

SUPERINTENDENT SEARCH PROCESS: DOING THINGS RIGHT

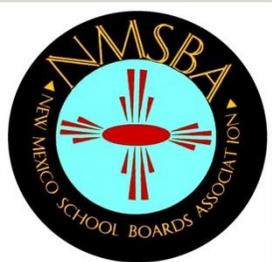
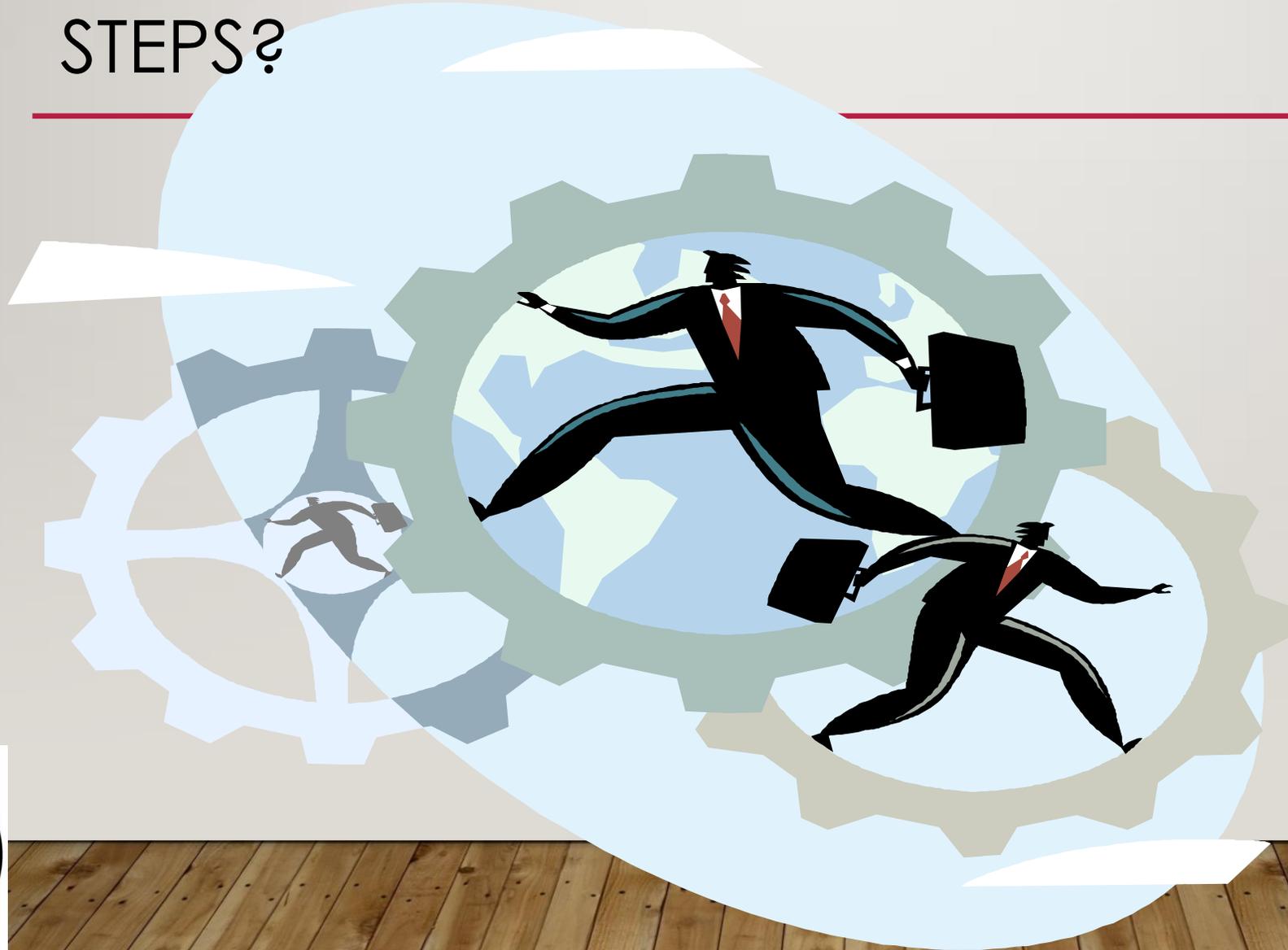
NEW MEXICO SCHOOL BOARDS LEADERSHIP RETREAT

JULY 13, 2018

HUGH PRATHER, PH.D.
PRATHER CONSULTING

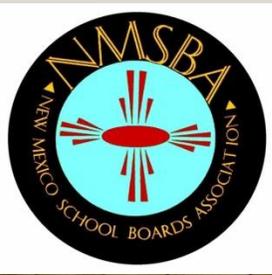
© 2018

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



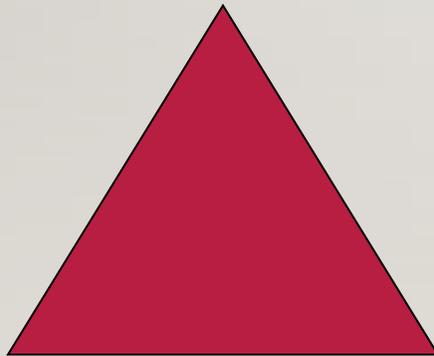
YOUR FIRST DECISION:

