May 8, 2012

To: Members, Oregon Education Investment Board

From: Julia Brim-Edwards, Chair
Chief Education Officer Screening Panel
Members: Julia Brim-Edwards (Chair), Kay Toran, Hanna Vaandering, Lynne Saxton, Ed Ray. Tim Nesbitt and Ben Cannon, Governor's Office.

Subject: The Recruitment and Hiring of Oregon's Chief Education Officer

RECRUITMENT START- UP

On January 3, 2012, the Oregon Education Investment Board Screening Panel held the recruitment/hiring start up meeting**.** The recruitment schedule was reviewed along with other materials. The Screening Panel reviewed the position advertisement and position profile.

ADVERTISEMENT

Greenwood/Asher (GA) worked through the Barnard Hodes Group and with Claire Speidel to place advertisements for the Chief Education Officer position. Advertisements were placed in the following: *Chronicle of Higher Education* (publication and website) and online at *DIVERSE*, *Hispanic Outlook*, *Inside Higher Education*, *American Association of School Administrators, the National Council of Nonprofits and the Foundation Center*.

MARKET SEGMENTATION – Outreach

Five hundred and sixty-four (564) contacts were made in the search by Greenwood/Asher & Associates (G/A). These contacts were through phone calls and e-mails with many of these individuals having multiple contacts from G/A.

One hundred and ninety-five (195) nominations were received from outreach calls by G/A and from members of the Screening Panel and the Oregon community.

G/A contacted prospects and sources in higher education administration, K – 12 administration, community college administration and in early learning administration. G/A contacted school commissioners and state superintendents of education, school district superintendents, education reform organizations, education think tanks, community college leaders and education and governor's associations. We also reached out to prospects and sources suggested by our colleagues at G/A. We were always aware of our need to give special attention to recruiting women and minorities.

Upon receipt of a resume and letter of application, each applicant received an acknowledgement e-mail with a copy of the G/A verification form. We requested that candidates sign the letter to verify the accuracy of all the information included in the application. Applicants also were asked to provide demographic information using the state of Oregon's tracking form.

DIVERSITY OUTREACH

To date, five hundred and sixty-four (564) source and prospect contacts have been made. Two hundred and ten (37%) of the contacts were to females, and 354 (63%) were to males. Contacts were made with 7 (1.2%) Asian, 13 (2.3%) Black, 27 (4.8%) Hispanic, and no Native American individuals. The outreach to prospects aligned with the requirements for the position requirements; therefore, impacting the percent of women and/or minorities contacted for the opportunity. It must be noted that the identification of Asian, Blacks, Hispanics, and Native Americans is based on incidental information gleaned from the applicants/contacts; it is illegal to ask that question directly. The overall analysis by gender/race is shown below:

Percentage of **Known** Women and Minorities	41%
Percentage of White Males	59%
Total Outreach	100%

An overall comparison of outreach to minorities and minority composition of the active pool is seen in the table below.

Women and/or Minority Outreach

Minority and/or Women	**OEIB Search Total Outreach**	**OEIB Active Candidates**
African American	2.3%	5.8%
Asian	1.2%	1.9%
American Indian	0%	0%
Hispanic	4.8%	1.9%
Other/Multi-Race	Unknown	Unknown
Women	37%	29%

RECRUITMENT STATUS – 4/22/12

One hundred ninety-five (195) nominations were received. Every nominee was contacted at least once and these numbers are included in our overall contact numbers. The pool of applicants totaled 52 individuals of whom fifteen were women and four were minorities. Candidate files, including a cover letter, resume and reference list are maintained at G/A.

Outreach calls	564+
Outreach e-mails	564+
Nominations	195
Applicants	52
Declines	111
Source Calls	338
Withdrawals	1

PROSPECT REVIEW and FIRST INTERVIEWS

On March 22, G/A met with the Screening Panel to review leading prospects for consideration. The panel selected 11 candidates from the 52 applicants for first interviews. One of the selected candidates dropped out prior to the interviews. Ten candidates participated in the first round of interviews on April 1 & 2, 2012. Seven of the candidates met in person with the screening panel. Three of the candidates were interviewed by Skype.

SECOND INTERVIEWS

Based on first interviews, four candidates were selected to participate in a second round of interviews. These interviews were conducted by telephone on April 19, 2012.

REFERENCE FEEDBACK

Taking into consideration the applicant materials and the first and second interviews, the screening panel moved three candidates to referencing. The screening panel and the consultants completed a 360 degree referencing process, including calling supervisors, peers and direct reports for each candidate. Additionally, all of the finalists gave permission to call referees off of the reference list they provided. The screening panel met with G/A on May 2 to report on the results of the reference calls. Background questions, issues, accomplishments, and concerns were reviewed and discussed by the screening panel. Additional referencing and background work is continuing.

