



North Idaho College

Board of Trustees Meeting

December 21, 2022

Boswell Hall – Schuler Performing Arts Center

Connect via Zoom: <https://nic.zoom.us/j/84051075176> or by phone: (669) 900-6833 Webinar ID: 840 5107 5176

***Mission statement:** North Idaho College meets the diverse educational needs of students, employers, and the northern Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning.*

This meeting is a business meeting of the Board Trustees and the NIC Administration. The board will take comment on agenda items from members of the public in person at the meeting, and comment will be **sharply** limited to two minutes per person. Multiple sign-up sheets will be provided in the meeting room with the desire to accommodate all who sign-up before the 6:00 p.m. open-session convening. No prior requests for public comment will be accepted as public comment sign-up except what is designated on the in-person sign-up sheets. Individuals interested in communicating with the board outside the meeting may send an email to board@nic.edu.

AGENDA

- 5:30 p.m. Schuler Performing Arts Center
 Convene/Call to Order/Verification of Quorum Gregory McKenzie
 Action: Motion for Executive Session under Idaho Code § 74-206(1)(f)(d)*
- 6:00 p.m. Schuler Performing Arts Center
 Reconvene /Call to Order/Verification of Quorum Gregory McKenzie
 Pledge of Allegiance
 Discussion: Academic Freedom of the Board Mike Waggoner
 Public Comment Gregory McKenzie
- CONSTITUENT REPORTS**
- ASNIC Damian Maxwell
 Faculty Assembly Ben Tschida
 Staff Assembly Keri Simonet
 Senate Neil Doyle
- COLLEGE CO-LEADERSHIP REPORT** Sarah Garcia / Lloyd Duman
- CONSENT AGENDA** Gregory McKenzie
 Action for Approval of Meeting Minutes for December 5, 2022, December 8, 2022,
 December 10, 2022
 Action: Accept NIC Financial Audit for Year Ending June 30, 2022 Sarah Garcia
- UNFINISHED BUSINESS**
 None

NEW BUSINESS

Action/Discussion: Board of Trustees Support – Board Assistant	Mike Waggoner
Action/Discussion: Board of Trustees Support – Board Governance Consultant	Mike Waggoner
Discussion: Accreditation Review	Greg McKenzie
Action/Discussion: Discussion and vote regarding curing of possible open meeting violation at Dec 5, 2022 Board Meeting regarding Resolution 2202-03	Greg McKenzie
Action/Discussion: Accept Resignation of Legal Services	Greg McKenzie
Action/Discussion: Resolution / Suspension of NIC Policy #7.01.04 Continuous Professional Service Contracts and New Legal Counsel	Greg McKenzie
Action/Discussion: Resolution / Acquisition of Legal Services	Greg McKenzie
Action/Discussion: Discussion and vote regarding curing of possible open meeting violation at Dec 05, 2022 Board Meeting regarding Resolution 2202-04	Greg McKenzie
Action/Discussion: Resolution / Implementation of President's Cabinet Hiring Freeze	Greg McKenzie
<ul style="list-style-type: none">• NIC Policy #3.02.03 Filling of New and Vacant Positions• NIC Policy #2.01.04 Board and College Governance in Relation to Creation, Revision, or Elimination of College Policy and Procedure• NIC Policy #2.02.01 Presidential Authority	
Action/Discussion: Discussion and Vote regarding curing of possible open meeting violation at Dec 08, 2022 Board Meeting re: action taken regarding Dr. Sebaaly without declaring an emergency	Greg McKenzie
Action/Discussion: Discussion and vote regarding curing of possible open meeting violation at Dec 08, 2022 Board Meeting re: action taken regarding Dr. Swayne on amended agenda item without declaring an emergency	Greg McKenzie
Action/Discussion: President's Contract - Swayne Administrative Leave	Greg McKenzie
Action/Discussion: Swayne Lawsuit	Art Macomber
Action: Motion for Executive Session under Idaho Code Idaho Code § 74-206(1)(a)(f)(d)*	
Action/Discussion: Interim President Selection and Contract	Greg McKenzie
Action/Discussion: Waiving of Attorney Client Privilege for previous documents	Greg McKenzie
Action/Discussion: Censure(s)	Greg McKenzie
Action/Discussion: Idaho Attorney General Open Meeting Law Training	Greg McKenzie
Action/Discussion: NIC's Athletic Sports – Conference Change	Greg McKenzie
Action/Discussion: NIC's Athletic Sports – Add Women's Wrestling	Todd Banducci
Action/Discussion: NIC's Athletic Sports – Coaches: Hiring(s) & Pay	Todd Banducci

REMARKS FOR THE GOOD OF THE ORDER**

ADJOURN

- * Executive sessions may be called for the purposes of considering personnel matters [Idaho Code § 74--206(1) (a) To consider hiring a public officer, employee, staff member or individual agent, wherein the respective qualities of individuals are to be evaluated in order to fill a particular vacancy or need. This paragraph does not apply to filling a vacancy in an elective office or deliberations about staffing needs in general; (b) To consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public school student; [Idaho Code § 74-206(1)(c)], deliberating regarding an acquisition of an interest in real property; [Idaho Code § 74-206(1)(d)] considering records that are exempt from public disclosure; [Idaho Code § 74-206(1)(e)] considering preliminary negotiations involving matters of trade or commerce in which this governing body is in competition with another governing body; [Idaho Code § 74-206(1)(f)] communicating with legal counsel regarding pending/imminently-likely litigation; [Idaho Code § 74-206(1)(i)] communicating with risk manager/insurer regarding pending/imminently-likely claims.

- ** Remarks are subject to NIC Policy 2.01.03. Copies are available from the President's Office.

BOARD OF TRUSTEES MEETING
December 21, 2022

SUBJECT

Executive Session

DISCUSSION

From time to time the board will find it necessary to adjourn to executive session. When an executive session is required, a number of specific steps must be taken. These steps are:

1. Cite Idaho Code § 74--206.
2. Cite one or more specific subsections in the code section and provide sufficient detail to identify the purpose and topic of the executive session but not information sufficient to compromise the purpose of the executive session.
3. Approve a motion to adjourn by two-thirds, roll call vote.
4. Take no action and make no final decisions in executive session.

_____ MOVES THAT THE BOARD, PURSUANT TO IDAHO CODE § 74—206, CONVENE IN EXECUTIVE SESSION TO:


- _____ Consider personnel matters [Idaho Code § 74--206(1)(a) & (b)]
- _____ Deliberate regarding an acquisition of an interest in real property [Idaho Code § 74-206(1)(c)]
- _____ Consider records that are exempt from public disclosure [Idaho Code § 74-206(1)(d)]
- _____ Consider preliminary negotiations involving matters of trade or commerce in which this governing body is in competition with another governing body [Idaho Code § 74-206(1)(e)]
- _____ Communicate with legal counsel regarding pending/imminently-likely litigation [Idaho Code § 74-206(1)(f)]
- _____ Communicate with risk manager/insurer regarding pending/imminently-likely claims [Idaho Code § 74-206(1)(i)]
- _____ To consider labor contract matters authorized under section 67-2345A [74-206A](1)(a) and (b), Idaho Code.

Purpose/Topic summary: (Provide sufficient detail to identify the purpose and topic of the executive session but not contain information sufficient to compromise the purpose of the executive session.)

SECONDED BY: _____

Roll call: _____ Banducci
_____ Corkill
_____ McKenzie
_____ Waggoner
_____ Zimmerman

CONVENE AT: _____ ADJOURN AT: _____

 **North Idaho College**
BOARD OF TRUSTEES MEETING
Edminster Student Union Building
December 5, 2022
MINUTES

CALL TO ORDER AND VERIFICATION OF QUORUM

Trustee Todd Banducci convened the meeting at 6:00 p.m. and verified that a quorum was present. He next welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
Brad Corkill
Greg McKenzie
Mike Waggoner
Tarie Zimmerman

Also present: Nick Swayne, President
Sarah Garcia, VP Finance and Business Affairs
Lloyd Duman, Interim Provost
Laura Rumpler, Chief Communications and Government Relations Officer

SPECIAL BUSINESS

Canvass of Trustee Election

VP Sarah Garcia canvassed results of the November 8, 2022 trustee election:

For NIC Trustee Zone 1, Tarie Zimmerman received 28,353 votes and Ronald Hartman received 26,608 votes.

For NIC Trustee Zone 2, Diana Sheridan received 27,220 votes and Brad Corkill received 27,662 votes.

For NIC Trustee Zone 5, Mike Waggoner received 29,162 votes and Pete Broschet received 25,240 votes.

There was no discussion.

Election of Officers and External Liaison Appointments

Trustee Banducci requested nominations for the position of board chair. Trustee McKenzie commented on Trustee Banducci's previous service as board chair and he nominated Trustee Banducci to for the position of chair. The nomination was seconded. Trustee Zimmerman nominated Trustee Corkill for the position of chair. The nomination was seconded. There were no other nominations, and the nomination for Trustee Banducci carried with three in favor and two opposed.

Trustee Banducci made some remarks then rescinded the vote electing him as chair and he nominated Trustee McKenzie to serve as board chair. The nomination was seconded and carried with three votes in favor. At this time, Trustee McKenzie was seated as chair and continued the meeting.

PUBLIC COMMENT

Teresa Borrenpohl commented on the topic of accreditation resolution

Michael McGovern commented on assigning duties to trustees

Randy Neal commented on the topic of accreditation

Howard Kuhns commented on trustee emeritus

Tim Plass commented on the topic of the financial audit

At this time, Chair McKenzie returned to the topic of officer elections and external liaison appointments and requested a motion to fill the position of vice chair. Trustee Banducci nominated Trustee Waggoner for the position of vice chair. The nomination was seconded. There were no other nominations and the nomination for Trustee Waggoner carried with three votes in favor.

Trustee Banducci nominated Trustee Corkill for the position of secretary/treasurer. The nomination was seconded. There were no other nominations and the nomination for Trustee Corkill carried with four votes in favor.

Trustee Banducci nominated Chair McKenzie to serve as the board liaison to the NIC Foundation Board. The nomination was seconded. There were no other nominations and the nomination for Chair McKenzie carried with four votes in favor.

Trustee Banducci nominated Trustee Waggoner to serve on the KTEC Board. The nomination was seconded. There were no other nominations and the nomination for Trustee Waggoner carried with four votes in favor.

Trustee Waggoner nominated Trustee Banducci to serve as board liaison to the NIC Booster Club. The nomination was seconded. There were no other nominations and the nomination for Trustee Banducci carried with four votes in favor.

CELEBRATING SUCCESS

Regional Outreach Center Manager Christine Callison presented information about NIC at Sandpoint, including the move to consolidate the Center into one location at the Pine Street Annex in Sandpoint. She also shared information about the services they provide the communities of the northern counties.

CONSTITUENT REPORTS

ASNIC

ASNIC President Damian Maxwell reported on student activities, including their participation in the recent open house event, the submission of a proposal for outdoor seating to the NIC Foundation Grant program, and their recent attendance at a national conference. He discussed some of the activities for the student events board.

Faculty Assembly

Chair Ben Tschida opened by welcoming new trustees and thanking outgoing trustees. He reported that during their last meeting, faculty conducted a second reading of their assembly bylaws. He also shared that Dr. Swayne visited for a discussion of the faculty evaluation procedure. He recognized Joe Jacoby, chair of the Communication and Fine Arts Division, for recently receiving the Governor's Award in the Arts.

Staff Assembly

Chair Keri Simonet reported that during their November 10 meeting, staff were visited by Dr. Swayne and other guests. She shared that during the meeting, staff introduced new employees and recognized the November employee of the Month, Phillippe Valle, associate professor of Graphic Design.

Senate

Chair Neil Doyle reported that during their November meeting, Senate conducted a first reading of revisions to the mediation policy and procedure.

PRESIDENT'S REPORT

Dr. Swayne began by reading, aloud, the college's mission statement and he shared the current goal of increasing enrollment to 5,000 students by fall 2023. He welcomed new trustees and

recognized Sarah Garcia for her selection as vice president for finance and business. He shared that candidates for the open position for vice president of instruction/student affairs would visit campus this week and he recognized Joe Jacoby for his recent Governor's Award in the Arts. He reported on athletic teams' successes, commented on the upcoming graduation for the first class of the dental hygiene program, and he discussed activities leading up to finals week and the holidays.

Chair McKenzie took this opportunity to share some remarks and continued with the meeting.

CONSENT AGENDA

The consent agenda was approved without objection.

UNFINISHED BUSINESS

There was no unfinished business.

NEW BUSINESS

Financial Audit

VP Garcia introduced Barry Weber, from the auditing firm of Eide Bailly. Mr. Weber presented the fiscal audit for the year ending June 30, 2022, reporting a clean audit and no findings.

