

8:30-9:30 AM in Parlor C+D

Superintendent Search Process New Mexico School Boards Association

**Finding the Right Fit
For
New Mexico School Boards**

On December 2, 2010, the Executive Board of the New Mexico School Boards Association voted to offer a Superintendent Search Service for its member school districts

Why does NMSBA offer a superintendent search Service?

- The New Mexico School Boards Association is the member organization for all of New Mexico's school boards and its mission is *“to support their efforts in providing a quality education for all students of New Mexico.”* NMSBA helps school boards succeed in order that they may help students succeed. Service to New Mexico school boards is the number one priority of NMSBA.

3

THE FOLLOWING NEIGHBORING STATES PROVIDE SUPERINTENDENT SEARCH SERVICES

- California
- Arizona
- Utah
- Colorado
- Texas
- Oklahoma
- Kansas
- Montana
- Nebraska

New Mexico was the only school boards association in the southwest that did not offer a superintendent search service

4

Hiring a superintendent is perhaps the most important decision a school board makes

The process is a difficult one and an outside professional can help it be more successful

New Mexico School Boards Association can help with that process

5

If a district selects NMSBA to conduct its search it is choosing an organization that:

- Will work hard to find the best person to fit each unique school district;
- Knows New Mexico, its politics and its issues that affect education;
- Has a cadre of professional consultants, who have proven track records of conducting successful administrative searches, available to assist in the process;
- Has a national network of colleagues that provide a rich pool from which to recruit viable candidates;

6

- Is dedicated to the principle of sound local decision making;
- Will individualize each search to meet needs of district;
- Is committed to the long-term success of a district's board/superintendent team;
- Is prepared to begin a search without delay (often within 72 hours). No need for bidding process;
- Will work in partnership with the Colorado and Texas Association of School Boards to extend its reach;
- Understands the severe financial crunch districts are in today; and

7

A typical NMSBA search will:

- **Identify and prioritize the board's needs and desires for a new superintendent.**
- **Engage representative staff and community members in a process to determine their desires for their next school district leader.**
- **Develop and distribute a promotional brochure about the position and district, and place state and national advertisements.**
- **Recruit potential candidates based on the profile identified by the board, staff and community.**
- **Help the board select a third-party committee to screen candidates to ensure a fair process.**

- **Manage application files and correspondence with candidates with strict confidentiality.**
- **Work with the board to set up a complete interview process to guarantee a professional, thorough and legal interview procedure, including the training of committees in group interview techniques.**
- **Conduct references checks on applicants.**
- **Assist the district in working with the news media during the process.**
- **Conduct a first-year performance plan session with the superintendent and board after the superintendent is hired, if so desired.**
- **Consist of four district visits.**

9

THE PROCESS

The following is a basic outline of a typical search process and may be modified as negotiated with the Board. Many of these steps will be happening concurrently.

- **Develop timelines for selection process**
- **Meet with Board and focus groups to identify desired qualities of candidates**
- **Develop promotional material and brochure on process and district profile**
- **Develop application**

- **Advertise vacancy (sub-regional, regional or national**
- **Actively recruit candidates**
- **Assist in selection of interview committees**
- **Train Board and committees on interview techniques and procedures**
- **Assist Board and committees in developing interview questions**
- **Develop interview rating form**

11

SUPERINTENDENT CANDIDATE
RATING SHEET

APPLICANT _____

	Lowest				Highest
1. Displays the ability to communicate with parents, Teachers, students and Board. Comments: _____	1	2	3	4	5
2. Shows good understanding of Board/superintendent relationship. Comments: _____	1	2	3	4	5
3. Displays the ability to gain respect of staff. Comments: _____	1	2	3	4	5
4. Exhibits good decision-making capabilities. Comments: _____	1	2	3	4	5
5. Appears to be capable of listening and understanding. Comments: _____	1	2	3	4	5
6. Displays the ability to provide direction and articulate a vision for the district. Comments: _____	1	2	3	4	5
7. Has sufficient experience and background for position. Comments: _____	1	2	3	4	5

12

14. Displays a broad knowledge of educational trends, concepts and processes. 1 2 3 4 5
 Comments: _____
15. Possess sound leadership qualities; appears to be persuasive when necessary and demonstrates persistence and courage in the face of resistance. 1 2 3 4 5
 Comments: _____
16. This is someone with whom you would feel comfortable discussing a sensitive matter. 1 2 3 4 5
 Comments: _____
17. Shows an awareness of effective motivational techniques. 1 2 3 4 5
 Comments: _____
18. Appears to be capable of presenting a good image for the district. 1 2 3 4 5
 Comments: _____
19. Displays a positive commitment to the educational development of young people. 1 2 3 4 5
 Comments: _____
20. If this person is selected for the position, but is not your personal first choice, he/she would still be a good selection. 1 2 3 4 5
 Comments: _____

Date: _____ Evaluator: _____

13

- **Analyze and evaluate all completed applications**
- **Manage all application materials and communications with confidentiality**
- **Assist Board with initial screening of candidates**
- **Conduct reference checks (beyond what candidates list)**
- **Keep Board and candidates informed of the progress of the search**
- **Assist Board in selection of finalists**
- **Schedule and coordinate interview schedule**

14

- **Work with Board to develop performance expectations (if desired)**
- **Organize and conduct community forum (if desired)**
- **Assist Board in final selection as requested**
- **Skills vs Knowledge or ability to interview well**

15

Guiding Principle

***IT IS FAR BETTER TO SPEND
THE TIME AND EFFORT IN
HIRING RATHER THAN
FIRING***

16

Comparison of Fees

• Most search firms charge upwards of \$15,000 plus expenses.