- 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

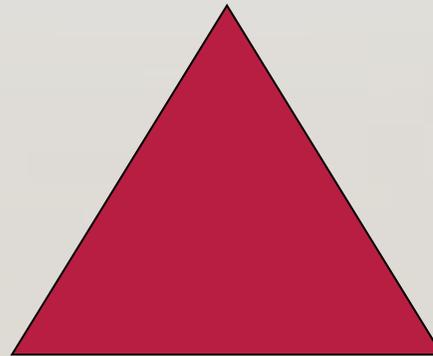


YOUR SECOND DECISION (IF THE ANSWER TO YOUR FIRST DECISION IS “NO”):

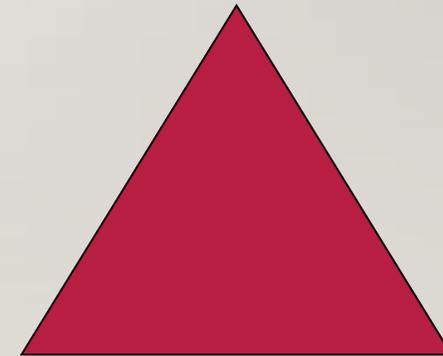
THE CONTINUUM OF SEARCH POSSIBILITIES



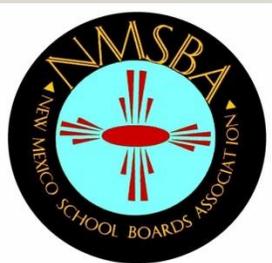
**Board Conducted,
Board Directed**



**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

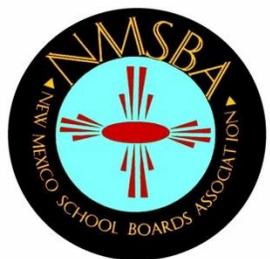
- Board still retains major involvement in process
- “Grunt” work is delegated to facilitator
- Minimizes chances of miscues

- 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

hugh.h.prather@gmail.com



TURNKEY HEADHUNTER, BOARD DIRECTED

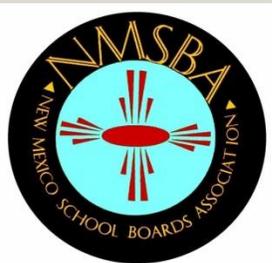
- Pros

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

Examples: BWP and Associates; Ray and Associates, Inc., Hazard, Young, Attea & Associates, McPherson & Jacobsen.

- Cons

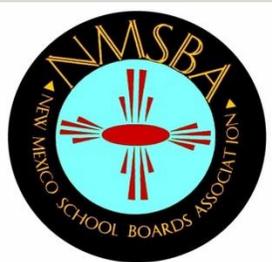
- Most expensive
- Lowest level of Board involvement
- Highest potential of mismatch with Board's requirements



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

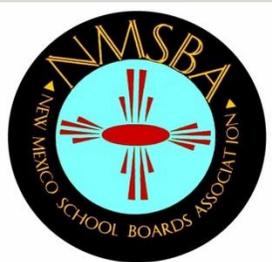


TIMETABLE

- 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



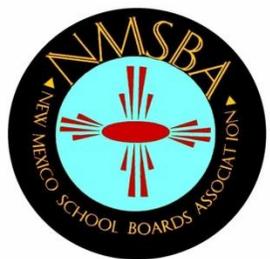
EXAMPLE: ONE DISTRICT'S EXPERIENCE

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

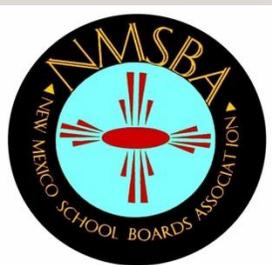
The individual selected by the Board should possess the following characteristics:

- 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



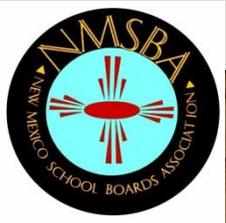
COMPENSATION PACKAGE

- 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



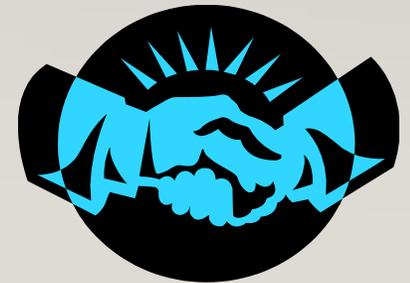
OTHER ISSUES IN THE SEARCH PROCESS

- 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:

Hugh Prather, Ph.D.

Prather Consulting

hugh.h.prather@gmail.com

(505) 321-1467