The board tabled the matter of accepting the audit until the next meeting to allow for new trustees to have more opportunity to review the report.

POST Detention Academy Student Fee

Tracy Robnett, division chair for Career and Technical Programs, presented information for the recently approved POST detention academy, including the related student fee of \$710 to cover the cost of course supplies.

Chair McKenzie expressed his interest in knowing if the Foundation would be able to assist students in programs with higher student fees.

Trustee Banducci made a motion to approve the POST Detention Academy student fee of \$710 per student. The motion was seconded and carried unanimously.

Legal Counsel Services

Chair McKenzie commented on practices of the previous college attorney. Trustee Banducci distributed to trustees and President Swayne, a written resolution to review related to legal counsel. Following review and discussion, Trustee Banducci commented that the proposal addresses the matters of accepting the resignation of Mr. Lyons, addressing the current vacancy, putting a competent attorney in place, requesting the former counsel provide the new attorney with the information that is needed in a timely manner to continue serving the college without interruption. He then made a motion to adopt Resolution 2022-03. The motion was seconded and following additional discussion, carried with three in favor and two opposed.

At this time, Trustee Banducci requested that signatures for the resolution and the fee schedule for Mr. Macomber's services. Dr. Swayne expressed his interest in conferring with his legal counsel prior to signing the fee schedule.

Trustee Banducci made a motion that pending President Swayne following the direct verbal order he has been given by the board of trustees to sign the appropriate fee agreement, that Mr. Macomber become the attorney of the board until such time he becomes the attorney for the entire college, per the resolution. The motion was seconded and following discussion, carried with three in favor and two opposed.

Trustees' Paths to Saving Accreditation, Resolutions

Trustee Banducci distributed a written resolution for trustees and President Swayne to review and following a brief period, made a motion to approve Resolution 2202-04. The motion was seconded and following discussion, carried with three in favor and two opposed.

Amend Previous Minutes

Chair McKenzie made a motion for the board clerk to meet with him and community member Ron Hartman to propose a correction to the minutes. The motion was seconded and following discussion, carried with three in favor and two opposed.

Discuss Upcoming Agenda Topics

Dr. Swayne commented on the matter of filling the VP position in light of the resolution. Trustee Banducci commented on pausing on hiring. He also proposed campus security as an agenda item. A brief discussion of campus security took place. Chair McKenzie proposed an executive session for this topic and the topic of cyber security, and he requested and received consensus from the trustees to go into executive session at the next meeting.

Chair McKenzie requested options for board training and asked that a calendar of professional service contracts be posted online. Trustee Banducci requested that the RFP for legal counsel be shared with Mr. Macomber.

New Trustee Onboarding

Chair McKenzie asked that he be included in an upcoming onboarding session.

Change the Date for December 19, 2022 Board Meeting


Trustees discussed options for moving the next regular meeting date. Following some discussion, trustees agreed to leave the meeting on December 19.

REMARKS FOR THE GOOD OF THE ORDER

Chair McKenzie commented on the upcoming Night at the Library event.

There were no further remarks, and the meeting was adjourned at 8:45 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

**North Idaho College**
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building
December 8, 2022
MINUTES

Chair Greg McKenzie called the meeting to order at 6:54 p.m. and verified a quorum was present. Trustee Banducci made a motion to go into executive session under Idaho Code § 74--206(1)(a)(d) to consider hiring a public officer, employee, staff member or individual agent, wherein the respective qualities of individuals are to be evaluated in order to fill a particular vacancy or need; and to consider records that are exempt from public disclosure under Idaho Code § 74-206(1). The motion was seconded and roll call vote was taken as follows:

Todd Banducci	aye
Greg McKenzie	aye
Mike Waggoner	aye
Tarie Zimmerman	aye

At 10:04 p.m. the meeting was recessed.

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair McKenzie reconvened the meeting at 10:09 p.m. and verified that a quorum was present. He next welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
Greg McKenzie
Mike Waggoner
Tarie Zimmerman

Also present: Nick Swayne, President
Sarah Garcia, VP Finance and Business Affairs
Lloyd Duman, Interim Provost
Laura Rumpler, Chief Communications and Government Relations Officer

At this time, Trustee Banducci made a motion to amend the agenda to add an item for discussion and action for legal counsel briefing/concerns/issues and board responses. He stated reason for the amendment is due to critical timing and high importance for legal counsel to share information. The motion was seconded. Following discussion, the motion to amend the agenda, carried with three votes in favor.

Provost Hiring

Trustee Banducci commented about the board interviews with the three vice presidential candidates. No action was taken.

Security Topics

Chair McKenzie commented that the board had been briefed on this topic and trustees are actively interested in security at NIC. No action was taken.

Cyber Incident

Chair McKenzie commented that the board had been briefed on this topic. No action was taken.

Board Resolutions

A discussion took place regarding the resolutions the board adopted during the December 5 meeting. Trustee Zimmerman made a motion for the board to begin the process to search for qualified legal counsel. There was no second on the motion. The motion failed.

Legal Counsel/Concerns/Issues and Board Responses


Trustee Banducci commented briefly on a client/attorney communication the board received from legal counsel Art Macomber. Mr. Macomber provide information on his legal background, his selection as legal counsel by the board, and his attempts to reach out to former counsel Marc Lyons for files related to North Idaho College. He commented on potential violations of open meeting law related to hiring President Swayne and a correction that was made to the president's contract. He recommended that the board place President Swayne on administrative leave, at full pay, while he conducts an investigation.

Trustee Banducci made a motion to place President Swayne on immediate administrative leave at the conclusion of this meeting to allow legal counsel and the board chair the time to investigate things that have arisen, of concern, that impeded accreditation success. The motion was seconded and following discussion, carried with three in favor.

Trustee Banducci made a motion for the board chair and board counsel to contact Dr. Michael Sebaaly and see if he would be interested in becoming acting president while President Swayne is on administrative leave. The board chair and board counsel have the authority to negotiate a contract for acting president/board consultant and bring it back to the board. The motion was seconded and following discussion, carried with three in favor.

The meeting was adjourned at 11:05 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk

**North Idaho College**
BOARD OF TRUSTEES SPECIAL MEETING
Edminster Student Union Building
December 10, 2022
MINUTES

CALL TO ORDER AND VERIFICATION OF QUORUM

Chair McKenzie convened the meeting at 3:06 p.m. and verified that a quorum was present. He next welcomed attendees and led them in the Pledge of Allegiance.

ATTENDANCE

Trustees: Todd Banducci
 Greg McKenzie
 Mike Waggoner
 Tarie Zimmerman

Also present: Sarah Garcia, VP Finance and Business Affairs
 Laura Rumpler, Chief Communications and Government Relations Officer

At this time, Trustee Zimmerman made a motion for the board to allow public comment. There was no second on the motion and the motion failed.

At this time, the Chair recessed the meeting. The meeting was reconvened at 3:20 p.m.

President's Contract

Chair McKenzie read, aloud, the communication he sent to Dr. Michael Sebaaly, following the board's motion made December 8. He also read, aloud, Dr. Sebaaly's response to the communication, in which he declined the offer of the position of acting president.

At this time, a fire alarm was set off and the meeting recessed. The meeting was reconvened at 3:50 p.m.

Chair McKenzie shared that the college is currently under the co-leadership of VP of Finance Sarah Garcia and Interim Provost Lloyd Duman. He thanked them for coming forward to lead.

Trustee Zimmerman made a motion to return Dr. Swayne to his position as president. There was no second on the motion and the motion failed.

Trustee Banducci commented on the requirement under accreditation for the college to have leadership. He asked legal counsel to distribute to trustees, under client/attorney privilege, a resume for trustees to review. He reviewed, aloud, the individual's credentials. He made a motion to have legal counsel and the board chair reach out to the individual regarding interest in the position of acting president, negotiate a contract and report back to the board for approval at a special meeting Tuesday night.

At 4:19 p.m., the meeting was recessed. The meeting was reconvened at 4:27 p.m.

Trustee Banducci restated his motion. The motion was seconded.

Trustee Zimmerman made an amended motion to change the position to interim president. The amendment was seconded and carried with three in favor and one opposed. Following discussion, the main motion carried with three in favor and one opposed.

Board of Trustee Support

Trustee Waggoner presented a proposal for the board to work with unpaid volunteers to assist with gathering, analyzing, and interpreting data for the board to support its duties. A discussion ensued and Trustee Waggoner made a motion have the board develop a policy on unpaid volunteers and report back to the board. The motion was seconded and carried with three in favor and one abstention.

Chain of Command

Chair McKenzie made a motion to direct the NIC Administration to prepare a written plan or policy to formally delineate the chain of command at times when the president is absent and bring the plan back to the board as soon as reasonably possible. The motion was seconded and following discussion, carried with three in favor and one abstention.

Military Drive Rental Properties

Trustee McKenzie commented that he would like the board to discuss the future plans of the Military Drive properties before rental agreements are signed. A discussion ensued and no action was taken.

The meeting was recessed at 5:15 p.m. the meeting reconvened at 5:25 p.m.

Chair McKenzie proposed moving the December 19, 2022 meeting of the board of trustees to December 15, 2022.

Trustee Banducci made a motion to amend the agenda to add the topic of rescheduling the December 19 meeting. The reason for amending the agenda was so the board can move forward to fill the leadership position at the college in a time critical manner. The motion to amend was seconded and carried with three votes in favor and one abstention.

At this time, a fire alarm was set off and the meeting recessed. The meeting was reconvened at 5:45 p.m.

Chair McKenzie made a motion to move the December 19, 2022 meeting to December 15, 2022. The motion was seconded and following discussion, carried with three in favor and one opposed.

At this time, Mr. Macomber read, aloud, a statement of rebuttal to a recent article in the Coeur d'Alene Press.

The meeting was adjourned at 6:01 p.m.

Respectfully Submitted,
Shannon Goodrich, Board Clerk



Trustee Board Assistant Support

SAME POSITION AS BOARD ANALYST BUT WITH REDUCED SCOPE

Agenda

- ▶ Goal
- ▶ Job Description
- ▶ Miscellaneous

Goal

- ▶ Assist Board Members by Helping Draft Board Policies and Proposals.
Analyze Data Provided by Board Members

Job Description

- ▶ **Board Assistant Job Description: Duties and Qualifications**
- ▶ Assists NIC College Trustees by Helping to Draft Policies and Proposals
- ▶ **Analyst duties and responsibilities**
- ▶ Draft Policies and Procedures Under Direction of a Trustee
- ▶ Able to Receive Similar Information and held to same Conduct Policy

Miscellaneous

- ▶ Volunteer Positions
- ▶ Expenses Paid (Fuel and Supplies)
- ▶ NIC Email
- ▶ Parking Pass
- ▶ Non-disclosure is Required



Board Governance Consultant

Board Governance Consultant

Objectives of the Consulting:

- Review NIC Trustee Board Practices
- Consult on Rewriting Board Policies – 2.01....

Candidate: Dr. Thomas Alsbury

Note: Dr. Alsbury Deals With Advanced Topics. The AGB/ACCT Training Will Still be Needed.

Dr. Thomas Alsbury

- ▶ Thomas Alsbury is Professor of Educational Leadership at Northwest University, and former teacher, principal, and district administrator. He is a former director of the National University Council for Educational Administration (UCEA) Center for Research on the Superintendency and District Governance.
- ▶ Dr. Alsbury has consulted on school governance issues in 12 countries and across the United States. He has over 50 publications on school board and superintendent research. His current book “Improving school board effectiveness: A Balanced Governance approach” is a top-selling governance book for Harvard Press.

Thomas L. Alsbury

Work Address:
Center for Leadership Studies

Northwest University
Kirkland, WA

Educational Preparation

Doctor of Education, Educational Leadership and Counseling Psychology, 2001

Washington State University, Pullman, Washington

Major: Educational Administration

Support Fields: Organizational Policy and Governance, Secondary Administration

Dissertation Title: Superintendent turnover in relationship to incumbent school board member defeat in Washington from 1993-2000: A quantitative and qualitative analysis.

Majors Professors/Doctoral Committee – Don Reed (retired), Gail Furman, Forrest Parkay- Washington State University; Walter Gmelch- Dean- College of Education- University of San Francisco

Masters of Education, Educational Department of Curriculum and Instruction. 1987.

University of Washington, Seattle, Washington.

Major: Science Curriculum and Instructional Methodology, Secondary Administration

Bachelor of Arts, Chemistry. December, 1983.

University of Washington, Seattle, Washington.

Bachelor of Science, Molecular Biology, March, 1983.

University of Washington, Seattle, Washington.

Professional Experience

Professor, Northwest University, August 2017-Present.

College of Education: Educational Leadership Program Director (Spring 2018).

Center for Leadership: Doctoral Program Supervisor for Educational Leadership (Fall 2018)

Professor, Seattle Pacific University, July 2011- 2017.

