

# Oakland Unified School District

Board of Education  
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**DRAFT**

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## **Minutes (Long)**

**Monday, December 08, 2008**

**7:30 AM**

**Special Meeting**

**Board Room, Paul Robeson Building, 1025 2nd Avenue, Oakland, CA  
94606-2212**

## **Special Committee on Superintendent of Schools Search**

**Gary Yee, Chairperson**

**Noel Gallo, Member and Christopher Dobbins, Member**

## A. Call To Order

*Chairperson Gary Yee called the Committee Meeting to order at 7:42 A.M.*

## B. Roll Call

**Roll Call:** Present: Gary Yee, Noel Gallo and Christopher Dobbins

## C. New Business



**08-3150**

### **2008-2009 Superintendent of Schools Search - Review of Requests for Proposal (RFP)**

Establishment of ground rules, procedures, a proposal screening rubric and preliminary review of submitted Requests for Proposal from firms (proposals attached) interested in assisting Board of Education with search for permanent Superintendent of Schools.

**Funding Source: General Purpose**

**Attachments:** [California School Boards Association - Executive Search Services - West Sacramento, CA.pdf](#)  
[Cascade Consulting Group - Bellevue, Washington.pdf](#)  
[Hazard, Young, Attea and Associates, Ltd - Glenview, IL.pdf](#)  
[Leadership Associates - Mission Viejo, CA.pdf](#)  
[Proact Search - Milwaukee, WI.pdf](#)  
[Ray and Associates, Inc. - Cedar Rapids, Iowa.pdf](#)  
[RBL Enterprises LTD - Oakland, CA.pdf](#)

*Chairperson Yee asked the Interim Superintendent for a status report on the superintendent search process.*

*Superintendent Mayor said Letters of Invitation were sent out to approximately 30 different agencies inviting them to submit a proposal to assist us in the superintendent search process. We did give them a deadline to the end of October to submit their proposals. We have seven viable applicants who are willing to assist us in this process.*

*Secretary Rakestraw said the President of the Board charged the Committee to make a recommendation on selection of a search firm by the December 17 Board of Education meeting. The goal of the Board is to have the entire process completed and a candidate selected by June 30, 2009.*

*Chairperson Yee shared a list of questions he developed in reviewing the proposals:*

- 1. What was the best practice in hiring?*
- 2. What was the specific RFA involved with the search consultants?*
- 3. How do we want to handle community input on the process, especially*

- selection of search consultant?*
4. *Do we want to have a Community Advisory Council Committee to represent OUSD stakeholders?*
  5. *Do we want a national search?*
  6. *What is the value of local knowledge?*
  7. *Note that CGCS, CSBA, ACFSA all have search firms interested.*
  8. *What is the time frame for picking a search consultant?*
  9. *Do we want to have a search consultant or a facilitator of the process we design?*
  10. *Most cost "around" \$40,000 for full process.*

*Director Gallo said the Board is heading in the right direction. The process should be inclusive and informative with the community in that we have been without a superintendent for five years.*

*Chairperson Yee brought up community input and if we want a national search? What is the value of local knowledge? Do we want to get people from New York, Baltimore, Seattle, and from large urban district organizations? Do we want people who have been involved from Oakland? He said about half of the search firms are out of state. There are 3-4 local firms.*

*Director Gallo said the community will be expecting the Board to conduct a national search and to get the best candidates. He said the City of Oakland is also looking for a City Administrator. The Mayor has been saying that he has been doing a national search. As a District, we want excellence. We should not limit our focus on the local level.*

*Director Dobbins said if the Committee met in the evening, we would get more public input.*

*Chairperson Yee said most of the firms identified a search that they conducted within our area. For him, staff might want to check with the Board Members who was leading up the search to ensure that the search firm worked well with the Board and engaged the community in the process. Superintendent Mayor said her staff could check on the references and how they have worked with the Board. She said the selection of a search firm is a very important process. Search firms often have their own candidates in mind instead of thinking about the community they are trying to serve. The Board will want a firm that will put the needs of this community ahead of the firm's own headhunting. When the Board negotiates with a particular search firm, the Board can ensure that their concerns are addressed and that the firm is a good match for the community.*

