

MINUTES  
CLARK COUNTY SCHOOL DISTRICT  
SPECIAL MEETING OF THE BOARD OF SCHOOL TRUSTEES  
EDWARD A. GREER EDUCATION CENTER, BOARD ROOM  
2832 E. FLAMINGO ROAD, LAS VEGAS, NV 89121

SUPERINTENDENT SEARCH

Thursday, February 8, 2018

8:07 a.m.

---

Roll Call: Members Present  
Deanna L. Wright, President  
Carolyn Edwards, Vice President  
Lola Brooks, Clerk  
Linda P. Cavazos, Member  
Kevin L. Child, Member  
Chris Garvey, Member  
Linda E. Young, Member

Pat Skorkowsky, Superintendent of Schools

Also present were: Mary-Anne Miller, Board Counsel, District Attorney's Office; Jason Goudie, Chief Financial Officer, Finance Department, Operational Services Unit; Elizabeth Carrero, Executive Manager/Director II, Office of the Superintendent; Cindy Krohn, Executive Assistant, Board Office; Gary Ray, Chairman, Ray and Associates; Robert Mata, Regional Search Associate, Ray and Associates; and Norma Herrera, Administrative Secretary II, Board Office.

**TELECONFERENCE CALL CONNECTED**

Teleconference call with Trustee Brooks and Trustee Young was connected at 8:07 a.m.

**FLAG SALUTE**

Trustee Garvey led the Pledge of Allegiance.

**ADOPT AGENDA**

*Adopt agenda, except note reference material provided for Items 3.01 and 3.02.*

*Motion: Cavazos Second: Garvey Vote: Unanimous*

*Trustee Child and Trustee Wright were not present for the vote.*

**PUBLIC COMMENT PERIOD**

None.

## **APPROVE SUPERINTENDENT SEARCH – RESULTS FROM TOWN HALL MEETINGS AND ONLINE SURVEY**

Approval regarding information obtained through town hall meetings and the online survey concerning the desired qualifications and characteristics of the next superintendent of the Clark County School District.

Mr. Ray and Dr. Mata presented the superintendent search survey results and summary notes of the town hall meetings.

## **TELECONFERENCE CALL DISCONNECTED**

Teleconference call with Trustee Brooks was disconnected at 8:33 a.m.

## **BOARD MEMBER ARRIVES**

Trustee Brooks arrived at the Board meeting at 8:33 a.m.

## **APPROVE SUPERINTENDENT SEARCH – RESULTS FROM TOWN HALL MEETINGS AND ONLINE SURVEY (continued)**

Trustee Edwards said she feels that student achievement should rank number one. She noted that the characteristic "Understands AB 469 inside and out," as shown in Reference 3.01 A, was mentioned at every town hall meeting. She said the superintendent needs to understand it and needs to understand where it needs to be adjusted and must be a strong enough leader to approach the Nevada Department of Education or legislators to request a revision when necessary.

Trustee Cavazos said she feels that the characteristics marked as "consider," Numbers 11, 18, and 27, on page 2 of 3 in Reference 3.01 B, are very important characteristics, and she strongly recommended that those be added as priorities.

Trustee Edwards agreed that Number 27 should be included on the list of priority characteristics.

Trustee Young said that Number 24, Is comfortable leading innovation and reform efforts; Number 21, Leadership and focus on support, preparation, training, and resources of staff; and Number 25, Able to lead a large organization dedicated to goals of continuous improvement, should be considered.

Trustee Brooks asked if the search firm was creating a flyer with this information or if they would be developing a job description based on this ranking and recommendation sheet.

Mr. Ray stated that the purpose of today's meeting is to gather the qualities and characteristics that would be placed on a flyer to be placed on the firm's and the District's websites and to be shown at upcoming conventions the firm would be attending. He suggested that some of the issues or topics suggested by Board members could be presented as interview questions. He cautioned against making the list of priority characteristics too long.

## **APPROVE SUPERINTENDENT SEARCH – RESULTS FROM TOWN HALL MEETINGS AND ONLINE SURVEY (continued)**

Trustee Garvey agreed that student achievement should be the number one priority and suggested perhaps combining Number 30, Promotes a positive and professional environment for District employees and Board, with student achievement.

Mr. Ray said he feels that those two thoughts are important enough that they should stand alone.

Trustee Edwards said she would assume that Number 2, Has leadership skills, knowledge and sensibility required to respond to opportunities and challenges of an ethnically and culturally diverse student population and community, would include a priority to hire a diverse staff. She agreed that the list should not be too long and said perhaps some of the items that are very similar could be combined. She suggested that if individual Trustees are looking for specific characteristics, those could be incorporated into the interviews.

