



## Jefferson County Education Service District BOARD MEETING

**Wednesday, September 3, 2025**

**Hybrid: In-person and Electronic Meeting via Zoom**

**IN-PERSON LOCATION:**

Jefferson County ESD  
295 SE Buff Street, Madras, OR 97741

**[ACCESS ZOOM MEETING HERE](#)**

Phone 253 215 8782 US (Tacoma)  
Meeting ID: 890 0977 7834 Passcode: 372934



**2025/2026 Board Members:** Chair Heidi Casper, Vice Chair Sean Gallagher, Barbara Ibrahim, Maurice Langsev, Dani Cowdrey; Joan Starkel, Board Advisor: Paul May

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## REGULAR SESSION MEETING MINUTES

**BOARD OF DIRECTORS ATTENDANCE:** Chair Heidi Casper, Vice Chair Sean Gallagher, Barbara Ibrahim (Barb), Joan Starkel, Maurice Langsev, Dani Cowdrey [entered at 5:33pm] and Board Advisor Paul May

**ABSENT:** None

### **1. WELCOME - REGULAR SESSION / PLEDGE OF ALLEGIANCE /BOARD MEMBER ROLL CALL**

Board Chair Heidi Casper called the meeting to order at 5:30pm followed by the Pledge of Allegiance. A Board member roll call was taken and noted by the board secretary for the record.

Board Chair Heidi Casper called for a motion to adopt the agenda.

### **2. AGENDA ADOPTION**

Sean Gallagher made a motion to adopt the agenda as presented, motion was seconded by Maurice Langsev and passed unanimously – **APPROVED 5/0** (1 Late).

### **3. COMMUNICATION / PRESENTATIONS / REPORTS / DISCUSSION**

Superintendent Shay Mikalson explained he has a series of communications and reports, an opportunity to have conversations around some of them as we move forward in the new fiscal year.

#### **3.1. Hispanic Heritage Month 2025 – September 15-October 15, 2025**

Superintendent Shay Mikalson directed board members to page 3 of the board packet and read the proclamation in Honor of National Hispanic Heritage Month.

#### **3.2. 2024-2025 Superintendent Evaluation – Potential Action Item**

Superintendent Shay Mikalson said he appreciates the evaluation - the evaluation is the summary of feedback from the last school year. He informed the board that pages 4-9 in the board packet include the superintendent evaluation, the operating agreement and the goals.

Board Chair Heidi Casper asked for any discussion or comments.

Board discussion took place about the board goals, the evaluation tools, and the process for the annual evaluation of the superintendent.

### **3.3. Board Operating Agreement Discussion**

Superintendent Shay Mikalson directed board members to pages 7-8 of the board packet to explain the Board Operating Agreement and provided an independent presentation sharing details about

- How the board governs, sets expectations and parameters.
  - Evaluate results
  - Adopt Goals
  - Adopt Policies
- How the superintendent manages provides leadership and supervision.
  - Develop Plans
  - Implement Plans
  - Progress Reports
- The current Board Operating Agreement is open for discussion on updates / changes.

Superintendent Shay Mikalson explained that the Board Operating Agreement is editable and he is happy to update based on the input he hears from the board this evening.

Barb Ibrahim and Sean Gallagher commented and discussion took place about item #18 of the Board Operating Agreement under How We Communicate. Discussion took place about board communication about programs versus personnel, recognizing that there are sensitive topics that are governed by collective bargaining agreements, state law, employee rights – those that are protected. It was requested to make it (How We Communicate) clearer in this document.

Dani Cowdrey reminded the board the purpose of the board operating agreement and the goals is to target what is most important, not make it a very lengthy document, and as a Board they will always have the board policies to refer to.

Sean Gallagher made a comment and discussion took place about #6 under Board Roles & Responsibilities. He would like to know or have better clarity on what acting as an ambassador looks like, what the board has done and what would they like to do.

Superintendent Shay Mikalson recognized Sean Gallagher's comment and said he is happy to share some of the ways the board members are afforded opportunities to communicate where the JCESD adds value. Saying that he knows the local school district boards appreciate knowing the board faces and board members are always welcome to attend any of those meetings as well as other opportunities throughout our districts. He will work on sharing those opportunities.

Conversation took place about being visible in the community and being knowledgeable about what we do as a county ESD.

