this time frame was much longer than necessary.
  - g. April 23: goal was to have slate of 6 presented to board.
    - i. We were presented with seven candidates.
    - ii. Recommendation: Try to limit slate of candidates to five people.
      1. Candidates know where they plan to apply, once position is posted. The pool of candidates is relatively small. Adding time to the recruiting stage did not, we believe, significantly change results or expand our candidate pool.
    - iii. We suggest that adequate time is allotted to allow adequate review of first round slate of candidate application materials prior to first interview:
      - a. E.g. Approve slate of five candidates during a special meeting on a Friday.
      - b. Review application materials over the weekend.
      - c. Conduct first round interviews on Monday and Tuesday.

- h. April 24, 25: first round interview BOE questions. Initial list of sample questions was provided by search firm.
  - i. We used a survey tool to narrow BOE first round questions down to 15 questions. Individual board members were instructed to rank their top three questions by section, as provided by search firm. We also could suggest new questions. Based on ranking by section and additional conversation, BOE selected 15 questions.
  - ii. Recommendation: Tighten up first round interview questions based on profile that you create for desired candidate. Create second round questions based on BOE input and themes found in community/interview feedback forms
- i. April 29, 30: Each finalist spent a day in the district: district tour; committee and individual interviews; dinner with BOE, and then second round interview (used to narrow two finalists down to one preferred candidate)
  - i. Recommendations for tour:
    1. Ensure tour guide, candidates, and principals are all clear on the day's agenda and timing.
    2. District/school Tour: candidate with either outgoing sup or member of leadership team (Asst Sup, Dir of Curriculum, Director of Specialized services)
    3. Allow adequate time: 8:30 - 11:30 am
    4. FY19 BOE recommends getting feedback from principals whose schools were toured as part of the interview/tour feedback loop, as well as from the tour guide.
    5. Our tour guide (outgoing superintendent) conducted the same tour with each candidate to ensure comparable experiences among candidates as reference to their answers. Sup toured same schools with each candidate: one elementary, one MS, and BHS. Then, take a circuitous driving tour around One91 would allow for greater exposure to our community
    6. Create structured "look for's" for the sup/distict rep for feedback on candidate interactions during district tour:
      - i. Comfort and authenticity with staff and students
      - ii. Interest in and questions about district
      - iii. Assess the degree to which each candidate reflected on what he/she was seeing and learning

- iv. Did the candidate seem to have an understanding of the district generally?
- 7. FY19 Host Principal feedback (for current board to consider as an addition to this doc)
  - a. Build in time for candidates to talk with students at each school
  - b. Schedule visit for both finalists at the same time of day, to ensure comparable experience
  - c. 20 minute school tour seemed brief. Recommended: 30-40 minutes per school, with a drive around One91 if possible.
  - d. Each host principal tours same areas of their school to allow consistency in exposure and opportunity for learning to be shared in subsequent interviews:
    - i. Candidates present when students arrive in the morning
    - ii. Special Education space
    - iii. Cafeteria
    - iv. Tech/Makerspace/DLS area
    - v. EL
- 8. BOE preferred to receive a schedule of the candidate's day, where and who. We did not receive such a schedule in FY19, and it made a difference for us.
- ii. Recommendations for Finalist Interview Group and individual interviews during the day
  - a. We recommend that the board defines interview groups and who selects participants so that the board has a general context for feedback.
  - b. Search firm or BOE defines expectations for interview groups so that they are clear on their role in the process.
  - c. Provide each interview with feedback form and a copy of the profile to communicate what we are all looking for in a candidate
  - d. (Host principal feedback) Structure group interviews:
    - i. All interviewers are seated and in place before finalist is introduced to the room.
    - ii. Allow each group time to create their own list of interview questions in advance so that each finalist answers the same list of questions. This

would be the responsibility of the search firm or our executive assistant.

