Special Meeting of The Odyssey School
Board of Directors

Monday, April 11, 2016
4:00 pm

Board members in attendance:
Christina Carlson, Ami Desai, Brenda Bautsch Dickhoner, Jason Fritz, Corey Goodrich, Chad Harman, Jon Liu, Illana Poley and Justin Silverstein. Brian Moore was on the phone.

Guests included Larry Georgeson (interim search committee parent rep), Ali Morgan (interim search committee staff rep) and Nora Flood from the League of Charter Schools. Liza Eaton and Ann Cisneros also attended.

Agenda

- Christina proposed an addition to the agenda involving Executive Session for personnel matters pursuant to §24-6-402(4)(f)(i), C.R.S.
- **ACTION ITEM:** Jason made a motion to approve the amended agenda. Ami seconded and all voted to approve.
- Christina noted that upcoming meetings this week include the finance and executive committees. Agendas will be posted.
- This week's discussion will be around the interim search committee work. Next week, we will address regular board business.

Interim Search Committee
**(Attachment included)**

- Jon presented an overview of the interim search committee's work along with a recommendation.
- Phase 1 Process
  - Contacted four candidates from the search conducted in 2015
    - Two were interested in the interim position
    - One interested in the permanent position
    - One not interested
    - Also contacted DPS and EL for any additional candidates
- Proposal
  - “After completing its Phase I search, the Interim ED Committee has identified Marnie Cooke as the leading candidate for the Interim Executive Director position and hereby submits this recommendation to the board.”
- Scoring
- Scored on 0-4 scale; 0 brings no experience to 4 bringing experience that would exceed what we do now
- Used buckets from previous search, adding interim-specific needs that were not considered last year
  - Build trust with staff and community
  - Collaborative leadership
  - Follow-through with tasks and communication
  - Ability to plan and facilitate 1:1, small group and whole group meetings with a variety of constituents
  - Availability prior to the end of the 2015-2016 school year
- Used the same scoring metric as last year
- Each of the members of the committee scored the candidates independently (scores are available in attachment)

**Strengths**
- Marnie’s strengths include using student data to make decisions, administrative experience, EL experience, organizational leadership, instructional leadership, can begin at reduced capacity two weeks after agreement

**Areas for support**
- Creation/management of budget
- Working with Board of Directors
- Balancing ED role with limited availability through the end of the year

**Discussion**
- What about 75% availability?
  - Anticipating need to complete responsibilities in current job – needs two weeks from the time of accepting offer
  - Could be at 60 percent through first half of May; would move to 75 percent time until full time at beginning of June.
- What was the interview process?
  - Marnie interviewed with the group, each committee member scored individually and then scores were averaged
  - Called references - two past supervisors and one current supervisor
    - Conversations with references aligned closely with committee’s perceptions of strengths and areas for support
- Moving forward, how will we support the community?
  - Build and nurture relationships with staff and with families
  - Capitalize on Marnie’s unique role and skills
- Clarity on the mission and vision, name specific goals, be clear with stakeholders about data we will use to know how we are performing
  - What are some of the supports we would need to put in place for Marnie to be as successful as possible?
    - Budget – this is a new task for her as a head leader (identified this proactively)
      - Would like a chance to meet one on one with the finance committee and ask questions
    - Reflecting up front about what has happened up to now
      - Clarifying goals are and being transparent with staff, parents, board, etc.
    - Through the end of this year, helping her manage that process and while she is finishing up her existing work
      - Acknowledging that this is still a time of healing, and make it an ongoing conversation. As a staff, we don’t really have a process for onboarding new staff – identify what we can do, what we can’t do, what we don’t know.
      - Working together with the board to have a set of goals that is clear and putting supports into place to make that person successful
      - (Marnie) – for parents, important that goals are shared and community can see how progress is made. Be honest and transparent about goals and what indicators of success look like.
      - Think through how this fits into the longer executive director search. People will want to understand that longer process and when they will have an opportunity to be heard.
  - References and information check
    - References have been checked
  - Was the information from only one candidate because the committee was unanimous?
    - Correct – the committee was unanimous
  - Is Marnie strong enough that we are confident to move forward with her rather than open up the search more broadly?
    - The committee discussed whether they should open the search to find a candidate who has the same or more qualifications
    - Group felt like her passion, commitment and desire to serve in the interim ED role in combination with her references, did not indicate a need to broaden the search, or that
stronger candidates were likely to be found. Immediate timeline is another reason not to broaden the search.