Department of Educational Leadership.

Member, Graduate Faculty. Taught courses in educational leadership, organizational behavior, law, policy & governance.

Chaired Doctoral student dissertation committees, supervised Superintendent interns.

Associate Professor/Program Chair, North Carolina State University, Aug 2008- 2011.

Department of Educational Leadership and Policy Studies.

Tenured Member, Graduate Faculty. Taught courses in educational leadership and organizational behavior. Chaired Masters and Doctoral student dissertation committees.

Assistant Professor. North Carolina State University, June 2006- Aug 2008.

Department of Educational Leadership and Policy Studies.

Member, Graduate Faculty. Taught courses in educational leadership and organizational behavior.

Chaired Masters and Doctoral student dissertation committees.

Assistant Professor/Program Coordinator. Iowa State University, July 2002- May 2006.

Department of Educational Leadership and Policy Studies.

Member, Graduate Faculty. Taught courses in educational leadership and organizational behavior.

Chaired Masters and Doctoral students dissertation committees. Coordinated the Ph.D, superintendent licensure programs. Co-chaired the principal licensure/M.Ed. program.

Visiting Assistant Professor. Washington State University, March 2002-July 2002.

Department of Educational Leadership and Counseling Psychology.

Non-tenure track appointee, Graduate faculty. Taught courses in educational leadership and instructional supervision.

Adjunct Professor. Washington State University, June 2000-March 2002.

Department of Educational Leadership and Counseling Psychology.

Instructor for master's and doctoral level courses in educational leadership, instructional supervision, community/school relations, facilities development. Some courses offered through distance education.

High School Principal. August 1999-July 2002.

Pullman School District, Pullman, Washington.

Led the school to a successful accreditation and curriculum reform resulting in an increase of up to 27% in state test results by 2001. Completed the Northwest Accreditation process.

K-12 Principal/Biology/Chemistry Teacher. August 1992- July 1999.

Naselle-Grays River Valley School District, Naselle, Washington.

Single building K-12 district. Organizational reform led to dramatic increases in student achievement on the State test scores from 40% to 95% that has sustained for over 10 years as a result of a collaborative leadership approach. Duties in the district included district Curriculum Director, Testing Coordinator, Staff Development Coordinator, Talented and Gifted Director, Special Education Director, Vocational Director, ADA Compliance Director, Federal Programs Director. Served with a part-time off-site superintendent. Completed the Northwest Accreditation process.

7-12 Principal. July 1990- July 1992.

Lyle School District, Lyle, Washington.

Duties included district Curriculum Director, the introduction of a Talented and Gifted program, expansion of the Special Education program. Successfully gained accreditation through Northwest Accreditation of Secondary Schools and Universities.

9-12 Chemistry/Biology Teacher. August 1984- July 1990.

Port Angeles School District, Port Angeles, Washington.

Science Department Head, 1988-1990: Leadership resulted in an award winning staff and program, including state science research awards, technology innovations, improved grades and test scores, and creative curriculum restructuring. Served as district curriculum committee member and district staff development committee member.

Awards and Commendations

Video Feature/Series (December, 20, 2017). Consortium for Policy Research in Education, University of Pennsylvania. Video interview series that focuses on effective collaborations between school boards and superintendents. Invited to host a series of video interviews

Letter of Commendation (August, 22, 2014). West Virginia Board of Education for contributions to the West Virginia Board of Education Governance & Administration Commission assisting to develop a more efficient and improve educational system to improve student outcomes in West Virginia.

Letter of Commendation (July, 15, 2014). National School Board Association for contributions to the Seattle Public Schools, the Washington School Directors Association, and national governance training.

Letter of Commendation (October 4, 2011) From the North Carolina Professors of Educational Leadership executive board for my leadership and service as founder, first president, and for reorganizing NCPLE into a non-profit association.

Letter of Commendation (January 27, 2011). From Brian Etheridge, President of Leadership NC for a significant time commitment and contribution to the Annual State of the State Forum in Raleigh. Leadership NC's Board of Directors is chaired by Governor Purdue and is a leading business association directing policy and legislation in North Carolina. The Annual conference invites 5-6 special session speakers to address Healthcare, Business, and Educational needs in NC.

Letter of Commendation (December 3, 2010- from General H. Hugh Shelton, 14th Chairman, joint Chiefs of Staff for "outstanding contributions" to the 2010 Shelton Leadership Forum.

Letter of Commendation (November 15, 2010- from Dr. Michael A. Davis, Assistant Vice Chancellor for Extension, Engagement, and Economic Development @ NCSU; and Dr. Debbie Reno, Coordinator for Educational Programs and Training, NCSU for speaking at the 2010 Shelton Leadership Forum.

Letter of Commendation (October, 26, 2010- from Walter H. Dalton, Lt. Governor, North Carolina for Consultant to the Lt Governor and the NC Jobs Commission on the issue of governance for the purpose of developing the workforce by our assistance with early college STEM schools program.

Letter of Commendation (October, 22, 2010- from Brad Bryant, Georgia State Superintendent of Schools; Wanda Barrs, Chair State Board of Education; and Thomas Wilson, Associate State Superintendent for Standards-Based Learning. For Consultant to the Georgia School Board Standards Task Force to develop school board standards for Georgia.

Nominee, NCSU CED Outstanding Teacher Award (2009). Students nominate professors for the award.

EAQ Outstanding Reviewer of the Year Award (2008-09). EAQ presents this award annually to the outstanding reviewer(s) of manuscripts submitted to EAQ; the top peer-reviewed journal in field of educational leadership.

Culbertson Award (2008) UCEA presents this award annually to the outstanding junior professor of educational administration in recognition of his/her contributions to the field. Criteria used in selecting

outstanding contribution are innovative, original, generalizable, potential impact, related to UCEA goals, effects training mission of institution, and the degree of effort to produce the contribution.

Shannon Award (2008) National School Board Association presents an award annually to an outstanding State School Board Association. The award is voted on by all the State School Board Associations for the group that had the most overall impact on local school boards nationally. This year they honored the Iowa School Board Association Lighthouse Research Team to receive the award, of which I was included as a research consultant.

Nominated, *College of Human Sciences Outstanding Early Research Commendation*- 2006

Iowa State University/College of Education Outstanding Early Research Commendation- 2004-This award recognizes one pre-tenure professor in the College of Education annually for exemplary research performance and scholarship accomplishments unusually early in their career as documented by clients and peers.

AERA SIG Dissertation of the Year Award -2004- This evaluated dissertations from 2001 to 2003 and selected one for the Special Interest Group on the Superintendency.

Distinguished Research Award- 2002- Iowa Educational Research & Evaluation Association (IAERA) 2002 annual conference. Winner presents paper, representing Iowa researchers at the national AERA conference.

Regents Address- May 6, 2003- Dr. Owen Newlin, President of the Iowa Board of Regents in his annual address to the ISU Faculty Senate, mentioned me along with two others as the "best research faculty the university had to offer this year and an example of exemplary research achievement".

School recognition- Fall 2001

My leadership, reforming the Naselle School District to significant student achievement gains was recognized in an article by Melissa Steineger and Lee Sherman, (2001) *Eye of the Storm*, in the Northwest Regional Education Labs publication *Northwest Education*.

Recognized school, United States Department of Education -1998

My school was selected as one of a few recognized schools in Washington State as a result of my reform program leading to unequaled student achievement gains.

International Experience

Finland: (June 14-18, 2013). Presented a paper at the International Symposium for Educational Research (ISER) conference at the University of Jyväskylä on the topic of international school governance.

Taiwan: (December,2012). Spent 3 weeks in Taipei to conduct a national governance study of school boards leading to an international comparative book, and develop a formal collaboration for exchange of research and personnel. Work is being conducted at National Academy for Educational Research (NAEP) in Taipei. I spoke at Chi Nan & Tamkang universities as well as to faculty and staff at the NAEP and several school districts in Taiwan.

Denmark, Norway, Finland, Sweden, Scotland: (2010-2014). Developed formal affiliation with the International Superintendent Research Network (ISRN). Developed an international comparative governance research project. Traveled to these countries to meet with and finalize the implementation plan for the collection of governance data in these countries. Leading to a book series and numerous presentations, including a featured session at the 2010 UCEA conference and the AERA 2010 conference.

India: (2009-2010). Invited and traveled to Delhi to speak at the International Conference on Excellence in School Education held Dec 28-30 at Indian Institute of Technology and their Department of Management. I presented my research on the Innovative Leaders Academy. While in India I also conducted research at a K-12 school of 800 students in Kunbara, Kerala. The school superintendent is Father Jose Kuruvila and I was able to interview him and the principal, survey staff, and speak with a group of 50 students about leadership and culture in their school.

Germany: (Jan-Feb 2006) Invited and traveled to Berlin to work with the Dean of the Vocational Programs College of Humboldt University in Berlin (Prof. Jurgen van Buer) to develop Berlin's first Principal Leadership Program, fashioned after the Educational Leadership & Policy Studies, Educational Administration, PreLEAD (principal licensure) program at Iowa State University. I will provide a lecture to students and conduct a faculty seminar on measuring leadership quality in the United States. I will also begin a research project on leading east and west German staff, and facilitate in the development of a set of courses for a new principal preparation program.

United Arab Emirates: (2003-2004). Invited and traveled to the United Arab Emirates to work with the Dean of the College of Education at Zayed University to develop their new Educational Leadership Program, fashioned after the Educational Leadership & Policy Studies, Educational Administration, PreLEAD (principal licensure) program at Iowa State University. I was asked to coordinate and schedule visiting professors to teach in the program at Zayed and provide continuous feedback and evaluation of the program.

Visiting Professor/Invited International Lecture:

Alsbury, T. L. (Invited, Dec. 2012). *The Influence of Governance on School Success*. Presented to researchers at the National Academy for Educational Research (NAEP) in Taipei.

Alsbury, T. L. (June 2012). *Governance and the Superintendency*. Presented at the International Symposium on Educational Reform (ISER).

Alsbury, T. L. (Jan 2006). *Evaluation and Supervision of Classroom Teachers*. Taught Humboldt University Master's degree course for one day.

Alsbury, T. L. (Jan 2006). *Evaluation methods in the U.S. for determining school performance*. Presenting a lecture to Humboldt graduate students and a seminar for faculty

Alsbury, T. L. (2004, March 18). *Democratic and hierarchical organizational governance theories and their application in Emirate culture*. Presented to the faculty, staff, and students of Zayed University in the United Arab Emirates (UAE). Also finalized paper signing for new graduate program to train Sunni Muslim women in the Principalship.

Publications

Invited Editor, Commentary, Reviews

- Alsbury, T. L. (2016). A review of the book *Leadership and school quality* by M. F. DiPaola and W. K. Hoy (Eds.). *Teacher College Record* [online].
- Alsbury, T. L. (2009, August 21). Invited review and book cover endorsement of Walser, N. (2009). *The essential school board book: Better governance in the age of accountability*.
- Alsbury, T. L. (2009, June 25). Mayoral takeover cools the crucible of democracy. *Teacher College Record, Invited Commentary*.

Books:

- Alsbury, T. L., & Gore, P. (2015). *Improving local school board governance: A Balanced Governance approach*. Cambridge, MA: Harvard Press.
- Alsbury, T. L. (Ed.). (2008). *The future of school board governance: Relevancy and revelation*. Lanham, MD: Rowman & Littlefield.

Book and Monograph Chapters:

- Alsbury, T. L., Kobashigawa, S., Ewart, M. (Under Review, 2019). Community-based learning: An exploration from philanthropy to praxis. In E. Kimonen, & R. Nevalainen (Eds.), *Community based learning* [XXXX]. Rotterdam, the Netherlands: Brill.
- Kimonen, E., Nevalainen, R., & Alsbury, T. L. (2017). Educational change and school culture: Curriculum change in the Finnish school system. In E. Kimonen, & R. Nevalainen (Eds.), *Reforming teaching and teacher education: Bright prospects for active schools* [195-224]. Rotterdam, the Netherlands: Sense.
- Alsbury, T. L. (2015). A call for balanced governance. In T. L. Alsbury, & P. Gore (Eds.). *Improving local school board governance: A Balanced Governance approach* [1-25]. Cambridge, MA: Harvard Press.
- Alsbury, T. L. (2015). Assessing Individual Board Members: A self-assessment for improved board performance. In T. L. Alsbury, & P. Gore (Eds.). *Improving local school board governance: A Balanced Governance approach*. [89-104] Cambridge, MA: Harvard Press.
- Alsbury, T. L., & Miller-Jones, B. (2015). Elements of school board success: A comprehensive board assessment tool for systemic improvement. In T. L. Alsbury, & P. Gore (Eds.). *Improving local school board governance: A Balanced Governance approach*. [77-88] Cambridge, MA: Harvard Press.
- Alsbury, T. L. (2015). Hitting a moving target: How politics determines the changing roles of superintendents and school boards [pp. 37-61]. In B. S. Cooper, J. G. Cibulka, & L. D. Fusarelli (Eds.) *Handbook of education politics and policy* (2nd ed.). New York, NY: Routledge.