- e. Pair feedback forms with the list of participants. Prepare a cover sheet listing group members, with feedback forms as the info packet.
  - f. See list of staff and community members included in FY19 finalist group interview process. Add Executive Assistant as an individual interview. He/she will be spending a great deal of time with the new sup
  - iii. Dinner: Search firm should provide general guidelines for expectations and topics of conversation during dinner
  - iv. Recommendations for Forum
    - a. Identify how to promote forum in our community in advance. Timely robocalls, district website, emails to alert community members of this opportunity to meet and question candidates.
    - b. Provide feedback form and copy of profile to attendees
    - c. Need two microphones: one for the candidate, and one for people to ask questions from. Then, we all can hear each other.
  - v. Second round finalist interviews with BOE
    1. Video recording the first round (and second round interviews) was helpful:
      - a. First round: we were able to review interviews of final 2 or 3 candidates to prepare for second round questions
    2. Logistical set up of recording equipment, microphones, and seating arrangement must be addressed in advance. Recommend that a black tablecloth is placed on each interview table.
    3. Have a colored table tent to set up in front of each board member to let chair know when individual members have a question during second round popcorn interview questions.
    4. With our two finalists, BOE was given half an hour to review community input forms from forum. We then moved directly to second interview with finalist. Half hour to review and read feedback forms was TOO short.
2. Overall Timeline recommendations

- a. Four month process is suggested, with as little delay as possible between receiving notice from sup and selecting a search firm. In our opinion the October - April process was longer than necessary.
  - b. Month 1: Receive notice of sup departure. Start search firm search
  - c. Month 2: Select firm. Workshop for BOE input on process, participants, and timeline.
  - d. Month 3: Profile created early in Month 3. Recruit during Month 3 into beginning of Month 4
  - e. Month 4: approve first slate; select preferred candidate; and negotiate contract.
3. Comments on Timeline recommendation
- a. Best selection of candidates if we go first, as opposed to other districts posting their openings first.
  - b. Most respectful of other districts who will have to fill empty position. Allow for a longer transition process for candidates and their current district.
  - c. We had new board members in November 2018. What mattered for our newly elected board members was being sworn in prior to profile creation. Based on their feedback, they were less concerned about participating in the selection of the search firm itself.
  - d. The 2.5 months to recruit candidates in FY19 was too long.
4. NOTES - Action for current BOE:
- a. FY19 Profile creation and Interview Participants: Provide sample list of committees and community/staff/student groups. **DONE**
  - b. Provide feedback to School Exec Connect on candidates.
    - i. They gave us their candidates not our candidates.
    - ii. Communications: Confusion over meeting spot for candidates.
  - c. Synthesize themes from community feedback forms (from interview process and forum) with Theresa

## When is it too late to start a superintendent search?

All districts below began their superintendent search in March or April of their search year. All 12 searches highlighted in yellow were successful in finding and hiring a superintendent in this timeframe, while the remaining three districts paused their searches (in which case MSBA found each an interim superintendent and re-launched the search the following year for no additional charge).

### Late-season searches of 2023-2024

District	Planning meeting	Round 2 Interviews
Academy of Sciences & Ag	March 15, 2024	May 8, 2024
Win-E-Mac	March 21, 2024	May 6, 2024
International Falls	March 22, 2024	April 29, 2024
GMRTC	March 27, 2024	May 14, 2024
Brainerd (suspended)	April 2, 2024	May 8, 2024
DaVinci Academy of Arts/Science	April 8, 2024	May 20, 2024
Plainview-Elgin-Millville	April 18, 2024	May 28, 2024
Hill City	April 29, 2024	May 28, 2024

### Late-season searches of 2022-2023

District	Planning meeting	Round 2 Interviews
Foley	March 8, 2023	May 2, 2023
Pipestone (suspended)	March 15, 2023	April 25, 2023
Hastings	March 27, 2023	May 23, 2023
Howard Lake Waverly Winsted	April 10, 2023	May 17, 2023
East Grand Forks (suspended)	April 11, 2023	May 15, 2023
Winona Area	April 27, 2023	May 31, 2023
Wabasha-Kellogg	May 15, 2023	June 12, 2023