- Why did Marnie not continue as a candidate last year?
  - Last year over winter break was offered a new opportunity to work in school turnaround and performance management.
  - Was a hard decision at the time, but felt it filled what she wanted to grow into as an educator at that time.
  - Decided this year to step into the opportunity because she loves working in a school and can apply what she learned into a school context.
  - (Ali) - we asked about specific qualifications for what Odyssey faces right now.
  - (Marnie) - I am more prepared for this position today than I a year ago because of work at CDE, coaching leaders at district and school levels, implementing systems and structures that impact student learning.

- Board needs to discuss the candidate
  - Marnie had a unique position with Wes. Since the committee announced the candidates, has there been any feedback?
    - Elki received three emails - one was getting more information about both candidates, two were about process that could be answered by the committee.
    - Larry heard from a couple parents that were excited about Marnie as a candidate.
    - Surprisingly quiet for Marnie.
    - Corey - sharing what I believe would be staff perspective. Sense that people sign on to be teachers here because they believe they will be pushed and have the opportunity to grow. Staff feel like they have not really been pushed this year but have also taken a couple direct hits. Feel like we can all get back to work and go back to trying to answer some of the hard questions that we’ve been wanting to try to answer.
  - Does staff have time to support Marnie while she is in the role part time?
    - Liza – the framework that we set up could be helpful for this but we need to be strategic. It is tricky to be in the midst of hiring and staffing without access to the budget (though happy to not have access). Trying to be strategic about jobs - e.g. intervention needs, looking holistically requires access to budget and staffing. Some issues with the district may not have happened or only happened partially.
• Ali – Marnie's strengths include relationships with staff and families that could add leverage for momentum that another candidate might not have.

• Jason – seems like when people are coming to one of the interim leadership team, there's a question about where the buck stops. When parents are coming to talk, there's an open question about who is in charge. All of the team feels some trepidation about making decisions.

  o Jon made a motion to appoint two board members to enter into negotiations with Marnie to name her as the interim Executive Director, but we first need a motion to approve the recommendation of the interim search committee, so Jon withdrew his motion.

  o **ACTION ITEM:** Justin made a motion that the board accept the recommendation of the interim search committee. Jon seconded and all voted to approve.

  o We will discuss negotiations in Executive Session.

**Executive Session (§ 24-6-402(4)(e), C.R.S.) for negotiations**

• **ACTION ITEM:** Brenda made a motion to go into Executive Session for negotiations pursuant to §24-6-402(4)(e), C.R.S. Justin seconded. All voted to approve.

  o Executive Session began at 4:58 p.m. and concluded at 5:21 p.m.

• **ACTION ITEM:** Brenda made a motion to appoint Christina and Justin to enter into negotiations with Marnie to become the interim Executive Director and for Brian and Andrew to negotiate an employment contract. Ami seconded and all voted to approve.

**Adjournment**

• **ACTION ITEM:** Justin made a motion to adjourn and Ilana seconded. All voted to approve.