- Alsbury, T. L., & Whitaker, K. S. (2015). *District Superintendents as instructional leaders?* In G. Ivory, A. Hyle, R. McClellan, & M. Acker-Hocevar (Eds.) *Quandaries of the Small-District Superintendency* [pp. 35-54]. Palgrave-MacMillan.
- Alsbury, T. L. & Jackson, K. T. (2013). Cultural transformation in an American school: Teacher response to reform from a Finnish community in the U.S. [pp. 149-174]. In E. Kimonen, & R. Nevalainen (Eds.), *Transforming teacher's work globally: In search of a better way for teachers and their communities*. Jyvaskyla, Finland: University of Jyvaskyla.
- Alsbury, T. L., & Whitaker, K. S. (2012) *Pressure of outside forces, stress, and finding balance*. In W. Place, M. A. Acker-Hocevar, J. Ballenger, A. W. Place, G. Ivory (Eds.), *Snapshots of school leadership in the 21st Century: Perils and promises of leading for social justice, school improvement, and democratic community* (UCEA Leadership Series) [Chapter 9]. Charlotte, NC: Information Age.
- Alsbury, T. L. (2011). Should the K-12 organizational structure of schools in the U.S. be changed dramatically? In Russo, C. [Ed.] *Debating issues in American education*. Thousand Oaks, CA: Sage.
- Fusarelli, B. C., Militello, M., Alsbury, T. L., Price, E., & Warren, T. P. (2010). Translational leadership: New principals and the theory and practice of school leadership in the 21st century. In A. R. Shoho, B. G. Barnett, & A. K. Tooms (Eds.) *The challenges for new principals in the 21st century: Developing leadership capabilities through professional support -A volume in International research on school leadership* [pp. 1-28] Charlotte, NC: Information Age.
- Alsbury, T. L. (2008). Hitting a moving target: How politics determines the changing roles of superintendents and school boards [pp. 126-147]. In B. S. Cooper, J. G. Cibulka, & L. D. Fusarelli (Eds.), *Handbook of education politics and policy*. New York, NY: Routledge.
- Alsbury, T. L. (2008). School board politics and student achievement. In T. L. Alsbury (Ed.) *Relevancy and revelation: The future of school board governance*. [pp. 247-272] Lanham, MD: Rowman & Littlefield.
- Alsbury, T. L. (2008). Promoting sustainable leadership within the reform system. In B. Hand (Ed.), *Science inquiry, argument and language: A case for the science writing heuristic* [177-194]. Rotterdam, Netherlands: Sense.
- Alsbury, T. L. (2007). Quality national school administration: On empirically grounded undertakings from the U.S. In J. van Buer & Wagner, C. (Eds.), *Qualitat von schule: En kritisches handbuch* [pp. 543-551]. Frankfurt, Germany: Peter Lang.
- Alsbury, T. L. (2007). Systemic variables influencing scaling and succession in district reform efforts: An empirical study. In B. Despres (Ed.), *System thinkers in actions: A field guide for effective change leadership in education* [pp. 135-175]. Lanham, MD: Rowman & Littlefield.
- Alsbury, T. L. (2007). Challenge: The need to be re-elected. In G. Ivory (Ed.), *Successful school board leadership: Lessons from superintendents*. [pp. 164-185] Lanham, MD: Rowman & Littlefield.
- Alsbury, T. L. (2005). Political and apolitical school board and superintendent turnover:

Revisiting critical variables in the Dissatisfaction Theory of American Democracy, In G. J. Petersen & L. D. Fusarelli (Eds.), *The politics of leadership: Superintendents and school boards in changing times*. [pp. 135-155] Greenwich, CT: Information Age.

Books Entries:

- Alsbury, T. L. (2009). Superintendency, In E. F. Provenco, Jr. (Ed.), *Encyclopedia of the social and cultural foundations of education*. Thousand Oaks, CA: Sage.
- Alsbury, T. L. (2006). Vulnerability thesis, of superintendents, In F. W. English (Ed.), *Encyclopedia of educational leadership and administration*, (1059-1061). Thousand Oaks, CA: Sage.
- Alsbury, T. L. (2006). Cultural Capital, In F. W. English (Ed.), *Encyclopedia of educational leadership and administration*, (pp. 246-248). Thousand Oaks, CA: Sage.
- Alsbury, T. L. (2006). Espirit (climate studies), In F. W. English (Ed.), *Encyclopedia of educational leadership and administration*, (pp. 352-353). Thousand Oaks, CA: Sage.

Refereed Journal Articles:

- Alsbury, T. L., Blanchard, M. R., Gutierrez, K. S., and Allred, C. (2018). District Strategic Teaming: Leadership for systemic and sustainable reform. *Research in Educational Administration and Leadership*, 3(2), 139-177.
- Blissett, R., & Alsbury, T. L. (June 12, 2017). Disentangling the personal agenda: Identity and school board members' perceptions of problems and solutions. *Leadership & Policy in Schools [Online]*, 1-33. doi: 10.1080/15700763.2017.1326142.
- Bennett, J. V., Alsbury, T. L., & Fan, J. (2015). Mandatory community-based learning in U.S. urban high schools: Fair equality of opportunity? *International Journal of Leadership in Education*, 19(1), 1-39. doi: 10.1080/13603124.2015.1034184
- Militello, M., Fusarelli, B., & Alsbury, T. (2013). How professional standards guide practice for school principals. *International Journal of Educational Management*, 27(1), 74-90.
- Fusarelli, B., Alsbury, T. L., Bitting, P., Brady, K., Brinson, K., Fusarelli, L., Militello, M. (2010) Transformational leaders for 21st century schools. *Academic Exchange Quarterly*, 14(3)
- Haddad, M. A., & Alsbury, T. L. (2008). Using spatial analyses to examine student proficiency: Guiding district consolidation and reform policy decisions. *Planning & Changing*, 39 (1 & 2), 98-126.
- Alsbury, T. L. (2008). School board member and superintendent turnover and the influence on student achievement: An application of the Dissatisfaction Theory. *Leadership & Policy in Schools*, 7(2), 202-229.
- Alsbury, T. L., & Whitaker, K. S. (2007). Voices of superintendents: Accountability, students, and democratic voice. *Journal of Educational Administration*, 45(2), 157-174.

- Alsbury, T. L., & Hackmann, D. L. (2006). The changing face of the profession: Findings of the Iowa Mentoring/Induction Program for Novice Principals and Superintendents. *Planning and Changing*, 37(3/4), 169-189.
- Hackmann, D. L., & Alsbury, T. L. (2005). The use of portfolio assessments for administrator preparation program improvement. *Educational Considerations*, 32(2), 36-45.
- Alsbury, T. L., & Shaw, N. (2005) Policy implications for social justice in school consolidation. *Leadership and Policy in Schools*, 4(2), 105-126.
- Alsbury, T. L. (2004). Does school board turnover matter? Revisiting critical variables in the Dissatisfaction Theory of American Democracy. *International Journal of Leadership in Education*, 7(4), 357-377.
- Alsbury, T. L. (2003). Stop talking and do something: The changing role of superintendent involvement in school-community relations. *Journal of School Public Relations*, 24(1), 44-52.
- Alsbury, T. L. (2003). Superintendent and school board member turnover: Political versus apolitical turnover as a critical variable in the application of the Dissatisfaction Theory. *Educational Administration Quarterly*, 39(5), 667-698.
- Alsbury, T. L. (Spring, 2003). Technology use in the Iowa State University educational leadership program. *UCEA Review*, 45(2), 18-19.

Invited, Editorial Review:

- Alsbury, T. L. (In Press, 2019). Balanced governance in urban school boards. *UCEA Review*, XXXX.
- Delagardelle, M. E., & Alsbury, T. L. (2015). School board governance and the influence on student achievement. *Télescope*, 20(2), 35-55. *Telescope*, L'Observatoire de l'administration publique and the École nationale d'administrations publique du Québec.
- Mountford, M. E., & Alsbury, T. L. (2012). School boards: Nobody does it better. *UCEA Review*, 52(3), 11-13.
- Bjork, L., & Alsbury, T. L. (2011). International Superintendents Research Network: A project of the UCEA Center for Research on the Superintendency & District Governance. *UCEA Review*, 52(2), 20.
- Alsbury, T. L. (Spring, 2003). Technology use in the Iowa State University educational leadership program. *UCEA Review*, 45(2), 18-19.

Non-Refereed Publications:

- Painter, J.L., Blanchard, M. R., Gutierrez, K. S., & Alsbury, T. L. (2015). ITEST: Annual Project Outcomes Report. *STEM Career Clubs: Enhancing the potential of underrepresented students in STEM careers through a Strategic Teaming Model*. National Science Foundation, Arlington, VA.

- Alsbury, T. L. (2014). *NSF grant to help students in need*. A brief report on the NSF grant to assist impoverished, high-minority school districts in rural North Carolina for the SPU SOE newsletter.
- Alsbury, T. L. (2013). *Organizational behavior*. Primary author for the Pearson on-line Organizational Behavior Module. Note: I was contracted to author the on-line Educational Leadership Resource Series for Pearson Publishing. This is a resource for professors of Organizational Behavior courses in leadership preparation programs. They can purchase the lessons, powerpoints, activities, case studies, and experiences to accompany any Higher Education course using any textbook in Educational Leadership.
- Alsbury, T. L. (Fall, 2012). The “Common Core”: Standardization vs. Human Agency and School Leadership. *Curriculum in Context*, 38(2), 21-23.
- Alsbury, T. L. (Spring, 2012). Effective principal evaluation systems: Embracing standards, avoiding standardization. *Curriculum in Context*, 38(1), 14-17.
- Note: This is an on-going quarterly column presenting a usable synopsis of current educational research for the Washington Association of Curriculum & Development journal. The journal is distributed to over 2000 school teachers and administrators in Washington.
- Alsbury, T. L. (2011). *Education law: Assignments and Activities*. Assignments & activities for the Pearson on-line Educational Law Resource Module. Note: I was contracted to author the Activities and Assessments for the on-line Educational Leadership Resource Series for Pearson Publishing. This is a series of activities, case studies, and experiences that can be purchased on-line to accompany any Higher Education course using any textbook in Educational Leadership.
- Waters, T., Alsbury, T. L., Else, D., & Reed, G. (2006). Imagine the unimaginable. Report No. Denver, CO: Mid-continent Research for Education and Learning (McREL).
- Alsbury, T. L. (June, 2006). Myths affecting the reform of school funding. *Iowa Educational Leadership*, 8(4), 5-8.
- Alsbury, T. L. (April, 2006). Surveys of enacted curriculum: Tools and services to assist educators. *Iowa Educational Leadership*, 8(3), 14-18.
- Alsbury, T. L. (February, 2006). Iowa administrator mentoring and induction program. *Iowa Educational Leadership*, 8(2), 19-23.
- Alsbury, T. L. (October, 2005). Alternative indicators of high school performance. *Iowa Educational Leadership*, 8(1), 14-18.
- Alsbury, T. L. (June, 2005). Knowledge management systems: closing the achievement gap. *Iowa Educational Leadership*, 7(4), 7-12.
- Alsbury, T. L. (February, 2005). How principals can use staff development to increase organizational performance. *Iowa Educational Leadership*, 7(2), 26-29.

Alsbury, T. L. (October, 2004). Measuring what we teach: Analyzing instructional content. *Iowa Educational Leadership*, 7(1), 14-16.

Alsbury, T. L. (May, 2004). Does professional development influence teacher instruction? *Iowa Educational Leadership*, 6(7), 15-17.

Alsbury, T. L. (April, 2004). Power, conflict, & community in interdisciplinary teaching teams. *Iowa Educational Leadership*, 6(6), 25-27.

Alsbury, T. L. (March, 2004). National survey reveals: What superintendents and principals say is needed to fix schools. *Iowa Educational Leadership*, 6(5), 23-26.

Alsbury, T. L. (January/February, 2004). Licensing but not leading in Iowa. *Iowa Educational Leadership*, 6(4), 7-9.

Alsbury, T. L. (December, 2003). Principal leadership and school performance. *Iowa Educational Leadership*, 6(3), 23-25.

Alsbury, T. L. (November, 2003). A National study of leadership in middle level schools. *Iowa Educational Leadership*, 6(2), 1-5.

Alsbury, T. L. (October, 2003). A social justice perspective on school consolidation. *Iowa Educational Leadership*, 6(1), 1-5.