### **3.4. 2025-2026 Board Goals Discussion**

Superintendent Shay Mikalson directed board members to page 9 of the board packet to discuss the 2025-2026 Board Goals and Benchmarks. He explained that for the past four years we have been consistent on pointing our direction to the same three goals and explained them each in detail:

- **GOAL 1: WE PUT KIDS FIRST**— The Jefferson County Education Service District (JCESD) will improve students' educational, physical, and mental wellbeing in our region.
- **GOAL 2: WE TAKE CARE OF EACH OTHER**— The JCESD will recruit, support, and retain an outstanding, engaged, professional, and diverse workforce to provide excellent services.
- **GOAL 3: WE ARE RESPONSIVE AND INNOVATIVE TO THE NEEDS OF THOSE WE SERVE**—The JCESD will be the most effective and sought-after provider and partner of educational services in Jefferson County by being responsive and innovative to those we serve.

Superintendent Shay Mikalson shared that he is proposing that we remain consistent and keep the goals the same, but update the 2025-26 Benchmarks for board consideration. He explained that the executive team has discussed these updates, but they are open to board feedback.

Superintendent Shay Mikalson shared the common metrics that the Student Success Act is supposed to help our component district move the needle in these five areas:

1. Four-year Graduation
2. Five-year Completion
3. Third Grade Reading
4. Ninth Grade on Track
5. Regular Attenders

He explained that the JCESD comes alongside the component districts with grant dollars, but they (the component districts) are still choosing what those investments are; we provide support and guidance based on the state law, and bring some additional resources across the region for collective needs. He further explained the ODE progress markers – sets of indicators that identify the kinds of changes we would like to see in policies, practices and approaches over the next three years that would lead to applicants reaching their longitudinal performance growth goals. Sharing the proposed updates to the benchmarks reflected in the board goals document (page 9 of the board packet). He said the component districts have to record their progress, we (JCESD) would look at those reports and come along beside them to support them and help guide their progress with our services we provide.

Superintendent Shay Mikalson explained, the board goals come to them in a proposed document (Board-Superintendent Goals) but this is reflected in our daily work with the incredible staff that we have providing services to the districts as best we can. He also explained how we can get our voice across the state by our partnership with OAESD.

In conclusion, Superintendent Shay Mikalson said based on board feedback he will update and bring both documents (Operating Agreement and Superintendent-Board Goals) to the board in October for approval.

Board Chair Heidi Casper opened up for board comments, questions or further discussion.

Board Chair Heidi Casper shared that she really likes the changes to the benchmarks.

Vice Chair Sean Gallagher said he is very supportive of the first goal, but concerned about how we evaluate, and suggested being clear on how we will measure the success – the clearer we are the better it will be in evaluating with no ambiguity. We also want to make sure they are attainable and realistic goals.

Superintendent Shay Mikalson explained that when he brings these back to the board for approval next month he will suggest ways of how we can measure success and what is expected in their evaluation.

### **3.5. Administrative / Confidential / Classified Handbook – Action Item**

Superintendent Shay Mikalson directed board members to pages 10-19 of the board packet and explained the small edits of the Administrative / Confidential / Classified Handbook for their approval.

Vice Chair Sean Gallagher referred to page 15 of the document sharing the chart of continuous years of employment, explaining that because he knows that staff retention is related to one of our goals, he would be interested in seeing how many of our staff are in each of these categories.

Superintendent Shay Mikalson acknowledged the request and said he can bring a summary report of years of service to next board meeting when they discuss the revised benchmarks for board approval.

Barb Ibrahim asked for clarification on the update, whether the staff receives vacation. Superintendent Shay Mikalson said they do not, but they do receive the holidays.

### **3.6. OAESD Governance Council Position**

Superintendent Shay Mikalson explained that Dani Cowdrey has served as the JCESD board representative and would appreciate her continuing, but she has served for two years and he is opening it up to others.

Board Chair Heidi Casper asked Dani if she is interested in the position again. Dani Cowdrey said she can do so, but if someone else is interested she would gladly step aside and allow the opportunity to someone else.

Board Advisor Paul May expressed interest. Superintendent Shay Mikalson said by statute, that this would have to be a board member.

Board discussion took place and with no other expressed interest, Dani Cowdrey agreed that she will continue serving.

### **3.7. OSBA Elections (Legislative Policy Committee, Position 3, Central Region) – Nominations are Open! [OSBA Elections Information](#) – Potential Action Item**

Superintendent Shay Mikalson explained the Legislative Policy Committee vacancy. He shared that Courtney Snead has been in the role previously but she is not interested in continuing this year. It is now open for nominations; making it clear, this is not a seat on the OSBA Board but it is a nomination for the OSBA Legislative Policy Committee, Central Region position.

Sean Gallagher expressed interest in the Legislative Policy Committee position – he said he feels it is very important, especially for rural school districts.

Superintendent Shay Mikalson explained that there is an opportunity for the board to take action and nominate later in the meeting under the action items.