### **Public Hearing**

Jennifer Pierce (phonetic) said many people work in hospitality and cannot attend Board meetings at 8:00 a.m. or 5:00 p.m. She talked about big corporations coming to Clark County and bringing their employees and said that leaves nothing for the students here to aspire to, and it does not bring innovation to the students here. She said the new superintendent needs to be thinking about innovation and sustaining the city and looking toward the future.

## **APPROVE SUPERINTENDENT SEARCH**

Approval on items related to the search and selection of a new superintendent, including but not limited to, the desired qualifications and characteristics of a superintendent, flyer and/or brochure job announcement, compensation and benefits for the new superintendent, the ongoing recruitment process; and the scheduling and process of candidate interviews, as recommended.

Mr. Ray noted that the items listed in Reference 3.02 A are not in order of priority here, but after listening to the Board, he would probably move some of those items around to reflect what the Board identified as important. He said these are the characteristics and traits that would be included on the flyer. He noted that as previously discussed, he would be adding the item regarding student achievement.

Trustee Garvey said she would not be opposed to adding something about being an innovative thinker.

Trustee Edwards suggested that item 1 and item 5 in Reference 3.02 A could be combined.

Trustee Brooks suggested placing items concerning students at the top of the list.

Mr. Ray reviewed the national superintendent salary comparison sheet. He recommended that the Trustees consider a \$350,000.00 base salary.

### **BOARD MEMBER ARRIVES**

Trustee Child arrived at the Board meeting at 9:24 a.m.

### **APPROVE SUPERINTENDENT SEARCH (continued)**

Trustee Garvey suggested that the Board needs to have a discussion about cutting the Superintendent's Office budget to compensate for the increase in salary.

Trustee Edwards disagreed with cutting the Superintendent's Office budget in order to offer a larger salary. She suggested that the Board should offer a salary of \$315,000.00 - \$340,000.00.

In discussing what the salary should be for the incoming superintendent, the Board talked about the work that the superintendent would be asked to do, the changes and challenges happening in the District, and the need to hire a quality individual and be competitive. They also expressed concern with not being able to give teachers and support staff employees salary raises.

### **TELECONFERENCE CALL DISCONNECTED**

Teleconference call with Trustee Young was disconnected at 9:28 a.m.

### **TELECONFERENCE CALL CONNECTED**

Teleconference call with Mr. Goudie was connected at 9:30 a.m.

### **APPROVE SUPERINTENDENT SEARCH (continued)**

Discussion continued regarding where the money would come from to pay the increase in the superintendent's salary while still being able to offer a competitive salary.

Trustee Edwards said the search firm was suggesting a salary of approximately \$350,000.00, and she asked how Mr. Goudie if he could speak to how the District would pay for that.

Mr. Goudie said staff is still in the early stages of the budget process, and he recommended including what the Board approves here as the base salary and then address any changes that need to be made in the budget process.

Trustee Child said he previously suggested cutting the Superintendent's Office budget. He said the Board needs to look at this stringently in order to be competitive.

### **TELECONFERENCE CALL DISCONNECTED**

Teleconference call with Mr. Goudie was disconnected at 9:34 a.m.

### **TELECONFERENCE CALL CONNECTED**

Teleconference call with Trustee Wright and Mr. Goudie was connected at 9:35 a.m.

**APPROVE SUPERINTENDENT SEARCH (continued)**

Discussion continued regarding what the superintendent's salary should be, where that money would come from, and being able to pay a competitive salary in order to get a quality candidate.

Mr. Goudie said staff has identified a significant number of cuts in 2018 that would carry over into 2019 and would be able to be used to fund the increase in the superintendent's salary.

Trustee Garvey asked how the District's current fiscal standing would impact the discussions and information required by the Nevada Department of Taxation in relation to what they are requiring of CCSD.

Mr. Goudie said he does not believe this would change anything. He said the Nevada Department of Taxation's primary request is to be provided tax flow statements, and this item would not have a significant impact on that process.

Trustee Garvey said without having more information on where the money for the superintendent's salary would come from, she cannot support this salary increase at this time.

**RECESS:** 9:49 a.m.

**RECONVENE:** 9:59 a.m.

**Public Hearing**

Sylvia Lazos urged the Board to consider the \$350,000.00 salary range because she said the Board should be seeking an outside candidate who can address the concerns of the community and inspire them and give hope to District employees.

Jennifer Pierce said the salary for the new superintendent should be \$350,000.00. She said the revenue from the sports teams coming to Las Vegas should be considered. She said this is an investment in our community.

**TELECONFERENCE CALL CONNECTED**

Teleconference call with Trustee Wright and Trustee Young was connected at 10:02 a.m.

**APPROVE SUPERINTENDENT SEARCH (continued)**

There was continued discussion regarding the financial state of the District and how much the superintendent's salary should be.