THIRD INTERVIEWS

On May 4, Governor Kitzhaber and all the members of the Screening Panel interviewed three candidates who were referenced. Following the completion of additional referencing, background checks and further discussion of the candidates and the position description, the Screening Panel will forward one or more names to the Governor for his consideration to forward to the OEIB Board.

OVERVIEW OF THE RECRUITMENT PROCESS APPROVED BY THE OEIB BOARD

This is to recap the process OEIB has approved for the selection and appointment of a Chief Education Officer.

The process OEIB approved at its meeting on 12/7/11 and the actions taken to take are as follows. (See attached for a summary of the steps taken to arrive at and move forward with this process.)

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a. Governor appoints a Screening Panel, consisting of OEIB members and others, to work with firm. *Done: The Screening Panel consists of Julia Brim-Edwards (chair), Kay Toran, Hanna Vaandering, Lynne Saxton and Ed Ray, along with Tim Nesbitt and Ben Cannon.*

b. Screening Panel, assisted by staff from the Governor's Office, works with firm to develop a recommended list of finalists for the Governor. *Ongoing.*

c. Screening Panel submits recommended list of finalists to the Governor, consistent with the timeline in the recruitment work plan adopted by the OEIB (see Item #8). *Governor conducted interviews of three candidates with Screening Panel on May 4. Background checks underway. The Screening Panel will present its recommendations to the Governor in May.*

d. The Governor meets with the Screening Panel to review its recommended list of finalists. *The Screening Panel will consult with the Governor mid-May.*

e. The Governor may modify the Screening Panel's list, by adding or deleting names and reordering as he chooses. *This will occur prior to the late May OEIB meeting.*

f. The Governor forwards his list of recommended finalist(s) to the OEIB for consideration, including interviews, and final action. *This will occur prior to the late May OEIB meeting.*

g. OEIB acts on Governor's recommendations but is free to reject his recommendations and start the process over if the Board decides it is not satisfied with any of the candidates. *This is scheduled to occur at the late May OEIB meeting.*

Compensation Issues

We have previously determined, based on salary survey data, that a salary in range of $280,000 per year is indicated for this position. This amount is included in the Governor's budget for the Oregon Education Investment Project for 2011-13. We recommend that negotiation of a contract with the Chief Education Officer be left up to the Governor and his staff within parameters discussed with the Screening Panel

ATTACHMENT

Process and Timeline for the Recruitment and Selection of the Chief Education Officer

Adopted by the Oregon Education Investment Board, 12/7/11

1. Governor-appointed team works with DAS to review proposals and select recruitment firm. DONE

2. Work team evaluates proposals and selects firm. DONE

3. DAS finalizes contract with firm. DONE

4. OEIB makes public the initial recruitment work plan, Exhibit E of sample contract language with firm. Posts on website. DONE

5. *Note: OEIB also adopted the Chief Education Officer job description at its 12/7/11 meeting.*

6. Governor recommends to the OEIB the use of a Screening Panel for the recruitment and selection of finalists (see Item #6). DONE

7. Screening Panel role and the Governor's role are as follows.
   h. Governor appoints a Screening Panel, consisting of OEIB members and others, to work with firm.
   i. Screening Panel, assisted by staff from the Governor's Office, works with firm to develop a recommended list of finalists for the Governor.
   j. Screening Panel submits recommended list of finalists to the Governor, consistent with the timeline in the recruitment work plan adopted by the OEIB (see Item #8).
   k. The Governor meets with the Screening Panel to review its recommended list of finalists.
   l. The Governor may modify the Screening Panel's list, by adding or deleting names and reordering as he chooses.
   m. The Governor forwards his list of recommended finalist(s) to the OEIB for consideration, including interviews, and final action.
   n. OEIB acts on Governor's recommendations but is free to reject his recommendations and start the process over if the Board decides it is not satisfied with any of the candidates.

8. OEIB takes public comments on the Governor's recommendation (item #6) and votes on whether to approve the recommendation, contingent on possible further modifications per Item #8. DONE, ADOPTED BY OEIB WITHOUT FURTHER MODIFICATION AT 12/7/11 MEETING.

9. Screening Panel confers with firm and develops a more specific recruitment work plan, incorporating Item #6 herein. DONE

10. At its next meeting, OEIB receives a presentation from firm, receives recruitment work plan from the Screening panel, takes public comment on the recruitment work plan, and adopts the recruitment work plan with any modifications the Board may approve at that time. DONE AT 1/3/12 OEIB MEETING.