*Chairperson Yee noted ELS did the Emeryville search and the Hazard Associates did the San Francisco search. Leadership Associates did the Hayward search. Is it appropriate for Board Members to call members of the Board from the other school district or should the Superintendent's staff take on that responsibility? Superintendent Mayor said she would undertake that responsibility for the Committee, but if the Committee knew some of the Board Members directly, the Committee should feel free to make the contact. Yee said he would want to confirm with Hayward Board Members that they were pleased with Leadership Associates and that two years later they are still happy with their Superintendent selection. Director Gallo said this is a leadership opportunity for the Board*

*and Board Members need to be involved at every level, whether it is making reference checks or making calls on the three potential groups that we may want to pursue.*

*Chairperson Yee asked if the seven firms were all viable? Superintendent Mayor said she is not familiar with all seven firms. They have been in the search business for some time. State Administrator Matthews said when we look at large urban searches, at least four of the firms are top search firms, and those top four will result in the highest quality candidate. He suggested Committee Members be involved in the calling, but the process should be standardized with the same questions.*

*Chairperson Yee said the Committee will decide on the questions today. The goal is that the Committee is to announce at our Board Meeting that we have laid out the questions and the Committee Members are taking the leadership in checking them out with the Board and to ask the Superintendent and the State Administrator to check from a staff's perspective how do these search firms go so that we can have some rough rank ordering from staff. The goal would be to meet next Monday and review our findings. Superintendent Mayor suggested the Committee might consider interviewing the top two candidates. Chairperson Yee said the Committee would identify the top 2-3 search firms by next Monday and set up an interview schedule for them and have someone by end of the calendar year. He is interesting in contacting all seven firms with each committee member contacting two or three of the firms.*

*Director Gallo said the Committee needs to ask about the success of the candidates with large urban districts. At least one of the search firms dealt with a small school district and their presentation would be different. Chairperson Yee said Committee Members need to ask how well the firms engaged the community and were there any downsides to that? How well did the firm work with Board Members to ensure that needs of all board members were met and the were all questions answered? Did they know any local candidates or are they only bringing in their own candidates? How was their presentation? Director Gallo indicated he would like to know about the firm's experience. Was there a reference check and qualifications check on the firm? What is their contractual amount? Did the Board feel good about the pool of candidates? Did they reach beyond their local area? Were the Board Members satisfied for the firm to work with the Board during the whole process? Superintendent Mayor said the firm's process must be very transparent so that both the Board and the community know how they have vetted the candidates and how did they come up with the list that they are going to recommend? What were the criteria by which they ruled some people out? The Committee needs to know that list as well in going forward and have some understanding of their process and their thinking.*

*Chairperson Yee said he would work with the Superintendent in developing a "script" for the Committee to use when calling the board members involved in the searches. At the next meeting, the Committee will pick the top three firms and schedule an interview within the next two weeks. Chairperson Yee said he had met with Norman Yee and Carlos Garcia from San Francisco Unified and the two liked the process they had used. They created a Community Advisory Council (CAC) Committee to represent interested stakeholders in the search and appointments to the committee represented parents, district parent advisory committee, PTA, Black Educators, Latino Educators, Chinese Educators, Unions, Administrators, Special Education CAC, and the Bilingual Committee. It was an advisory committee that we would report to and give them information about what we are doing in*

*the process.*

*Secretary Rakestraw recommended to the Committee that once they have selected a firm to assist with the search, then the Board have a dialogue with them about the kind of community engagement that the Board wants to have and allow the firm to assist the Board to structure it. He recommended that the Committee not settle on a community input committee structure at this point.*

*Committee Members said they would contact the following search firms:*

*Director Gallo  
Proact Search  
Leadership Associates*

*Director Dobbins  
California School Boards Association  
RBL Enterprises LTD*

*Director Yee  
Hazard, Young, Attea and Associates, Ltd.  
Ray & Associates, Inc  
Cascade Consulting Group*

*Director Yee asked if the firm interviews would be public interviews or Committee interviews? Superintendent Mayor suggested the initial interview take place with the Committee; then the one being recommended to the full board could be a public interview. Secretary Rakestraw said once the search firm starts recommending particular candidates for consideration, the Board can then go into Closed Session. The process up to then is all public.*

*The next meeting of the Committee will be on Monday, December 15, at 6:00 P.M.*

## **D. Adjournment**

*Chairperson Yee adjourned the Committee Meeting at 8:20 A.M.*

Prepared By: \_\_\_\_\_

Approved By: \_\_\_\_\_