

Board of Directors Meeting
School District 4J, Lane County
Hybrid Meeting (virtual and
in-person)
200 North Monroe Street
Eugene, Oregon 97402
Monday, November 4, 2024

NOTICE: The Special Board Meeting will be open to the public to attend in person, via live broadcast on KRVM 1280-AM and 98.7 FM, on the internet at <https://icecast.4j.lane.edu/board> and via Zoom Webinar at <https://4J-lane-edu.zoom.us/j/91225128314>, Webinar ID 912 2512 8314

The board will not hear public testimony during the special board meeting.

**6:00 PM
Special Board Meeting**

- I. Call Special Board to Order, Roll Call
- II. Agenda Approval
- III. **Consent Group — Items for Action**
None
- IV. **Items for Information**
 - 1. Superintendent Search Planning Meeting with Human Capital Enterprises Agenda 2
- V. **Items for Action**
None
- VI. **Items for Action at a Future Meeting**
None
- VII. Adjourn Special Board Meeting

THIS MEETING WILL BE BROADCAST OVER KRVM-AM (1280)

INFORMATION FOR THE DEAF AND HARD OF HEARING:
Closed Captioning is available during Board meetings through a zoom live feed which is also displayed at in-person meetings.



**Superintendent Search, 2025-26
Planning Meeting Agenda
Monday, November 4, 2024
6:00 – 9:00 pm**

1. Introductions
2. Communication logistics
3. Timeline of Activities
(Addendum A)
4. Role of the subcommittee
5. Focus Groups and 1:1s
(Addendum B)
6. Regional vs. national search
7. Internal Candidates
8. Fairness Considerations
9. Publicity Issues
10. Residency Expectations
11. Salary Range for the new Superintendent*
12. Format of Final Interview*
13. Other things you should know, other things we should know!

**These items will be briefly discussed today but do not need be resolved at this time*



Addendum A (Part 1)
Superintendent Search - Timeline with Activity Detail

Activities	Dates/Range
Planning Meeting	Nov. 4, 2024, 6:00pm
<p>Pre-Announcement Activities</p> <ul style="list-style-type: none"> ● 20 Stakeholder Focus Group Meetings – November 18 through December 13 ● 1:1 meetings with Board Directors - Nov 11 and 18 ● Survey (English and Spanish) – open November 18 to 27 (coordinate with Communications) ● In-Person Outreach - tbd if desired ● “Pre-Announcement” eBlast - Thanksgiving week ● HCE prepares draft of “Next Superintendent Criteria” 	November/December
<p>Special Board Meeting</p> <p>Agenda:</p> <ul style="list-style-type: none"> ● Public input on qualifications to be sought in hiring a new superintendent (per Oregon statute) ● Review “Next Superintendent Criteria” ● Discuss salary range for next Superintendent <p><i>Note: Revised Next Superintendent Criteria document is then an agenda and action item for the January 15, 2025 regular board meeting</i></p>	January
<p>Announcement of Vacancy - Week of January 6, 2025</p> <ul style="list-style-type: none"> ● HCE Application Opens ● HCE eBlast (40,000+ recipients) ● Advertising <ul style="list-style-type: none"> ○ WASA, COSA, EdJoin (California) ○ Eugene and HCE webpages; HCE applicant tracking system page 	January
<p>Recruitment Period</p> <ul style="list-style-type: none"> ● January 6 to February 10, 2025 - 5 weeks 	January/February

Activities	Dates/Range
<p>Selection Process</p> <ul style="list-style-type: none"> ● Preliminary Interviews with HCE consultants – February ● Board reviews applicant materials ● Slate Meeting <i>in executive session</i> – February ● Round 1 Board Interviews (two partial or one full day, virtual) <i>in executive session</i> – February/March ● Subcommittee/Board conduct reference calls on finalists ● Confidential Community Engagement Interviews (virtual) – March ● Round 2 Board Finalist Interviews, in-person <i>in executive session</i> – March ● Board deliberation/selection <i>in executive session</i> – March ● Comprehensive 3rd party background check ● Announcement – by the end of March <i>in public session</i> ● New Superintendent starts – July 1, 2023 	<p>February/March</p>

Yellow highlighted - dates to be scheduled with the Board



Addendum A (Part 2) Superintendent Search Timeline

Activity	Date(s)
2024	
Planning Meeting	November 4
1:1 Board Conversations	November 11 and 18
Focus Group meetings	November 18 - December 13
Online Survey Window	November 18 - 27
2025	
Presentation of Eugene 4J’s Next Superintendent Criteria <i>in public session</i>	Week of January 6
Recruitment Period	January 6 - February 10
Preliminary Interviews with Consultants	Mid February
Presentation of Slate <i>in executive session</i>	Mid February
First Round Interviews with Board <i>in executive session</i>	February/March
Community Engagement	March
Finalist interviews with Board <i>in executive session</i>	March
Deliberation and Selection <i>in executive session</i>	March
Public Announcement	<i>Target: By March 31</i>
Superintendent assumes responsibilities	July 1



