

## **Eau Claire School Board Agenda Monday, January 6, 2020**

*Generated by Meta Miske*

### **Members present**

Lori Bica, Aaron Harder, Laurie Klinkhammer, Phil Lyons, Eric D Torres, Charles Vue, Tim Nordin

### **CALL TO ORDER - 5:00 p.m.**

President Eric Torres called the meeting to order at 5:01pm. Board Secretary Meta Miske confirmed the meeting had been properly noticed and was in compliance with the Open Meeting Law. A roll call was conducted to verify quorum. Commissioner Bica arrived after roll call was taken.

Motion by Charles Vue, second by Tim Nordin to adjourn to Closed Session pursuant to 19.85(1)(c); Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.

Motion carried

Yes: Aaron Harder, Laurie Klinkhammer, Phil Lyons, Eric D Torres, Charles Vue, Tim Nordin

### **WORK SESSION - 5:30 p.m.**

#### **Work with Dr. Terri Nordin**

Dr. Nordin shared information about her education and background as a physician. She works with Mayo Clinic's residency program. Dr. Nordin said she is not an expert in behavioral interviewing but has a lot of experience. She currently screens about 1,000 applicants each year that she narrows down to 100-150 applicants to interview with each year. She has no interest in behavioral interviewing other than she hopes the Board finds the information helpful.

Interviews help determine job fits and position success in soft skills which metrics and ratings cannot do. Good interviewing can help find the right person and the right fit which can reduce turnover.

Research shows that a more structured interview, such as following the same questions for each candidate, is beneficial; it increases the validity of the assessments of candidates. The goal is to identify skilled, capable, future colleagues. Behavioral Interviewing (BI) focuses on behaviors, not traits or personalities. A verbal description of someone's behavior is more informative than non-verbal cues.

The single best predictor for future behavior is someone's past behavior. Dr. Nordin discussed traits versus behaviors. Asking applicants to describe past behaviors gives better data about how they'll perform in the future.

Someone can say they are a good leader, but that doesn't indicate what their experience has been. Interviews must dig deeper to understand what they mean when they say they are a good leader. Look in the responses for the acronym of STARR: Situation or task, action taken, results achieved, and reflection.

During BI, there will be some small talk, structured but open-ended questions, silence to allow think time (more than 7 seconds can get uncomfortable so that is time to rephrase or reword the question), note taking on responses, seeking of contrary information, probing for information, and guiding the interview. Allow candidates to take notes on questions so they can hit all points of the question. It's okay to politely redirect candidates getting off topic in order to gather the information you seek.

There are five steps to creating a BI process:

- Complete skills analysis
- Define skills
- Develop questions & evaluation forms
- Set interview format & conduct interviews
- Rate skills.

With the skills analysis, there are many tools available to help determine what skills to focus on. There must be consensus among the interview team as to what a skill means. Developing questions and evaluation forms work best in tandem; skills and definitions link to the questions and the anchors. Evaluation tools should allow for consistency in scoring, and options to determine at what level evidence of the skill is present.

Interview formats can vary: One-on-one, multiple interviewers and one candidate, reverse panel (one interviewer and multiple candidates), and serial interviews. It's important to keep the interview a warm and inviting experience because it's still someone you are hoping to recruit/hire.

Rate skills via triangulation - use three sources of info to determine a rating: skill definition being measured, notes taken during interview, and basic rating scale anchors. Having multiple perspectives (multiple interviewers) helps create a true assessment.

It's important to decide in advance how to use the rating information. As you formulate interview questions, determine how much weight each question will have. Have a calibration activity before the interviews so all on the panel understand the rating system and how to rate candidates. For example, what does a level 1, 2, 3 etc. answer look like?

Tips for interviewers: don't select, omit, or interpret information to confirm a gut feeling. Avoid bias, make predictions based on past behavior, not self-described traits, use non-verbal behavior to generate new questions to check for consistency with verbal behavior, and use trait responses as a cue to ask for behavioral questions.

It was asked how to use non-verbal behavior to generate new questions. Dr. Nordin said look for visual cues that mismatch the words. For example, if someone says they are confident, but they don't make eye contact, try to use follow-up questions to get a better feel for their skill level. A Board Member noted that some cultures just behave differently. Dr. Nordin agreed and said it's important to understand cultural differences. She said she also sometimes finds that she rates someone very high and yet gets a weird feeling about them or something seems off. It's important to still score them with the scores they deserve based on their response but make a note to discuss. If many on the interview panel get the same feeling it is worthy of discussing further.