Scholarly Citation/Book Reviews

Nino, J. M. (2015). A conversation with Thomas L. Alsbury: District leadership research to influence practice and inform policy. *UCEA Review*, 57(1), 23-28.

Smith, R.G. (October 20, 2016). Book review: Improving school board effectiveness: A Balanced Governance approach. *Teacher College Record*. Retrieved 11/3/2016 at <http://www.tcrecord.org> ID Number: 21687

Books in Development:

Alsbury, T. L. (Anticipated, 2024). *Balanced Governance: A Practical Guide to What We Know about School Boards*, Cambridge, MA: Harvard Press.

Invited Keynotes/General Sessions

Alsbury, T. L. (November 16, 2018). National Trainer-Educational Leaders. National Association of Latino Elected Officials (NALEO) 12th Biennial National Institute for Newly Elected Officials. Washington D.C.

Alsbury, T. L. (August 26, 2018). Opening Keynote Speaker. National Association of Latino Elected Officials (NALEO). California Governance policy institute, Stanford University, CA.

Alsbury, T. L. (October, 26-28, 2017). General Session Speaker. National Association of Latino Elected

Officials (NALEO). Topic: The effect of ESSA on school board role in decision-making.

Alsbury, T. L. (June 2-3, 2017). Keynote Speaker. Missouri School Board Association Annual conference. Osage Beach, Tan-tar-A, MS.

Alsbury, T. L. (January 11-12, 2017). Keynote Speaker. XL Governance Summit. Austin, TX.

Alsbury, T. L. (January, 16-18, 2017). Keynote Speaker. Wisconsin School Board Association Annual conference. Milwaukee, WI.

Alsbury, T. L. (November 11-12, 2016). Keynote Speaker. Alaska School Board Association Annual conference. Anchorage, AK.

Alsbury, T. L. (Nov. 6, 2015). Keynote. Association of Alaska School Boards Annual Conference, Anchorage, Est. Attendance = 200

Alsbury, T. L. (October 1, 2015). Keynote. Maryland Association of School Boards Annual Conference, Ocean City, MD. Est. Attendance = 200

Alsbury, T. L. (Nov. 21-22, 2014). Keynote, Nevada School Board Association Annual Conference, Las Vegas, NV. Attendance: 400

Alsbury, T. L. (Nov. 14-16, 2014). Keynote, Idaho School Board Association Annual Conference, Boise, ID. Attendance: 350

Alsbury, T. L. (September 25-26, 2014). Keynote, Colorado School Board Association Annual Conference, Pueblo, CO. Attendance: 350

Alsbury, T. L. (July 24-26, 2014). Keynote, Arizona School Board Association Annual Conference, Flagstaff, AR. Attendance: 350

Alsbury, T. L. (June 26, 2014). Keynote, NSBA Executive Directors Meeting, Portland, OR. This meeting includes the executive directors and policy development chiefs from all 50 state school board associations. Portland, OR Attendance: 100

Alsbury, T. L. (March 27, 2014). West Virginia Board of Education, Commission on School District Governance and Administration.

Alsbury, T. L. (Dec. 16, 2013). General Session, NSBA Pacific Regional Meeting of State Association Executive Directors and their boards. Presented a workshop entitled, "Effective Governance/Student Achievement: How Associations Can Help Board Improve". Attendance: 60

Alsbury, T. L. (March 16, 2013). General session, Center for Public Education to present at the American Society for Public Administration (ASPA) on a debate panel at their annual national conference. Topic: School Board Governance and Policy Issues in 2013.

- Alsbury, T. L. (January 28, 2013). General Session, National School Board Association (NSBA) debate with U. S. Dept. of Education Assistant Secretary, Topic: Are School Boards Still Relevant? Attendance: 700 school board members and members of Congress. The panel culminated in comments by and a policy letter to USDE Secretary of Education Arne Duncan.
- Alsbury, T. L. (Nov. 3, 2010). General Session, General Shelton Leadership Center's Shelton Leadership Forum. This is North Carolina's most prestigious venue for leaders from business, industry, and education. Attendance=700.
- Alsbury, T. L. (June 14-15, 2010)- Keynote, Alabama School Board Association State Conference. Topic: School-Board & Superintendent Teaming to School Reform Perdido Beach, AL Attendance= 3,000
- Alsbury, T. L. (June 16, 2010)- Keynote, Alabama Superintendent's Association State Conference. Topic: Leading your School Board Toward an Effective Governance Team. Perdido Beach, AL Attendance= 300
- Alsbury, T. L. (April, 2009)- Expert panel, Georgia State Board of Education and the Georgia Educational Task Force to review and recommend revisions for the new school board member standards and training process/curriculum.
- Alsbury, T. L. (March 13-14, 2009). General Session. West Virginia School Boards Association Annual Winter Conference on The Future of School Board Governance. Asked to respond to keynote speaker Curtis Johnson, author of *Disrupting class: How disruptive innovation will change the way the world learns*. Attendance= 250
- Alsbury, T. L. (Oct. 29, 2008). Critical Issues Keynote: New Jersey School Boards Association Annual School Board/Superintendent State Conference Critical Issues Speaker- "School Board Politics and Student Achievement". Attendance= 150
- Alsbury, T. L. (Sept. 12-13, 2008). Keynote. West Virginia School Boards Association Annual Conference on The Future of School Board Governance. Attendance= 225
- Alsbury, T. L., & Delagardelle, M. D. (Feb. 1-3, 2008). General Session, National School Board Association Leaders Institute. Attendance= 230 presidents and executive directors of State School Board Associations.
- Director/Host/Presenter- Alsbury, T. L. (September 14-15, 2007). *School board research: Main lines of inquiry*. Co-creator, Co-director, Host, Keynoter for a national invited symposium on school board research. The symposium was featured as the front page article in Education Week 9/26/07.
- Alsbury, T. L. (2006, January 20-21). *School Board Turnover and the Politics of School Districts in the U.S.* Panel expert for the National Educational Writers Association Conference, Baltimore, MD.

Refereed Presentations- International/National Conferences

- Alsbury, T. L., Blanchard, M. R., Gutierrez, K. S., & Dell, T. (2018, April). Districtwide Strategic Teaming and impacts on organizational capacity. Paper presented at the annual meeting of the American

Educational Research Association, New York, NY.

- Blasko, J., & Alsbury, T. L. (2017, April). *School board alignment to superintendent values and beliefs and the effect on student performance*. Paper presented at the annual meeting of the American Educational Research Association, San Antonio, TX.
- Swinyard, A., & Alsbury, T. L. (November 2016). *Complex and diverse cultural contexts and organizational capacity system impacts on student performance*. Paper presentation at the annual convention of the University Council for Educational Administration, Detroit, MI
- Schelling, K., Alsbury, T. L., & Crowley, J. (April 10, 2016). A look in the mirror: Board member self-evaluation. Presented a session at the National School Board Association Annual Conference, Boston, MA.
- Blissett, R., & Alsbury, T. L. (April 2016). *School board members and social justice influence on educational purpose and preferences*. Paper presented at the annual meeting of the American Educational Research Association, Washington D.C.
- Swinyard, A., & Alsbury, T. L. (April 2016). *Organizational Monitoring Systems, Complex and Diverse School Environments, and Student Academic Achievement*. Paper presented at the annual meeting of the American Educational Research Association, Washington D.C.
- Blissett, R. S., & Alsbury, T. L. (April 7-10, 2016). Disentangling the personal agenda: Identity and school board members' perceptions of problems and solutions. Paper presented at the Midwest Political Science Association annual conference, Chicago, IL.
- Alsbury, T. L. et al (Nov. 2015). Improving School Board Governance: A Balanced Governance Approach. A UCEA Center for Research on the Superintendency & District Governance event. Paper presentation at the annual convention of the University Council for Educational Administration, San Diego, CA
- Alsbury, T. L. et al. (Nov, 2014). Quandaries of the Small-District Superintendency: Part 1. Paper presentation at the annual convention of the University Council for Educational Administration, Washington, D.C..
- Alsbury, T. L. et al. (Nov, 2014). Quandaries of the Small-District Superintendency: A Symposium Proposal – Part 1. Paper presentation at the annual convention of the University Council for Educational Administration, Washington, D.C..
- Paulsen, J., Moos, L., & Alsbury, T. L. (April, 2014). *International board governance in process*. Paper presented at the annual meeting of the American Educational Research Association, Philadelphia, PA.
- Levine, M., Alsbury, T. L. (April, 2014). *The role of school boards in governance, leadership & educational reform in Maryland*. Paper presented at the annual meeting of the American Educational Research Association, Philadelphia, PA.

- Mountford, M., Alsbury, T. L., Risku, M., Townsend, T. (Nov, 2013). Educational governance in Scotland, Finland, and the U.S.: Engaging the community in valuing education. Paper presentation at the annual convention of the University Council for Educational Administration, Indianapolis, IN.
- Alsbury, T. L. (July 3, 2013). Secrets to Finland's success? Presentation at the biennial SPU Symposium for the Center for Global Curriculum Studies, Seattle, WA.
- Alsbury, T. L. (June 2013). *Does Culture Matter? The Effect of Culture on School Success: The Story of a Finnish Community in the United States*. Paper presented at the annual International Symposium for Educational Research (ISER) conference. University of Jyväskylä, Finland.
- Alsbury, T. L., Overstreet, N. A., Blanchard, M. R., Osborne, J. W., & Albert, J. L. (April, 2013). *Using a Districtwide Strategic Teaming Model to assist innovation and reform in impoverished districts: Innovation Leaders Academy*. Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Blanchard, M. R., Alsbury, T. L., Albert, J. L., Adams, M. J. & Kier, M. W. (2012, September). Preliminary Results of using a Strategic Teaming Model for Systemic District Reform. Paper presented at the annual meeting of the Mid-Atlantic Association for Teacher Education, Pembroke, VA.
- Alsbury, T. L., & Mountford, M. (Nov, 2012). International Day. Chaired a panel on creating and sustaining international projects at the annual convention of the University Council for Educational Administration, Denver, CO.
- Alsbury, T. L., Mountford, M., Johansson, O., Nilhfors, E., Risku, M., Paulsen, J. (Nov, 2012). The future of school board governance: Improving educational governance structures through an international comparative study. Paper presentation at the annual convention of the University Council for Educational Administration, Denver, CO.
- Alsbury, T. L. & Mountford, M. (2012, Nov). Special Session: UCEA Research on the Superintendency and District Governance – A Discussion with Bob Marzano. Presentation at the annual convention of the University Council for Educational Administration, Denver, CO.
- Alsbury, T. L., Overstreet, N. A., Blanchard, M. R., Osborne, J. W., Williams, B., Albert, J. L., Kier, M. W., & Reed, R. (Nov, 2012). Innovation Leaders Academy: Sustaining innovation in high need districts Paper presentation at the annual convention of the University Council for Educational Administration, Denver, CO.
- Alsbury, T. L., & Mountford, M. (2012, Nov). Special Session: UCEA Research on the Superintendency and District Governance National Advisory Board Meeting/ Progress Report. Presentation at the annual convention of the University Council for Educational Administration, Denver, CO.
- Alsbury, T. L. (Aug. 30-Sept. 1, 2012). *Sustainable Educational Reform Through Systemic Capacity Building*. Paper presented at the 7th Annual Conference on the Social-Moral Fabric of Schools. Seattle, WA.

Alsbury, T. L. (June 2012). *Do school boards really matter?* Presented at the International Symposium on Educational Reform (ISER), Louisville, KY.

Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J., Moos, L., Kinervio, P. (April, 2012). *An Analysis of Educational Governance Structures, Decision-Making Pathways, and Centralized versus Decentralized Control of Education: How Governance can Support Leaders and their Learning.* Presentation at the annual meeting of the American Educational Research Association, Vancouver, B.C.

Alsbury, T. L. & Mountford, M. (2012, April). *Innovative Governance? Operational implications from the first national school board survey* Paper presented at the annual meeting of the American Educational Research Association, Vancouver, B.C.

Alsbury, T. L., Overstreet, N. A., Blanchard, M. R., Osborne, J. W., Williams, B., Albert, J. L., Kier, M. W., & Reed, R. (April, 2012). *Innovation Leaders Academy: Districtwide Strategic Teaming That Improves The Implementation And Sustainability of Innovative Reform Programs in High Need Districts.* Paper to be presented at the annual meeting of the American Educational Research Association, Vancouver, British Columbia, Canada.

Alsbury, T. L., & Mountford, M.. (2011, Oct). *Special Session: UCEA Research on the Superintendency and District Governance National Advisory Board Meeting/ Progress Report.* Presentation at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.

Alsbury, T. L., Mountford, M., & Delagardelle, M. (2011, Oct). *Evaluating Superintendency Leadership Preparation: Superintendent Effectiveness Through the Eyes of their Board Members.* Paper presentation at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.

Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J., Moos, L., Bogler, R., & Nir, A. (2011, Oct). *Multinational superintendent roles and implications on leadership preparation.* Special Session: International Community Building Session at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.

Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J., Moos, L., Kinervio, P. (2011, Oct). *An Analysis of Educational Governance Structures, Decision-Making Pathways, and Centralized versus Decentralized Control of Education: How Governance can Support Leaders and their Learning.* Paper presented at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.

Alsbury, T. L., Mountford, M., & Delagardelle, M. L. (2011, April). *Democratic education at risk? Policy implications from the first national school board survey.* Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.

Alsbury, T. L., Acker-Hocevar, M., Place, W., Ivory, G. (2011, April). *Voices from the field: Perspectives of principals and superintendents on school leadership.* Innovation Session at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.

- Alsbury, T. L., & Mountford, M.. (2010, Oct). Special Session: UCEA Research on the Superintendency and District Governance National Advisory Board Meeting/ Progress Report. Presentation at the annual convention of the University Council for Educational Administration, New Orleans, LA.
- Alsbury, T. L., Mountford, M., Johannson, O., & Bjork, L. (2010, Oct). Special Featured Session: International Governance Project: A UCEA Research on the Superintendency and District Governance Symposium. Paper presentation at the annual convention of the University Council for Educational Administration, New Orleans, LA.
- Militello, M., Fusarelli, B., Alsbury, T. L., Warren, T (2010, Oct). We do what we're told: How assistant principals practice leadership and how they wish they could. Paper presentation at the annual convention of the University Council for Educational Administration, New Orleans, LA.
- Alsbury, T. L. (2010, May). Research on the Superintendency SIG. ISRN presentation and panel discussion to develop the international comparative governance project. Panel chaired at the annual meeting of the American Educational Research Association, Denver, CO.
- Alsbury, T. L., Kowalski, T. J., & Mountford, M. L. (2009, November). *UCEA Center for the Study of the superintendency and District Governance*. Conversation presented at the annual convention of the University Council for Educational Administration, Anaheim, CA.
- Millitello, M., Alsbury, T. L., & Fusarelli, B. (2009, November). *Walking the talk: A study of principal perceptions versus realities*. Paper presented at the annual convention of the University Council for Educational Administration, Anaheim, CA.
- Alsbury, T. L., Militello, M., Fusarelli, B., Overstreet, A., & Jackson, K. (2009, November). Translational leadership: Building districtwide capacity through innovative partnership & practice. Paper presented at the annual convention of the University Council for Educational Administration, Anaheim, CA.
- Alsbury, T. L., Overstreet, A., Fusarelli, B., Militello, M. Jackson, K. (2009, April). *A district-level disciplined inquiry leadership process for building innovative capacity*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Alsbury, T. L., Delagardelle, M. L., Mountford, M., Kowalski, T. J., Fusarelli, L. D., & Petersen, G. J. (2008, November). *The new three R's: Roles, Relationships, and Responsibility for student achievement of school board and superintendent governance*. Symposium presented at the annual convention of the University Council for Educational Administration, Orlando, FL.
- Brady, K., & Alsbury, T. L. (2008, November). *Blended Learning Paper/Study*. Paper presented at the annual convention of the University Council for Educational Administration, Orlando, FL.
- Alsbury, T. L. (2008, April). *School district consolidation and civic capacity: A national study of superintendents*. Paper presented at the annual meeting of the American Educational Research Association, New York

- Alsbury, T. L. (2008, April). *Civic interdependence among community, school boards, and superintendents: Results from a national study of the Dissatisfaction Theory*. Paper presented at the annual meeting of the American Educational Research Association, New York
- Haddad, M., & Alsbury, T. L. (2008, April) *Spatial distribution effects on student achievement in the Midwest*. Paper presented at the annual meeting of the American Educational Research Association, New York
- Alsbury, T. L. (2008, April). *Relevancy and revelation: The future of school board governance*. A symposium presented at the annual meeting of the American Educational Research Association, New York
- Bjork, L. G., Alsbury, T. L. et al (2007, November). *The study of the American superintendent 2010*. Special expert panel convened to plan future superintendency research agenda and coordinate the new group for the 2010 AASA National Superintendent Survey at the annual convention of the University Council for Educational Administration, Alexandria, VA.
- Brady, K., & Alsbury, T. L. (2007, November). *UCEA institutions and the use of hybrid course delivery*. Paper presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.
- Alsbury, T. L., & Thomas, S. (2007, November) *Political superintendent and school board member turnover and the influence on democratic school governance: A national study on the Dissatisfaction Theory*. Paper presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.
- Coombs, A., & Alsbury, T. L., et al (2007, November). *International educational leadership*. Paper symposium presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.
- Mountford, M. E., & Alsbury, T. L. et al (2007, November). *School board and superintendents roles and the influence on educational policy in local districts*. Paper symposium presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.
- Delagardelle, M. L., & Alsbury, T. L. (April, 2007). *Roles and responsibilities of local school board members in relation to student achievement*. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- Alsbury, T. L. (April, 2007). *Voices of superintendents and board members: Finding common ground*. Paper symposium presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- Alsbury, T. L. & Whitaker, K. (2006, November). *Voice from the superintendency: Accountability, democratic voice, and social justice*. A paper presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, San Antonio, TX.

- Alsbury, T. L. & Ivory, G. (2006, November). *Pragmatic theoretical approaches and the effects on making leadership preparation programs relevant for today's leader*. A paper presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, San Antonio, TX.
- Ivory, G., Alsbury, T. L., et al. (2006, November). *Voices III: Voices from the field*. A symposium presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, San Antonio, TX.
- Orr, T., Alsbury, T. L., Korach, S., & Phillips, J. (April, 2006). *Report on the joint research taskforce on educational leadership preparation*. Taskforce report presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Wasonga, T., Christman, D., McClellan, R., Hyle, A., Alsbury, T., & Miller, T. (2006, April). *Voices III: Principals' and superintendents' perceptions of leadership for the public interest*. Symposium paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Ivory, G., & Alsbury, T. L. (2006, April). *Balancing theory and applied knowledge in superintendent preparation programs: Which better serves the public interest?* Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Alsbury, T. L. (2005, November). *The Iowa mentor/induction program: Survey of 1st year principals and superintendents: 2002-2004*. A poster presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, Nashville, TN.
- Alsbury, T. L., & Bjork, L. (2005, November). *Politics and normative expectations for democratic leadership in the superintendency*. A paper presented in a symposium "Contextual Influences on Democratic Leadership for Superintendents" at the annual convention of the University Council for Educational Administration, Nashville, TN.
- Ivory, G., & Alsbury, T. L. (2005, July). *Revisiting applications of social science theory to research on the superintendency*. Paper presented at the annual Conference of the National Council of Professors of Educational Administration, Washington, D. C.
- Alsbury, T. L. (2005, April). *Democratic school governance in the era of accountability*. Paper presented at the annual meeting of the American Educational Research Association, Montreal: Quebec, Canada.
- Alsbury, T. L., Mountford, M., Fusarelli, L., Brunner, C. C., Grogan, M., Bjork, L. G., & Kowalski, T. J. (2005, April). *Exploring research opportunities on the superintendency*. Symposium presented at the annual meeting of the American Educational Research Association, Montreal: Quebec, Canada.
- Alsbury, T. L., & Hackmann, D. L. (2004, November). *The changing face of the profession: Initial findings of a mentoring/induction program for novice principals and superintendents*. Paper presented at the

annual convention of the University Council for Educational Administration, Kansas City, MO.

- Alsbury, T. L. (2004, November). *Leadership, scaling and succession in school reform efforts in an accountability age*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Alsbury, T. L. (2004, November). *Social justice in rural communities: A national school consolidation study*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Alsbury, T. L. (2004, November). *Democratic school governance in a changing political and social landscape: A national study*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Hackmann, D. L., & Alsbury, T. L. (2004, April). *The use of portfolios for self-assessment in Educational Leadership Preparation programs*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Alsbury, T. L., & Shaw, N. (2004, April). *School consolidation influence on community, school culture, and social justice*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Alsbury, T. L., & Shaw, N. (2003, November). *State consolidation policy impacts on superintendent turnover, school culture, and social justice in schools*. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, November). *Portfolio symposium summary report: The benefits and problems of student portfolios*. Symposium: Specific uses of learning proposals prepared by students. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, November). *Critique of the process and protocol of the UCEA Voices III project: Responses from a superintendent focus group*. Symposium: Researchers focusing on superintendent's and principal conceptions of educational leadership. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, November). *Political and apolitical school board and superintendent turnover: Revisiting critical variables in the Dissatisfaction Theory of American Democracy*. Symposium: Multiple perspectives: Examining the influence of the Board of Education and superintendent relationship in leading schools. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, April). *Why school board members choose to retire or resign: A critical variable in studies of the Dissatisfaction Theory of American Democracy*. Paper presented at the annual meeting of the American Educational Research Association, Chicago IL.
- Alsbury, T. L. (2003, April). *School board member and superintendent turnover and the impact on student*

achievement. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.

Alsbury, T. L., Andrews, R., Cordeiro, P., Fulmer, C., Muth, R., Noley, G., Norris, C., Read, A., & Norton, S. (2002, November). *NCAELP: Utilization of student portfolios in educational administration preparation programs: a conversation*. Discussion at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.

Alsbury, T. L. (2002, April). *Superintendent turnover in relationship to incumbent school board member defeat in Washington from 1993-2000: A quantitative and qualitative analysis*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.

Alsbury, T. L. (2001, November). *Superintendent and board turnover and extensions of the Dissatisfaction Theory*. Paper presented at the annual convention of the University Council for Educational Administration, Cincinnati, OH.

Presentations- Regional, State, and Local Conferences

Alsbury, T. L. (2/26/2016). *Improving School Board Effectiveness through Balanced Governance*. Paper presented at the Kentucky School Board Association Annual Conference, Louisville, KY.

Blanchard, M. R., Spain, R., Cannaday, W., & Alsbury, T. (2013, October). *The Role of Leaders in a Systemic, Rural Reform Model: Steps Taken and What Seems Promising*. Poster presented at the Bridging the Gap Conference, Raleigh, NC.

McClellan, R., Hyle, A., & Alsbury, T. L. (2006, October). *What counts as knowledge in the small, rural school district: Superintendents' thoughts about leadership and decision making*. Paper presented at the Rocky Mountain Educational Research Association Annual Conference, Granbury, TX.

Haddad, M., & Alsbury, T. L. (2006, April). *Using spatial statistics to examine student proficiency in Iowa*. Paper presented as part of the Iowa State University GIS Seminar series to the College of Design.

Alsbury, T. L., & Shaw, N. (2004, December). *Scaling and succession in school reform efforts*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Waterloo, IA.

Alsbury, T. L. (2004, December). *Professional development for school administrators: Initial findings of the Iowa mentoring/induction program for novice principals and superintendents*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Waterloo, IA.

Alsbury, T. L., & Garton, S. (2004, August). *Futuring for Superintendents' Certification Program*. Panel discussion presented at the annual conference of the School Administrators of Iowa, through the Iowa Council of Professors of Education Association Conference Within-a-Conference, Des Moines, IA.

Alsbury, T. L., & Shaw, N. (2003, December). *School consolidation impacts on school culture and social justice*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Ames, IA.

Alsbury, T. L., & Shaw, N. (2003, August). *Sociological and political outcomes of school consolidation*. Paper presented at the annual conference of the School Administrators of Iowa, through the Iowa Council of Professors of Education Association Conference Within-a-Conference, Des Moines, IA.

Alsbury, T. L. (2003, February). *Why school board members choose to retire or resign: A critical variable in studies of the Dissatisfaction Theory of American Democracy*. Paper presented at the annual convention of the Southwest Educational Research Association, San Antonio, TX.

Alsbury, T. L. (2003, February). *School board member and superintendent turnover and the impact on student achievement*. Paper presented at the annual convention of the Southwest Educational Research Association, San Antonio, TX.

Alsbury, T. L. (2002, December). *Why school board members choose to retire or resign: A critical variable in studies of the Dissatisfaction Theory of American Democracy*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Ames, IA.

Alsbury, T. L. (2002, December). *School board member and superintendent turnover and the impact on student achievement: A continuation of the Dissatisfaction Theory*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Ames, IA.

Grant/Gift Awards

Funding Agency: United States Department of Education, RTTT Amount: \$45,000,000
Two-year grant subcontract 2014-2016 [Subcontract \$75,000]
Title: Kentucky Race To The Top Grant; GRREC Governance Reform. Work includes governance standards, evaluation, and training approaches to be developed to pilot in KY. Participants: Kerri Schelling, Evelyn Neely- Kentucky School Boards Association

Funding Agency: National Science Foundation Amount: \$1,199,625
Three-year grant 2014-2017 [Subcontract \$40,500]
Title: STEM Career Clubs: Enhancing the potential of underrepresented students in STEM careers through a Strategic Teaming Model. Participants: Painter, J., Blanchard, M. R., Alsbury, T. L., Overstreet, A., & Williams, B.

