SO YOU AND YOUR SUPERINTENDENT ARE PARTING WAYS. WHAT ARE THE NEXT STEPS?
YOUR FIRST DECISION:

- Do we have someone onboard who we believe we would like to invite to become our next superintendent?
  - Done in properly noticed Executive Session
  - Should be consensus of the Board
  - Terms and conditions are negotiated
  - Decision is announced and acted on in a public meeting
YOUR SECOND DECISION (IF THE ANSWER TO YOUR FIRST DECISION IS “NO”):

THE CONTINUUM OF SEARCH POSSIBILITIES

Board Conducted, Board Directed

Externally Facilitated, Board Directed

Turnkey Headhunter, Board Directed
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

Examples: Lilliemae Ortiz, Dr. Gloria Rendón. Dr. Hugh Prather, NMSBA

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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
FAIL TO PLAN: PLAN TO FAIL
KEY ELEMENTS OF A SOUND SEARCH PLAN

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

• 15-30 days: Planning process and plan development and adoption
• 15-45 days: Selecting criteria including soliciting stakeholder groups
• 30-45 days: Advertising
• 15-30 days: Screening and reference checks
• 15-30 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
EXAMPLE: ONE DISTRICT’S EXPERIENCE

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?
- District Website as an advertising medium
- Local, regional papers?
- Educational journals and organizations
  - NSBA
  - AASA
  - Education Week
  - NMSBA
  - NMCEL
EXAMPLE: THE ONE DISTRICT’S EXPERIENCE

- NMSBA*
- NMCEL*
- AASA*
- Education Week*

*Web presence
COMPENSATION PACKAGE

- Salary range
- Benefits
  - Retirement
  - Insurance
  - 403b
  - Vehicle allowance
  - ERB buy-in
  - Professional development plan
  - Contract length
  - Consulting days
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?
EXAMPLE: ONE DISTRICT’S EXPERIENCE

- Internal
  - Parents
  - Classified
  - Teachers
  - Administrators

- External
  - Governmental
  - Business
  - Higher Education
OTHER ISSUES IN THE SEARCH 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
FOR ADDITIONAL INFORMATION:

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