It was noted that the importance of having structured questions and the idea of using non-verbal behavior to create additional questions seems counter-intuitive. Dr. Nordin said she doesn't delve into a new topic or skill. She will try to reword, rephrase, or ask a new question to get to the same skill. It keeps it fair by asking about the same skills but giving a chance to get more information. However, interviewers can choose to stay in the structure and simply say "tell me more."

It was asked when it comes to the interview process, how much of the written responses from the application process is given weight? Dr. Nordin said the application students fill out is a nationwide standard application. Applicants write a personal statement which she reads to look for their ability to communicate in an intelligible written form. She likes to talk and ask questions in person because she already has a valuable written sample.

It was asked about past-behavior being the single-best indicator of future behavior and if there are questions to ask to get that information? Dr. Nordin said it is based on their retelling of the behavior. For example, you will ask them to describe their behavior on a time they were part of a team if you want to know how they work on a team. You can get more information

through a follow up question. If they share evidence in the follow up of another skill you are evaluating on you can rate them on the second skill as well. But if they demonstrate a skill you aren't looking for, you ignore that skill and don't rate it since you aren't rating any other candidates on that skill. You're always trying to gauge based on what you're looking for.

Motion by Tim Nordin, second by Aaron Harder to adjourn to Closed Session pursuant to 19.85(1)(c); Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.

Motion carried

Yes: Lori Bica, Aaron Harder, Laurie Klinkhammer, Phil Lyons, Eric D Torres, Charles Vue, Tim Nordin

### **OPEN SESSION - 7:00 p.m.**

President Torres called for the Board to reconvene in Open Session at 7:02pm followed by the Pledge of Allegiance led by Robbins Elementary students Elizabeth O. and Alex O.

### **PUBLIC FORUM**

Mrs. Gail Halmstad is a retired ECASD teacher and a community member on the LEAP Committee. She expressed concern that LEAP was never given a sound footing or an appropriate introduction to the District or community. She believes LEAP Zones can empower students. She asked the Board to strengthen LEAP and believes it's the opportune time to do so with a new Superintendent

### **BOARD/ADMINISTRATIVE REPORTS**

#### **Superintendent's Report**

Dr. Hardebeck reviewed the School Board calendar of events. She recognized North senior Michaela Rongholt who was selected to the 2020 High School Honors Performance Series at Carnegie Hall in New York. She noted that next week is Wisconsin Adult Crossing Guard Recognition Week. Dr. Hardebeck congratulated South for being designated as an AVID Certified Site for the 2019-2020 school year. She announced a new collaboration with CVTC which will allow juniors to enter a Medical Assistant program and graduate high school with a Medical Assistant Technical Diploma and be career ready.

#### **Board President's Report**

President Torres said the Board has spent the last two sessions preparing to conduct interviews with non-bias training and behavioral interviewing training. They have started to craft interview questions.

## **STUDENT REPRESENTATIVE REPORT**

### **Student Representative Report**

Morgan Priem from Memorial said before Winter Break there was a holiday concert for students and staff at Memorial which was a collaboration among the music department. She gave a sports update from Winter Break and said students have come back to a lot of work as they approach the end of the semester and finals. They will celebrate Winter Carnival at the end of finals.

Johnny Xiong was absent.

## **OTHER REPORTS**

### **School Board Committee Reports**

Budget Development Committee has a meeting next Tuesday and the following Tuesday.

Learning Environments and Partnerships (LEAP) Committee will meet next week.

Demographic Trends and Facilities Planning Committee met December 19 and elected a new chairperson. They discussed next steps to complete the request for a recommendation on southside expansion/potential referendum and will meet next week to continue that work.

Policy and Governance Committee met this morning and approved two policies to move forward. They are working on a policy and Memorandum of Understanding to regulate the relationship with the Eau Claire Public Schools Foundation which they hope to bring forward in February.

### **Legislative Update**

Commissioner Nordin said since the last meeting, both houses of Congress passed a budget for the 2020 fiscal year. There are several small increases to the Federal Department of Education including Title I, SPED, Head Start, and many others. The federal smoking/vaping age has been raised to 21. State Senate Bill 494 relating to the revenue limit for energy efficiency projects is being reviewed.

## **CONSENT RESOLUTION AGENDA**

Motion by Aaron Harder, second by Phil Lyons to approve the following Consent Resolution Agenda Items:

- Minutes of December 16, 2019
- Minutes of Closed Session - December 16, 2019
- Human Resources - Employment Report
- Head Start Grant Approval
- Policy 454 - Identifying and Reporting Child Abuse/Neglect/Trafficking
- Policy 331 - Charter School Guidelines
- Policy 370 - Extracurricular Activities
- Policy 740 - Materials Resource Management

Motion carried

Yes: Lori Bica, Aaron Harder, Laurie Klinkhammer, Phil Lyons, Eric D Torres, Charles Vue, Tim Nordin

## **INDIVIDUALLY CONSIDERED RESOLUTION(S)**

### **Montessori Contract Renewal**

President Torres said the contract was discussed at the last meeting and is under review by the District's legal counsel. The Board received information about the Diversity Plan via mail that day.