Funding Agency: National Science Foundation, Co-PI, [2010-2014] Amount: \$1,199,963
Title: STEM Teams: Promoting Science, Technology, Engineering, and Mathematics (STEM) career interest, skills, and knowledge through Strategic Teaming, ITEST Strategies

**Funding Agency: Wallace Foundation Amount: \$100,000
Title: National School Board Survey: School Boards in the 21st Century, 2008-2010

Consulting/Outreach Activities

Director, UCEA Research Center (Retired 2005-2012): University Council for Research on the Superintendency & District Governance

Director, International Symposium on Educational Reform (ISER). This year 7 countries were represented.
Conference title: NextGen Leadership: Globalizing Education in the 21st Century. Conference held in Lexington, KY & Washington D.C. June 14-19, 2012.

Director (March 30-31, 2009). AASA State of the Superintendency, 10-year AASA superintendent study.

Founder (Oct 13, 2010)- North Carolina Professors of Educational Leadership (NCPEL).

Director – (2007-2010). Friday Institute Innovation Leaders Academy, North Carolina State University

Principal Investigator/Researcher- (2004-2009). Executive committee- Multi-State Lighthouse Project.

Creator, Executive Committee - Iowa Leadership Academy, (2004-2006)

Developer/Coordinator, Executive committee - Iowa Mentoring and Induction Program, (2003-2006).

Consulting Client – Board Governance

Boone School District, Boone, IA -2003-2006

Iowa State School Board Association, Des Moines, IA- 2002-2009

School Administrators of Iowa, Des Moines, IA - 2004- 2006

California State School Board Association- 2005

Missouri School Board Association- 2005-2006, 2017

Oregon School Board Association - 2006-2015

Northampton School District- North Carolina- 2007-2014

Halifax School District- North Carolina-2007-2011

Franklin School District- North Carolina-2007-2009

Weldon City School District- North Carolina-2007-2014

Granville School District- North Carolina-2007-2014

Roanoke Rapids School District- North Carolina-2007-2011

North Carolina School Board Association- 2008

New York State School Board Association – 2008

New Jersey State School Board Association- 2008-09

West Virginia State School Board Association- 2007-2009, 2013-2015

Georgia State Board of Education Task Force- 2008-09

Alabama Association of School Boards- 2009-2010

Alabama Superintendents Association- 2009-2010

Bertie School District- North Carolina-2007-2014

Warren Rapids School District- North Carolina-2007-2014

Hertford School District- North Carolina-2011-2014

Nebraska State Legislature – Invited, 2012

Prosser School District, WA- 2014
 Utah School Board Association- 2014
 Arizona School Board Association- 2014
 Nevada School Board Association- 2014
 Idaho School Board Association- 2014
 National School Board Association- 2008-2015
 Colorado School Board Association- 2014
 Southwest Region School District, AK- 2015-2017
 Kentucky School Board Association- 2008, 2014-2016
 Washington State School Board Association- 2010-2016
 Jefferson County S.D., Kentucky- 2013-2017
 Washoe County School District, Reno, NV- 2015-Present
 Clark County School District, Las Vegas, NV- 2015-2022
 Pueblo School District, Pueblo CO- 2017
 Puerdo School District, Ft. Collins, CO- 2016
 Clarke county SD, Athens, GA- 2017-2019
 Wrangell SD, Wrangell, AK- 2017-Present
 Nampa SD, Nampa, ID – 2017-2018
 Mequon-Thiensville SD, Minneapolis, MN- 2017- 2018
 Bellevue SD, Bellevue, WA- 2018- Present
 Pasco SD, Pasco, WA- 2018-Present

Editorial and Reviewing Responsibilities

Editorial Board

Educational Administration Quarterly (2008-2011)
Journal of Cases in Educational Leadership (2011-2014)
Foxwell & Davies (2002-present)
Journal of Research for Educational Leaders (2003-present)
Journal of School Leadership (2013-Present)

Contributing Editor

Iowa Educational Leadership (2003-2006)

Manuscript reviewer

International Journal of Leadership in Education
Journal of Research for Educational Leaders
Educational Administration Quarterly
NASSP Bulletin
Journal of School Leadership

Textbook reviewer

Corwin Press
 Allyn & Bacon

Book Cover Endorsement

Hackett, J. L. (2015). *Building Relationships, yielding results: How superintendents can work with school boards to create productive teams*. Cambridge, MA: Harvard Education Press.

Walser, N. (2009). *The essential school board book: Better governance in the age of accountability*. Cambridge, MA: Harvard Education Press.

Book Reviews

Reviewer, (Winter 2016), Information Age Publishing, Diapaola, M.F. & Hoy, W. K. (Eds.) *Leadership and school quality*.

Reviewer, (Spring 2015), Corwin Press, *Distributed Leadership in Action: Building and Deploying Leadership Resources in Schools*

Reviewer, (Spring 2014), Corwin Press, *Mentoring skills for administrators: Using evaluation to support teacher growth*

Reviewer, (Fall 2012), Corwin Press, *The school board role in professional learning!*

Reviewer, (2010), Emerald Publishing, Volume 14: International Perspectives on Education and Society Series (A. W. Wiseman editor), *Why the fireworks?: Theoretical Perspectives on the explosion in international assessments*

Reviewer, (2010), Sage, *Using research to lead school improvement (Bauer & Brazier)*

Reviewer, Shoho, A. R. (2010). International research on school leadership: *Examining the Assistant Principalsip. Chapter 2: New Puzzles and Perennial Challenges for the 21st Century: Mobility of assistant principals: Examining their Roles, Relationships, Accomplishments, and Career Aspirations*

Reviewer, Cover Endorsement Book, Walser, N. (2009), Harvard Education Press, *The essential school board book: Better governance in the age of accountability*.

Reviewer, (2006), Corwin Press, *Schools that change - acknowledged*.

Reviewer, (2006), Corwin Press, *Words for school administrators: Examples of commendations and constructive suggestions for thorough evaluation- acknowledged*

Reviewer, (2006), Corwin Press, *Change agent playbook: Coaching teachers for excellence (5th ed.)- acknowledged*

Reviewer, Textbook (2006). Fowler, F., *Policy studies for educational leaders: An introduction (3rd ed.)*. Pearson, Merrill-Prentice Hall - acknowledged.

Reviewer, Textbook, (2004), Allyn & Bacon, Ubben, *The principal: Creative leadership for excellence in*

schools (5th ed.)- acknowledged

Reviewer, (Spring 2004), Corwin Press, *The Marginal Teacher: A Step-by-Step Guide to Fair Procedures for Identification and Dismissal*, (2nd ed.) -acknowledged

Reviewer, (2003), Corwin Press, *Change agent playbook: Coaching teachers for excellence* (4th ed.)- acknowledged

Reviewer, Textbook, (2002), Corwin Press, *Teacher Self Evaluation Toolkit* (2nd ed.).

Reviewer, *Journeys of Discovery* curriculum guide, Demco Publishers, 1997. I helped review, edit, and consult on a constructivist curriculum entitled *The expeditions of Lewis and Clark and Zebulon Pike*. I organized and led the Naselle School District as a pilot site for this nationally published curriculum guide, 1995-1999.

National Conference Chair

Chair- 2010 UCEA Conference. June 16-19, Austin TX.

International/National Grant Reviews & Review Board

Learning Sciences International- National Science Foundation Program Solicitation 13-604 - Research on Education and Learning (REAL) for educational development for the state of Florida. Serving on the board with Bob Marzano- 2014-2017.

Reviewer, Economic and Social Research Council [Great Britain's leading research agency addressing economic and social concerns], Grant amount: 4,864,668 pounds, Title: Centre for Education Research and Policy- 2007.

Reviewer, Economic and Social Research Council [Great Britain's leading research agency addressing economic and social concerns], Grant amount: 1,373,336 pounds, Agency: London School of Economics and Political Science, Title: The Quantitative analysis of Education Policy- 2008.

Community Service and Leadership

National Advisory Board: UCEA Center for Leadership in Law & Education at Clemson University- 2014-2017

Board of Directors: School Board Leaders for the Future- 2014-2017

Member: Seattle School Board Task Force, Alliance for Education- 2013-2014

Founder, President: North Carolina Professors of Educational Leadership- 2010-2011

Member: North Carolina State Licensure Committee- 2010-2011

Member: North Carolina State Superintendent Standards Committee- 2010-2011

Professional Activities

American Educational Research Association

AERA – Research on the Superintendency SIG

SIG Chair, 2006-2010, 2012- 2014

Secretary/Treasurer, 2003- 2006
Program Chair, 2004-2006, 2010-2011, 2015-2017
Paper Session Chair/Discussant, 2005- 2016

AERA- Organizational Theory SIG
SIG Program Chair, 2010-13

University Council of Educational Administrators

National Advisory Board: UCEA Centers- 2016-2017
Chair- 2010 UCEA Conference- Selected to plan and lead the national conference, New Orleans
Plenum Representative, Iowa State University- 2004- 2006
Plenum Representative, North Carolina State University- 2007-2010
Plenum Discussion Leader- UCEA Conference 2008, 2009
Paper Session Discussant- 2005
Paper Session Chair- 2006
Paper Session Discussant- 2007, 2008

**NORTH IDAHO COLLEGE
RESOLUTION 2022-03**

**FULFILLING THE SPIRIT OF NIC POLICY, AND NEW LEGAL
COUNSEL**

This Resolution is made this 21st day of December, 2022, by North Idaho College, which address is 1000 W. Garden Avenue, Coeur d’Alene, Idaho 83814 (the “College”), to terminate the Legal Services Agreement for Lyons O’Dowd, PLLC dated January 29, 2021, to recognize inadequacies of NIC Policy # 7.01.04, and to immediately hire the Law Office of Arthur B. Macomber pursuant to a Fee Agreement presented with this Resolution as set forth below:

RECITALS:

WHEREAS, the College is a validly organized and existing junior college authorized under Title 33, Chapter 21 of the Idaho Code; and

WHEREAS, the Board of Trustees of the College (the “Board”) has authority pursuant to Idaho Code Section 33-2107 (1) to adopt policies and regulations for its own government and the government of the college; and (2) to employ legal counsel and other professional and nonprofessional persons, and to prescribe their qualifications; designate and purchase real property necessary for its educational purposes; and

WHEREAS, the College is presently under a Show Cause Status with the Northwest Commission on Colleges and Universities (“NWCCU”) requiring certain actions be taken on a strict schedule for the better governance of North Idaho College; and

WHEREAS, the Board of Trustees legal counsel abruptly resigned on November 25, 2022 stating “In the more recent past, however, it has become clear that my services are no longer desired by those who will soon hold a majority position with the Board of Trustees. While disappointing, this is certainly the right of the Board, and I have no desire to further any tension or disturbances at the College.” The Board of Trustees agrees with this sentiment due to the absence of clarification of prior inconsistent actions and statements of attorney Marc Lyons.

WHEREAS, NIC Policy #7.01.04 “Continuous Professional Service Contracts” does not envision circumstances where an attorney immediately resigns and NIC has inadequate vendor service to address present circumstances. The NIC Policy #7.01.04 is written from NIC’s perspective when normal operations exist and services are still being provided adequately to support the time periods for process the policy dictates.

WHEREAS, the Board of Trustees needs immediate legal counsel it believes is capable to the accreditation tasks and schedule and addressing Trustee concerns; and the Board recognizes it is not in the best interest of NIC for this legal services absence to occur. This

Board acknowledges it is still in the best interest of NIC to adhere to the spirit of NIC Policy #7.01.04 and therefore Mr. Macomber's services will last for a period of less than a year allowing time for an RFP to be completed within which options will be evaluated. Mr. Macomber's services will have retroactive acquisition and payment to December 5, 2022.

WHEREAS, the Board of Trustees sees the NWCCU-mandated accreditation schedule as being urgent enough to recognize the inadequacies of NIC Policy # 7.01.04 (Policy For Awarding Continuous Professional Service Contracts) for a circumstance where an attorney has resigned and the College would be without legal counsel for an indeterminate time; and

WHEREAS, the Board of Trustees desires to accomplish these goals immediately.