ADDENDUM B

EUGENE 4J SUPERINTENDENT SEARCH List for Focus Group Consideration

1. 45-minute meetings with each Board Member
2. Twenty * 40-minute focus group meetings (capped at six per group; typically virtual)
**Additional meetings can be arranged)*

Recommended

- a. Executive Leadership Team
- b. Superintendent's Leadership Council
- c. Principals
- d. Union Leadership
- e. Employees
- f. Parent Leadership/PTC
- g. Affinity Group Consortium
- h. Students
- i. Community Partners / Community Leaders

Optional

- j. Additional Parent Group(s)
- k. Additional Employee Group(s)
- l. Individual Affinity Groups
- m. Education Foundation
- n. Assistant Principals
- o. City/County Governmental Leaders
- p. Education Partners
- q. Home School and/or Private School Representatives
- r. Central Office staff
- s. Training of Language-Specific Liaisons
- t. Other



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

What is the reason why you are recommending a search in which the names of finalists are not publicly released?

Historically, many superintendent searches have culminated in a process whereby finalists (usually two or three) are introduced to the community through a series of public events. Constituents – whether parents, students, staff, or community members – weigh in and provide feedback regarding the candidates. The Board then deliberates and selects their preferred finalist to be the next Superintendent of Schools.

In some states, there is statute that requires the public release of finalists' names – and in some states such as Florida – all applicant names are public. In Oregon, the choice is not governed by statute and is therefore a local decision. In jurisdictions such as Oregon where the Board may make this determination, this traditional approach (the “public reveal”) is now less ubiquitous than it has been historically.

In 4J's case, for reasons we'll outline below, we are recommending that the Board choose to engage with staff, parents, constituents and the broader community through Focus Groups and a Superintendent Search Survey with the intention of seeking high-level, high-leverage input from your many constituents on the front end of our search. At the finalist stage, the recommended process does not include a public pronouncement of finalists, which we believe can create a serious impediment to attracting the most exceptional talent. At the same time, we are recommending a model that augments the quality of community feedback on the finalists. In the proposed model, there will be an opportunity for a number of stakeholder group representatives to participate on a confidential panel(s) which will interview finalists and provide feedback on those candidates to the Board.

What is the rationale for taking a different approach in this search?

1. Quality of Pool

Top-tier, experienced superintendent candidates are shying away from superintendent search processes in which their names are surfaced publicly prior to selection. This has always been problematic, as the risk to a sitting superintendent who enjoys strong relationships in their district – and then publicly applies for another school district superintendency – is not small. But in the current era, where superintendents of great talent are in higher demand than ever before, top-drawer candidates are increasingly selective about the positions to which they apply. Many successful superintendents will opt out of a search process where they will be publicly identified as finalists for a job that they may not ultimately get. In our searches, it is often one of the first questions we are asked by prospective candidates who are current superintendents.

Thus, it should not be surprising to note that superintendent searches from districts where finalists' names are publicly revealed evidence that most finalists in most searches are not sitting superintendents.

2. Quality of Community Feedback

Although there is sometimes a tendency to think that more feedback is better, in actuality that's not our experience. Large-scale qualitative feedback is very difficult to turn into usable feedback for the Board in the short turnaround time that is required. Beyond that, there is a question as to the value of feedback that comes from community events such as a meet-and-greet or public presentation. For instance, some constituents will provide feedback having only watched only a single candidate – or may have a strong bias toward a candidate and a large network of friends and colleagues with whom they share that bias, encouraging them to provide similar feedback. Quantitative feedback on finalists in a Superintendent search, though easier to collect/analyze than qualitative, is of some, but limited, value.

3. Equity

In searches where there is a large-scale amount of feedback, it can feel overwhelming to Board Directors to make sense of the various voices providing feedback. When that happens, it is not atypical that we, human beings that we are, elevate the voices most proximate to us to a higher level of influence: our spouses and partners; our neighbors; our kids; our friends; our colleagues. Members of our close circles will have observed finalist processes, and they will have opinions that they eagerly share with us. Because there is large-scale data that is difficult to condense, and because the opinions of our close circles matter to us, we might inadvertently give more weight to the voices of our close circles than the broad constituencies from whom we are seeking to bring forth voices.

But in a search where a finite number of individuals are providing feedback – individuals who for the most part are not identified and who represent a broad and diverse array of stakeholders – the Board will truly hear the diverse voices of a representative sample of the community.

Has this been done before?

Yes, throughout Oregon – in Forest Grove, Salem-Keizer, Tigard-Tualatin, Medford, and the Willamette ESD, successful searches took place without a public reveal. Many other districts in Oregon and Washington, and most districts in California use such an approach. Even in cities that are known for their active and deeply engaged communities, such as Bellevue WA, and Ashland, the “non-reveal” process yielded experienced talented superintendents and a successful leadership transition.

How can the public follow the process?

Updates regarding the Superintendent search process will be communicated widely. The Board or Search Subcommittee will provide updates at its regularly scheduled meetings as well as through press releases.