[Signature]

President of the Board

[Signature]

6/1/16

Date
Interim ED Search Committee Proposal

April 11, 2016
Phase 1 Process

2015 Candidates contacted: 4
Candidates interested: 2
1 Candidate interested in permanent position
1 Candidate not interested
Also contacted DPS, EL for potential Interim ED names
Proposal:

"After completing its Phase I search, the Interim ED Committee has identified Marnie Cooke as the leading candidate for the Interim Executive Director position and hereby submits this recommendation to the board."
Scoring

Buckets:
Leadership: 20%
Academic Achievement: 20%
Communication & Development: 20%
Management & Organization: 15%
EL Network Relationship: 5%
Interim Specific Needs: 20% (NEW)
  Builds trust with staff and community
  Believes in collaborative leadership
  Follow-through with tasks and communication
  Ability to plan and facilitate 1:1, small group and whole group meetings with a variety of constituents
  Able to begin prior to the end of the 2015-2016 school year

Scoring:
4: brings experience to the table that will exceed what we know do now.
3: would be able to do this aspect of the job independently
2: could do some aspects of the job, but would need some coaching to do this independently.
1: has little experience with this aspect of the job. Significant support would be needed to fill this 'gap'.
0: no experience with this aspect of the job.
<table>
<thead>
<tr>
<th>Category</th>
<th>Marnie</th>
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<tbody>
<tr>
<td>Leadership - 20%</td>
<td>3.1</td>
</tr>
<tr>
<td>Unifies diverse constituencies toward a common mission and vision</td>
<td>3.2</td>
</tr>
<tr>
<td>Ensures a safe and stimulating environment for students, staff and families</td>
<td>3.0</td>
</tr>
<tr>
<td>Collaborate with the board to set the strategic mission and vision for the school</td>
<td>2.8</td>
</tr>
<tr>
<td>Academic Achievement - 20%</td>
<td>3.2</td>
</tr>
<tr>
<td>Use student achievement data effectively to refine and improve students learning and character development</td>
<td>3.6</td>
</tr>
<tr>
<td>Support curriculum advancements and requirements</td>
<td>3.0</td>
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<tr>
<td>Communication &amp; Development - 20%</td>
<td>3.0</td>
</tr>
<tr>
<td>Build and strengthen relationships within &amp; among constituencies</td>
<td>3.0</td>
</tr>
<tr>
<td>Management of Organization &amp; Staff - 15%</td>
<td>2.8</td>
</tr>
<tr>
<td>Oversee all matters relating to employment of personnel</td>
<td>3.0</td>
</tr>
<tr>
<td>Assure compliance with applicable laws</td>
<td>3.2</td>
</tr>
<tr>
<td>Oversee safety, security and risk management policies &amp; procedures</td>
<td>3.0</td>
</tr>
<tr>
<td>Expeditionary Learning Network Relationship - 5%</td>
<td>3.2</td>
</tr>
<tr>
<td>Maintain a high level of student achievement</td>
<td>3.0</td>
</tr>
<tr>
<td>Manage and maintain a positive partnership</td>
<td>3.6</td>
</tr>
<tr>
<td>Other Interim Specific - 20%</td>
<td>3.7</td>
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<tr>
<td>Builds trust with staff and community</td>
<td>4.0</td>
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<tr>
<td>Believes in collaborative leadership</td>
<td>4.0</td>
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<tr>
<td>Follow-through with tasks and communication</td>
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<tr>
<td>Ability to plan and facilitate 1:1, small group and whole group meetings with a variety of constituents</td>
<td>3.6</td>
</tr>
<tr>
<td>Able to begin prior to the end of the 2015-2016 school year</td>
<td>2.8</td>
</tr>
<tr>
<td>Totals</td>
<td>3.2</td>
</tr>
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Strengths:

Ability to use formative and summative student achievement data to drive decision-making
Has administrative experience
Has EL experience
Has strong organizational leadership skills
Ability to plan and effectively facilitate with various constituents 1:1, small group, and whole meetings and professional development
Has strong instructional background
Is able to start prior to the end of the school year; can start 2 weeks after negotiated offer at a minimum of 75% capacity by Mid-May
Areas for Support:

Creation and management of budget
Working directly with a Board of Directors
Balancing the Interim ED role at 75% capacity for remainder of school year.
Questions?