NOW, THEREFORE, it is resolved as follows:

1. That the Recitals cited above are hereby incorporated into this Resolution;
2. That the Legal Services Agreement for Lyons O'Dowd, PLLC dated January 29, 2021 is hereby terminated immediately pursuant to that firm's resignation November 25, 2022;
3. That Lyons O'Dowd, PLLC is hereby directed to submit a final invoice for uninvoiced charges to NIC within ten (10) calendar days after the date of the signing of this Resolution, including costs incurred from compliance with paragraph 4 below;
4. That Lyons O'Dowd, PLLC is hereby directed by the letter enclosed herewith to collect its entire NIC document file and NIC records in all forms, including notes, emails, and contact information for past and pending matters and stored as they are in the normal course of business whether electronic or in paper form related to its representation of NIC and, after making copies it deems needed for its records, to make all those documents and records available for pickup by the Law Office of Arthur B. Macomber within ten (10) calendar days after the signing of this Resolution;
5. That the Board of Trustees sees the NWCCU-mandated accreditation schedule as being urgent enough to recognize the inadequacies of NIC Policy # 7.01.04 (Policy For Awarding Continuous Professional Service Contracts) for a circumstance where an attorney has resigned and the College would be without legal counsel for an indeterminate time;
6. That the Law Office of Arthur B. Macomber shall be hired immediately to provide legal services to the Board of Trustees and NIC under the Fee Agreement enclosed herewith, exercising all fiduciary duty in the highest esteem for the Trustees and the College to meet the overall goals of the accreditation schedule given the capabilities of North Idaho College;
7. That the present Co-Leads Garcia and Duman shall immediately hire the Law Office of Arthur B. Macomber as evidenced by their signatures on the enclosed Fee Agreement prior to the end of the meeting during which this Resolution is presented and passed by the Board of Trustees; and
8. That the Co-Leads Garcia and Duman shall take such other actions as may be necessary or advisable in connection with that hiring, including notification to third parties and College personnel as needed, and the taking of prompt steps to personally establish a relationship with Mr. Macomber to facilitate the effectual pursuit of the schedule for gaining NWCCU accreditation compliance by NIC.

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed as of the date first written above.

BOARD OF TRUSTEES
NORTH IDAHO COLLEGE

By: _____
Chair

ATTEST:

Clerk

Law Office of Arthur B. Macomber

Arthur B. Macomber, Attorney at Law
P.O. Box 339
Coeur d'Alene, Idaho 83816-0339
Telephone: 208-618-8686
Email: art@artmacomber.com



December 21, 2022

FEE AGREEMENT

Between North Idaho College, its Board of Trustees, and the Law Office of Arthur B. Macomber

Re: Legal counsel for pending NWCCU accreditation process, and other legal matters

Dear Chair of the North Idaho College Board of Trustees,

It is an honor to be considered by North Idaho College (“NIC”) for the provisioning of legal counsel during the pendency of the NWCCU accreditation process or later in NIC’s discretion. The scope of this Fee Agreement covers (1) our assistance with legal matters for NIC, including the provision of written legal opinions; (2) the drafting of correspondence to third parties, including NWCCU, at your direction and with the pre-approval of the correspondence by the Board Chair or his or her designee, (3) assisting with planning and execution of a plan to reach compliance with NWCCU accreditation standards within the time period required by that institution, and (4) other issues as they may arise with the higher education process. This Agreement is effective on December 5, 2022.

My provision of legal counsel is to the Board as a body and is not legal representation of any individual Board member or other College personnel, unless allowed with the Board’s knowledge and approval by NIC’s insurer for a particular event or circumstance. At the direction of the Board, I will communicate with individual Board members in and outside of monthly Board meetings, or the President or members of his Cabinet, or other NIC-related parties toward protecting NIC interests. In each instance, I will share my communications with the Board at its request in executive session or otherwise as directed. As is proper for the College’s fiduciary, if I communicate with an individual member of the Board, I will not keep such communications confidential or secret from any other member of the Board.

Rates and Invoicing:

With the Board Chair’s and the Co-Leads Garcia’s and Duman’s signatures on this fee agreement and its return to me, I will continue work. At the Board’s direction, I will analyze known facts and law, and then at the Board’s direction communicate with third parties to pursue resolution of the scope of this Agreement as stated above. Except under emergency circumstances, I will take no major actions unless you approve of them in writing and in advance. I issue invoices at the end of each month. Please make checks payable to the “Law Office of Arthur B. Macomber.” My hourly rate is \$325.00, billed in one-tenth of an hour (6 minute) increments. I reserve the right to change fee rates with thirty (30) days’ notice to you.

The above fees do not include out-of-pocket costs for some items, for example, I do not charge you for my costs unless a single instance costs more than \$20.00. I do not charge for postage under \$20.00, copying costs, or telephone company call charges, but I do charge my hourly rate for time spent on the telephone or processing email. I charge you \$0.50 per mile for miles driven in my personal vehicle (but not for rented vehicles, which are charged separately), in addition to \$100.00 per hour for travel time to and from places outside of Kootenai County, but I charge no other hourly rates for travel. For full days of travel, I bill a flat rate of \$100.00 per day for meal expenses, and I pass through hotel and car rental fees to you on my invoice with copies of receipts. I pass through service of process delivery costs, filing fees, and other costs with no add-on for our office's processing. If more expensive costs are necessary to any legal process or procedure, I will not actually retain experts, schedule depositions, or make expenditures over \$500 until the Board chair or his or her designee has given me the College's written authorization.

You will receive monthly invoices with amounts charged, a detailed explanation of the work performed, and the balance due and owing. At any time that NIC's advance fee payments are in our Trust Account, such funds shall be withdrawn by me only as fees are earned, or expenses incurred. Account balances must be paid within 10 days of your receipt of our invoice. If you decide not to further retain the Law Office of Arthur B. Macomber at any time, give me written notice, and I will promptly stop work and issue an invoice for your payment and records. That final invoice will include accounting of such monies that may then be present in my Trust Account, which monies will be refunded to you after fees and costs due are withdrawn by me. Unpaid balances will be charged a flat rate of interest of 1.5% per month of the amount then due. I reserve the right to withdraw from representation or temporarily stop work if invoice payments are not made promptly upon request. If more than sixty (60) days passes without activity on your account, I may set the legal matter to inactive, and close the legal matter pending final payment from you. The closure of your account means you become a former client. However, your account can be reactivated within that same calendar year by your initiation of activity with me by email or telephone.

If a dispute arises between us related to this Agreement, you and I agree to resolve it first through a voluntary local mediator, and finally if required through binding arbitration under Idaho's Uniform Arbitration Act found at Section 7-901, et seq. of Idaho Code. A mediator or arbitrator must be agreed-upon within ten (10) days of a party receiving notice from the other party that such resolutions are desired.

I will not file a legal complaint, answer, or a counterclaim in State or federal court without the Chair's written approval. Even though my office philosophy is that litigation is a last resort, I may recommend you initiate or respond to a lawsuit. However, since I am your agent, you always have the power to switch direction toward another goal, and I will work diligently toward that goal with cost-effective legal means to protect your interests. My initial work will outline the potential options to reach your goal, and you must remain committed to staying involved in the process as I move forward. You will promptly receive copies of all documents I receive through the court filing system, or from third parties. I will explain the known legal impact of those documents to the Board, so you can decide matters with informed consent for actions I undertake on your behalf.

Trust Account:

Like other Idaho attorneys, our Trust Account monies are subject to the Interest on Lawyers Trust Accounts (IOLTA) program that is administered through the Idaho State Bar. The IOLTA program involuntarily pools bank interest from attorneys' Trust Accounts to generate money that is sent to the Idaho Legal Foundation for use in law-related public interest programs. As in other matters, the rules

governing our use of the Trust Account require I act as your fiduciary. As required in Idaho, the Law Office of Arthur B. Macomber carries professional liability insurance.

I will begin work after you have given me your signed copy of this Agreement. Upon receipt of those items, I will sign the Agreement and return a copy to you for your file.

By agreeing to these terms, you agree to participate in the conduct of the College's legal matters and to truthfully and immediately notify me as to any occurrences that might affect it. You understand that for me to proceed on the matter I am relying on the facts you shared with me, plus the due diligence required of any counselor at law. You understand that I cannot guarantee any specific outcome for any matter.

By signing this Agreement, you acknowledge that you have fully read and understand the terms contained in it, that you fully agree to every term contained in it, and that a binding contract between NIC and me is in effect. If this letter properly sets forth the terms of our Agreement, please sign and return it to me. Thank you for your business.

Sincerely,

Arthur B. Macomber, Attorney at Law
Law Office of Arthur B. Macomber

Client Acceptance of Fee Agreement:

The above terms for legal services retention are understood and agreed to by the undersigned parties.

Date signed: _____
NIC Board Chair

Date signed: _____
NIC Co-Lead, Sarah Garcia

Date signed: _____
NIC Co-Lead, Lloyd Duman

NORTH IDAHO COLLEGE
RESOLUTION 2022-04

PRESIDENT’S COUNCIL HIRING

This Resolution is made this 21st day of December, 2022, by North Idaho College, whose address is 1000 W. Garden Ave., Coeur d’Alene, Idaho 83814 (the “College”), to delay the hiring of Vice-Presidents, Provosts, Deans, and other members of the President’s Cabinet to allow Board of Trustee review of all potential hires into those positions; both for immediate hires and for future hires during the current accreditation matters; to suspend if and where needed NIC Policy # 2.02.01 (Presidential Authority), NIC Policy # 3.02.03 (Filling of New and Vacant Positions) indefinitely with regards to said hiring delays until the Board is given meaningful opportunity and time to review the potential hire’s qualifications given the NWCCU accreditation schedule pending before the College as set forth below:

RECITALS:

WHEREAS, the College is a validly organized and existing junior college authorized under Title 33, Chapter 21 of the Idaho Code; and

WHEREAS, the Board of Trustees of the College (the “Board”) has authority pursuant to Idaho Code section 33-2107 (1) to adopt policies and regulations for its own government and the government of the college; and (9) to cooperate with any . . . person, firm or association in the conduct of any educational program; and

WHEREAS, the Board has authority pursuant to Idaho Code section 33-2109 to elect a president of the college and, upon his recommendation, appoint such officers, instructors, specialists, clerks and other personnel as it [the Board] may deem necessary; fix their salaries, and prescribe their duties; and

WHEREAS, Section 2 of President Swayne’s employment contract dated August 1, 2022 states, “The President is authorized and responsible for the administration of NIC and has authority over all matters affecting NIC at the operational level, in accordance with applicable laws as well as the policies, rules and regulations approved and/or sanctioned by the Board;” and “the President shall also be responsible for carrying out all duties requested by the Board;” and

WHEREAS, the Board, which cannot delegate its fiduciary duties, construes Idaho Code sections 33-2107 (1) and (9), Idaho Code section 33-2109, and the President’s employment contract to together allow for reasonable delays in new President’s Council hirings to allow Trustee review; and

WHEREAS, in late November 2021, four officials of the President’s Cabinet announced their departure from NIC, leaving a leadership vacuum having extreme negative effect on NIC; and

WHEREAS, the College is presently under a Show Cause Status with the Northwest Commission on Colleges and Universities (“NWCCU”) requiring certain actions be taken on a strict schedule for the better governance of North Idaho College; and

WHEREAS, the Board made or appears to have made certain delegations to the Office of the President and other College personnel under Policy # 2.02.01 (Presidential Authority), and Policy # 3.02.03 (Filling of New and Vacant Positions), in addition to those in the President's employment contract related to hiring for new and or vacant positions in the President's Cabinet; and

WHEREAS, the Board must meet its fiduciary duties to the College by gaining assurances that the individuals hired into the President's Cabinet have the requisite qualifications to meet the needs of the NWCCU accreditation schedule, and the business and academic needs of NIC; and

WHEREAS, the Board of Trustees desires to accomplish these goals immediately, and requires the President to assist it in fulfilling their respective duties to NIC.

NOW, THEREFORE, it is resolved as follows:

1. That the Recitals cited above are hereby incorporated into this Resolution;
2. That certain delegations to the Office of the President and other College personnel made or appearing to be made under Policy # 2.02.01 (Presidential Authority), and Policy # 3.02.03 (Filling of New and Vacant Positions), in addition to those in the President's employment contract related to hiring for new and or vacant positions in the President's Cabinet be and are hereby suspended for a time to be determined by the Board at a later date, and allowing achievement of bullet three (3) below for immediate hires; and
3. That the hiring process for members of the President's Cabinet shall be immediately halted and frozen until the President can bring the potential new hires for that Cabinet before the Board at a Special or Regular Meeting in executive session for confidential review of their qualifications to meet the needs of the NWCCU accreditation schedule, and the business and academic needs of NIC; and
4. That the President shall take such other actions as may be necessary or advisable in connection with that hiring review, including notification to third parties and College personnel as needed, and the taking of prompt steps to alleviate concerns of both the potential hires and College personnel related to that hiring process. A motion is proper on the acceptance of this Resolution.

WITNESS WHEREOF, this Resolution is duly executed as of the date first written above.

BOARD OF TRUSTEES, NORTH IDAHO COLLEGE

Chair

ATTEST

Clerk