*Motion to set the salary range between \$320,000.00 and \$350,000.00.*

*Motion: Brooks    Second: Wright*

Trustee Young said she would not support the motion. She said she would not agree to anything above \$320,000.00. She said she does not feel that would be fair to CCSD staff or to the community.

**APPROVE SUPERINTENDENT SEARCH (continued)**

Mr. Ray said he would not recommend this range, and he suggested instead setting a base salary of "not less than \$325,000.00," for example.

Trustee Child said he cannot support the motion until he knows where the money is coming from to fund the salary increase.

Mr. Goudie suggested that they begin looking at specific items. He said they can consider the cuts that were made in the 2018 budget specifically in the Superintendent's Office. He said the Board could allocate those funds in that specific manner.

Trustee Young continued to express concern for staff.

*Trustee Brooks amended her motion to set the salary floor at \$320,000.00.*

*Trustee Wright agreed with the amendment.*

Trustee Garvey continued to voice concerns that the actual budgetary items would not be discussed before moving forward with this. She also expressed concern for the morale issue she believes approving this would cause. She said she cannot support this motion.

**TELECONFERENCE CALL DISCONNECTED**

Teleconference call with Trustee Wright was disconnected at 10:27 a.m.

**BOARD MEMBER ARRIVES**

Trustee Wright arrived at the Board meeting at 10:27 a.m.

**APPROVE SUPERINTENDENT SEARCH (continued)**

Mr. Ray pointed out that candidates would not only consider the salary, but also the process and the fact that their name would be made public in this process.

*Vote on Trustee Brooks' motion: Yeses – 5 (Brooks, Cavazos, Edwards, Wright, Young); Noes – 2 (Child, Garvey)*

*The motion passed.*

**BOARD PRESIDENT ASSUMES CHAIR**

Trustee Wright assumed the chair.

**APPROVE SUPERINTENDENT SEARCH (continued)**

The Trustees and Mr. Ray briefly discussed benefits and moving expenses for the incoming superintendent.

**APPROVE SUPERINTENDENT SEARCH (continued)**

Mr. Ray said he would advertise that the salary would be not less than \$320,000.00 plus a comprehensive benefits package and that the final salary would be negotiated depending on the candidate's experience and meeting Board expectations.

The Trustees agreed with the language Mr. Ray suggested using regarding the benefits and salary.

Mr. Ray discussed the ongoing recruitment process and what the next steps would be for the search firm. He said they would be finalizing their flyer and including the information gathered here regarding the traits and characteristics, it would be sent out to their associations around the country, and he would take some with him to the American Association of School Administrators (AASA) convention. He said the information gathered here would also be placed on the firm's website, and he would be adding information to the publications, and they would begin heavily recruiting up until the deadline of March 15, 2018. He said he would be coming back to the Board on March 27, 2018.

Mr. Ray briefly talked about the application process. He said he could send the publication dates to the Board.

Trustee Wright asked that the Board also be kept apprised of the advertising and the interest the firm is receiving.

The Board and Mr. Ray continued to discuss the application and interview process.

The Board agreed to move the April 12, 2018, regular Board meeting to April 11, 2018, and schedule the first round of interviews and community input meetings for April 12, 13, and 14.

Trustee Garvey asked when and how many candidates would be made public.

Trustee Wright said she had a discussion with legal counsel about how the search firm could provide information about the candidates' qualifications to the Board without giving their names. She said that way the Board would be able to have knowledge of the top 10 candidates without their names being made public. She said then the top four, for example, brought forward by the search firm would then become public. She said she was comfortable with having four finalists.

Mr. Ray said the number of the finalists brought forward depends on the quality of the pool. He did not advise having more than four finalists but said all four should be candidates the Board would seriously consider hiring.

Trustee Edwards said candidates need to be made aware ahead of time of when their name would become public so this decision needs to be made before the March 15, 2018, closing.

Mr. Ray said the candidates should have a general idea of a date that their name would be made public.

**APPROVE SUPERINTENDENT SEARCH (continued)**

Trustee Garvey said they need to figure out how they can do this in such a way that the public feels the process was transparent and they can have a clear idea of who applied.

**AGENDA PLANNING: ITEMS FOR FUTURE AGENDAS**

Trustee Garvey requested that a specific item be placed in the Superintendent Search item on the February 22, 2018, Board meeting agenda regarding candidate information, including the transparency level.

**DISCUSSION AND REQUEST FOR SPECIAL MEETINGS**

None.

**PUBLIC COMMENT PERIOD**

Jennifer Pierce said in searching for the new superintendent, CCSD also stands for children, change, social, and diversity.

**ADJOURN:** 11:54 a.m.

*Motion: Edwards    Second: Brooks    Vote: Unanimous*