Superintendent Shay Mikalson requested and was granted the opportunity to share that the JCESD did receive an application for the JCESD vacant Board Position 3, for Black Butte after the board

packet was created. Before this evening's meeting he shared the request with the Board Chair and Vice Chair and explained that it is the board's discretion on how they would like to proceed; he will get direction from the Chair and Vice Chair to bring it before the board at the next meeting.

Board Chair Heidi Casper proceeded to the next agenda item.

#### **4. HEARING OF CITIZENS, DELEGATIONS AND STAFF MEMBERS:**

**(Option 1) (Board Chair will offer opportunity during meeting)** The Board of Directors reserves this time for citizens to speak to the Board; because time is limited, as a standard practice, and courtesy to others and to maintain our meeting schedule, guests will be allotted three minutes (or less if needed, based board chair prerogative) to speak. If you have a group attending regarding the same topic, you will need to appoint one speaker.

➤ **Remote access attendees:** Please raise your hand and enter your name in the chat to be called on by the board chair.

➤ **In-Person attendance:** Sign-in on the sign-in sheet at the room entrance and wait to be called on by the board chair.

**(Option 2) Written Comment:** The JCESD Board may accept public comment in writing prior to the meeting. If you are a member of the community and wish to provide a public comment they will be taken in written format ONLY. Written comments must be received by 1:00 pm [the date of the board meeting] and may be read during the public comment section of the virtual meeting. Thank you for your understanding and cooperation.

No comments were submitted. Board Chair Heidi Casper proceeded to the action items on the agenda.

#### **5. ACTION ITEMS**

##### **5.1 CONSENT AGENDA**

- 5.1.1 Approval of **July 16, 2025** Meeting Minutes [No meeting in August]
- 5.1.2 Personnel (Janet Corpas, Camraya Joyce Joliff and contracted service)
- 5.1.3 Accounts Payable Vouchers
- 5.1.4 Financials

Superintendent Shay Mikalson called attention to the personnel sheet in the consent agenda and explained that there are some people on medical/maternity leave, the individuals listed have been with us in the past and are willing to step in during this time; as well as the contracted services that we have contracted in the past.

Board Chair Heidi Casper called for a motion on the consent agenda.

Barb Ibrahim made a motion to approve the consent agenda as presented, motion was seconded by Dani Cowdrey and passed unanimously – **APPROVED 6/0.**

##### **5.2 2024-2025 SUPERINTENDENT EVALUATION**

Board Chair Heidi Casper called for a motion on the 2024-2025 Superintendent Evaluation.

Barb Ibrahim thanked Board Chair Heidi Casper for her work on the evaluation and made a motion to approve the 2024-2025 Superintendent Evaluation for Shay Mikalson as presented, motion was seconded by Dani Cowdrey and passed unanimously – **APPROVED 6/0.**

### 5.3 ADMINISTRATIVE / CONFIDENTIAL / CLASSIFIED HANDBOOK

Board Chair Heidi Casper called for a motion on the Administrative / Confidential / Classified Handbook.

Maurice Langsev made a motion to pass the Administrative / Confidential / Classified Handbook as presented, motion was seconded by Sean Gallagher and passed unanimously – **APPROVED 6/0.**

### 5.4 OSBA ELECTIONS (NOMINATIONS FOR LEGISLATIVE POLICY COMMITTEE, POSITION 3, CENTRAL REGION) *[if any]*

Board Chair Heidi Casper called for a motion to nominate Sean Gallagher as discussed earlier in the meeting.

Dani Cowdrey made a motion that the JCESD nominate Sean Gallagher for the OSBA Legislative Policy Committee, Position 3, Central Region, motion was seconded by Maurice Langsev and passed unanimously – **APPROVED 6/0.**

## 6. BOARD HIGHLIGHTS

- Maurice Langsev gave an overview of the OSBA Summer Conference – he said it was excellent. He handed out a summary of the legislative bills to each board member. Maurice said he thinks it would be good for more board members to attend, it was very informative.

## 7. REMINDERS:

- JCESD Regular Session Board Meeting – October 1, 2025
- Indigenous Peoples Day 2025 – October 13, 2025
- Crook, Deschutes, & Jefferson Counties Legislative Roadshow Meeting, Wednesday, October 29, 2025
- OSBA Annual Board Conference – November 6-8, 2025, Portland Marriott Downtown Waterfront

## 8. REGULAR SESSION MEETING CLOSURE/ADJOURNED

With no further business, Board Chair Heidi Casper adjourned the meeting at 6:39pm.

**Draft to Board for approval at next meeting,  
Wednesday, October 1, 2025**

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Tessa Bailey, Executive Assistant

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JCESD Board Chair Heidi Casper

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JCESD Superintendent Shay Mikalson

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Date

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Date