• Colorado Association of School Boards Fees:

– 0-750	\$7,000
– 751 -2,500	\$9,000
– 2,501 – 7,500	\$12,000
– 7,501 – 15,000	\$15,000
– 15,001 – 25,000	\$20,000
– 25,000 +	\$25,000

17

Basic Fee Schedule

Basic Fee:

0-9,999 students	\$8,000
10,000 plus students	\$10,000

Other Costs:

Mileage (includes road time) mile	\$1.00 per
Lodging (for <i>necessary</i> overnight stays)\$	\$200 per night
Per-diem	\$60.00 per day
tolls/car rental/air fare (if necessary) cost	Actual
Air travel time	25.00 per hour
Advertising	Actual cost
Copying, phone, postage	Actual cost
Criminal & financial background checks	Actual cost

18

Additional Services Available

- 1. Revising and updating superintendent job description**
- 2. Assisting in contract negotiations**
- 3. Assist in developing contract (legal review strongly recommended)**
- 4. Schedule and/or conduct on-site visit(s) to finalists' home districts**
- 5. Assist in developing superintendent performance review**
- 6. Conduct Assessment Center**

19

THE ROLE OF THE ASSESSMENT CENTER IN THE HIRING PROCESS

The purpose of the Assessment Center is to provide the district with an independent, objective assessment of each participant's readiness to assume an upper level administrative position in the district.

The Assessment Center is an event rather than a place. At the center, the candidates are observed as they perform a series of exercises that simulate typical tasks faced by people serving in that role. In particular, the candidates are observed and evaluated, by trained evaluators, as they demonstrate generic management principals that have been identified, through research, as being important for leaders. For example:

20

- ❖ **The ability to work with and lead others through example and delegation.**
- ❖ **The ability to analyze problems and make tough decisions; to be decisive and able to stand firm in the face of pressure.**
- ❖ **The ability to plan and organize work; to structure tasks, set goals and establish priorities.**

21

- ❖ **The ability to communicate effectively both orally and in writing.**
- ❖ **The ability to perceive the concerns of others; to comprehend the critical elements of a situation.**
- ❖ **The ability to perform under pressure.**
- ❖ **Possess the interpersonal skills to react sensitively to the needs of others.**

22

JOB SIMULATION EXERCISES

- **In-Basket Exercise**
- **Group Discussion**
- **Oral Presentation**
- **Parent Conference**
- **Employee Conference**
- **Conflict Resolution**
- **Staff Meeting**
- **Media Presentation**
- **Budget Analysis**
- **Others limited only by imagination & district needs**

23

About Dr. Dan Patterson

- 41 years in education as teacher, coach, principal, assistant superintendent (Human Resources), deputy superintendent and superintendent
- Has presented at numerous state and national conferences, seminars and workshops on:
 - The administrative selection process
 - Recruiting and Interviewing techniques
 - Group Interview Practices and Techniques
 - The role of the Assessment Center in the Administrative Selection Process
 - Progressive Discipline
 - Conflict Resolution

24

- Received “Outstanding Dissertation” award for dissertation on *The Administrative Selection Process*.
- Has a national reputation for leadership in the areas of personnel administration, including recruiting, interviewing, evaluation and progressive discipline.
- Twice named New Mexico’s *Personnel Administrator of the Year*
- Responsible for the hiring of over 2000 teachers and hundreds of administrators for key leadership positions
- One of few educators nationally trained in the operation of assessment centers for the selection of top level managers
- Conducted or assisted in superintendent searches in Penasco, Las Vegas, Farmington, NM; Ft. Morgan, CO and Durango, CO

25

- Consulted with numerous other districts on the superintendent search process as professional courtesy
- Consulted and facilitated in the selection of two police chiefs and one City Manager
- Has first-hand experience with the financial restraints of school budgets, particularly in this time of economic downturn and school budget cutbacks
- Seventeenth person nationally to be certified in the *Administrator Perceiver* by SRI-Gallup (Selections Research Incorporated)
- Intimate knowledge of education in New Mexico
- Personalized service to meet district needs
- Extensive contacts with educational community nation-wide to facilitate recruiting and reference checks
- 24 yrs in area of recruitment & selection

26

THANKS FOR LISTENING

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