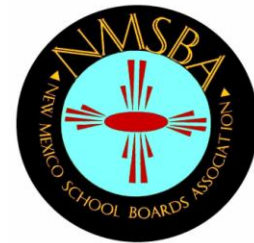


Hiring Your New Superintendent

A Process to Consider

**New Mexico
School Boards Association**



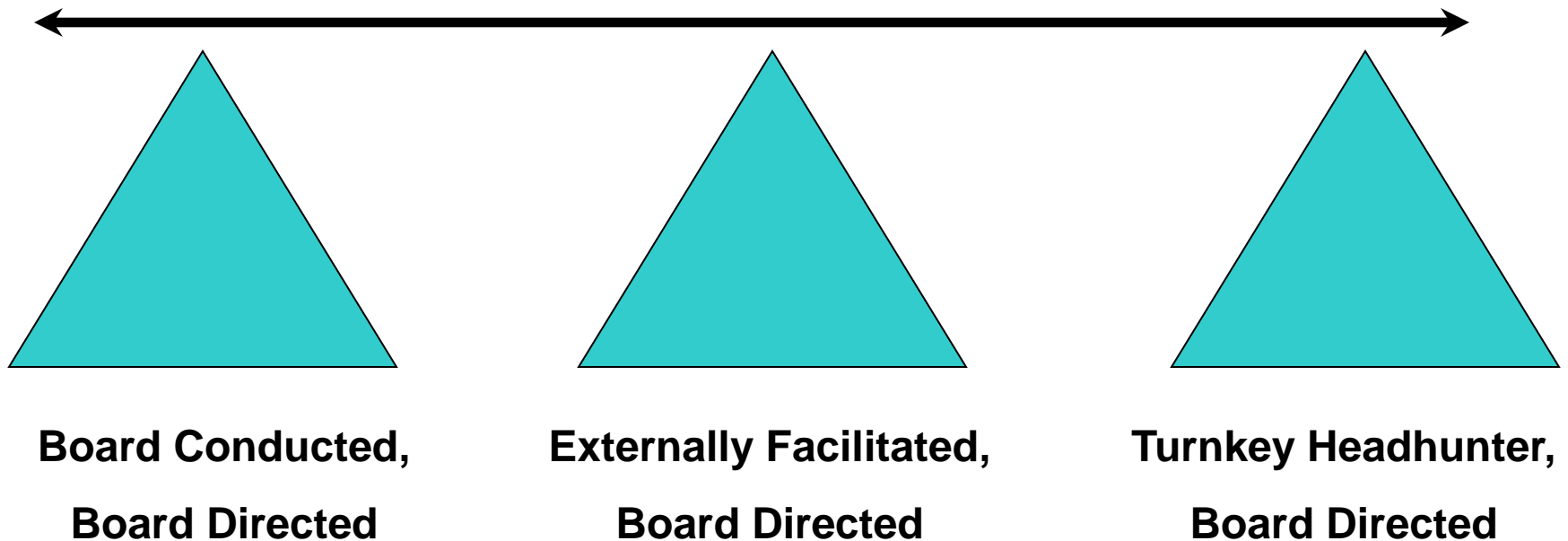


So you need a Superintendent.....

What are the next steps?

You have a wide range of choices:

The Continuum of Selection Possibilities



Board Conducted, Board Directed

○ Pros

- Least expensive option
- Maximum Board control
- Highest degree of Board involvement

○ Cons

- Requires collaborative Board
- Labor intensive for Board members
- Potential to miss a key piece of the process

Externally Facilitated, Board Directed

○ Pros

- Board still retains major involvement in process
- “Grunt” work is delegated to facilitator
- Minimizes chances of miscues

○ Cons

- Board must select the facilitator with care
- Direct Board involvement is reduced
- More expensive

Turnkey Headhunter, Board Directed

○ Pros

- Widest range of prospective candidates
- Least amount of work for the Board

○ Cons

- Most expensive
- Lowest level of Board involvement
- Highest potential of mismatch with Board's requirements



Key Elements of a Sound Search Plan

- Timetable for the search
- Desired characteristics
- Advertising parameters (regional-nationwide...)
- Compensation package
- Range of stakeholder involvement
- Constituencies to be involved
- Board adopted and approved

Timetable

- 15 days: Planning process and plan development
- 15 days: Selecting criteria including stakeholder criteria
- 30 days: Advertising
- 15 days: Screening and reference checks
- 15 days: Site visits, interviews, and selection



Desired Characteristics

- Review job description
- Solicit perspectives from each Board Member
- Review perspectives from selected constituent groups
- Create an advertisement and an application process based on the characteristics
- Use these later in the development of interview questions

Sample Requirements

The individual selected by the Board must meet the following requirements:
Masters Degree from an accredited institution (earned doctorate preferred),
Possessing or eligible for administrative licensure in New Mexico,
Experience as district level superintendent, associate superintendent, or assistant superintendent,

The individual selected by the Board should possess the following characteristics:
Demonstrated ability to articulate a vision of educational excellence for all students,
Demonstrated leadership skills in a complex school system to move the organization toward that vision,
Proven success as an educational leader and community builder in culturally diverse communities,
Demonstrated abilities to effectively advocate for the school district with related governmental agencies,
Exceptional skills as a communicator and consensus builder;
Demonstrated competence at establishing and maintaining an effective working relationship with the Board,
A career history of unimpeachable integrity.

Advertising Parameters

- Statewide? Regional? Nationwide?
- World Wide Web as an advertising medium
- Local, regional papers
- Educational journals and organizations
 - AASA
 - Education Week
 - NMSBA
 - NMCSA



Compensation Package

- Salary range
- Benefits
 - Retirement
 - Insurance
 - 403b
 - Vehicle allowance
 - ERB buy-in
 - Professional development plan
- Contract length

Range of Stakeholder Involvement

- Remember: the Board decides—
stakeholders advise
- Which groups?
 - Internal
 - External
- Selected how?
- Which aspects will they be involved in?
 - Desired characteristics?
 - Interviews?
- How are their perspectives shared with the Board?



Other Issues in the Process

- Confidentiality of applicants
- NCIC background check of finalists
- Site visits by Board members to finalists' home districts
 - Scanning the applicants' communities
 - Scanning the applicants' opinion leaders



Sealing the Deal

- Make your initial offer
- Expect a counter
- Establish your best and final offer
- Hold to it
- Thank all the involved constituents
- Thank all the unsuccessful applicants
- Develop a thoughtful professional development/evaluation process for your new hire
- Celebrate a new long-term relationship