The vote was delayed until at least January 20 to further evaluate the response from the District's legal counsel regarding the contract.

### **Consideration of 2020 WASB Resolutions**

WASB Education Conference takes place every January. This year President Torres, Superintendent Hardebeck, and Board Secretary Miske will all attend the conference.

President Torres listed the 17 resolutions being recommended.

Commissioner Klinkhammer is the Board's representative and will vote at the WASB convention, or President Torres will vote as the alternate.

Motion by Tim Nordin, second by Phil Lyons to support the Proposed 2020 WASB Resolutions as presented.

Motion carried

Yes: Lori Bica, Aaron Harder, Laurie Klinkhammer, Phil Lyons, Eric D Torres, Charles Vue, Tim Nordin

## **ADJOURN TO COMMITTEE**

### **COMMITTEE REPORTS/ITEMS FOR DISCUSSION**

#### **Open Enrollment for 2020-21**

Ms. Kim Koller presented on Open Enrollment for 2020-21. The District is required by the end of January each year to determine which schools are closed to open-enrollment so in February families may begin to apply for

open-enrollment. Families are notified in May of their placement. In July alternate-open enrollment begins.

Administration recommends closing the following for 2020-21 due to limited capacity: ARCTIC Zone at Northstar Middle School and cluster sites for Special Education at each level. In September of 2017 the Board took action that all open-enrolled high school students would need to attend North, so Administration has worked to place students in a cohort that will end up at the same high school. South and Memorial must remain open so students already there don't need to move but the District will not place newly open-enrolled students there.

Ms. Koller reviewed the effects of the 2018 high school boundary change which has reduced the difference between high schools from approximately 400 students to approximately 100 students.

It was asked what "cluster sites" mean. Ms. Koller explained cluster sites serve students whose Special Education needs are more extensive than what all schools provide. Because it's staff intensive, the District clusters students together. Cluster schools at the elementary level are Northwoods, Robbins, Putnam Heights, and Sherman.

It was asked to clarify what it means to say the schools are "open." Ms. Koller said it means there is space available for students. While applicants for open-enrollment can share a preference of schools they'd like to attend, the District will decide where students attend based on space, which means that some schools, even though "open," will not actually receive newly open-enrolled students. Staying "open" allows currently open enrolled students to continue attending, which is currently the case for South and Memorial.

### **Discussion and Possible First Reading of Proposed Changes to Policy 185 - Board Committees**

Commissioner Klinkhammer explained the changes to the policy. The policy was reviewed to ensure each committee is in the correct category based on the governance model. Policy & Governance Committee also discussed how Board Member presence at some committees may inadvertently "chill" the discussion or put the Board Member in an uncomfortable position.

All changes were read aloud. The following corrections were noted as being needed:

- Eau Claire Virtual School should be included under Advisory Committees
- The letter D was missing from the last sentence of the new LEAP section

- Remove "Other Committees" second heading
- Strike "temporary" from first sentence of Other Committees
- Add language that public comment is an official part of the meeting process, including opportunity for comment between agenda items
- Demo & Trends should be listed as its full title

It was asked if Policy & Governance had discussed expectations of time/involvement of Board Members when on an Advisory Committee. Commissioner Klinkhammer said it was discussed only in terms of shifting to the new governance model and staying at a high level and not being "in the weeds." The goal is to get all Board Members back to the high level which would result in less time commitment. It was asked if Board Members serving on an Advisory Committee should only attend if the Committee specifically requested attendance. Discussion ensued about including that as language or if that will naturally occur over time.

It was asked if the Shared Services Committee was inactive and if so, what would it require to activate? President Torres said they haven't yet identified a single issue that belongs to all. When community partners are ready to discuss issues, the committee can convene.

Discussion occurred about "other committees" and "temporary committees" being different, and the policy may need to separate them for clarity.

The policy will return to Policy & Governance for updates and will be brought back for a new first reading when it is ready.

## **ADJOURN**

Motion by Charles Vue, second by Aaron Harder to adjourn the meeting.

Motion carried

Yes: Lori Bica, Aaron Harder, Laurie Klinkhammer, Phil Lyons, Eric D Torres, Charles Vue, Tim Nordin

Meeting adjourned at 8:05pm.