

A VACANCY IN THE SUPERINTENDENCY

Key Decisions for the Lowell School Committee

Planning for a Transition

Massachusetts Association of School Committees

*MASC is the official representative of the
National Alliance of Superintendent Searchers*

First Steps to Take Upon Notice that a Superintendent Vacancy will Occur

1. **Assess** the attractiveness of your position and consider what makes the position more or less attractive. This will be important in anticipating the size and quality of the candidate pool as these factors will be important considerations for prospective applicants.
 - a. What is the reason for the vacancy in our superintendency?
 - b. Is the position legitimately vacant or is there a clear heir to the superintendency in your district at this time? Is there any other reason that an outside candidate will be concerned about another candidate having an inside track?
 - c. Will a candidate come into the district with likelihood of success or the challenge of confronting difficult and challenging circumstances?
 - d. Can we have a publicly transparent process and still protect the confidentiality of candidates appropriately? (How much confidentiality can be provided?)
 - i. Will we need to have a late stage public review prior to the final decision making to involve the public?
 - e. Will the search process and subsequent transition be smooth, or are there likely reasons for disruption?
 - f. Do some of these challenges face the superintendent to be hired:
 - i. Search Process/Level of Public Scrutiny
 - ii. Governance/School Committee
 - iii. Support of the Central Office Team and Principals
 - iv. Budget and Finance Issues for School
 - v. Academic Achievement
 - vi. Political or Legal Issues
 - vii. Status of Labor Relations
 - viii. Scrutiny by Local Media
 - ix. Relationships with the Municipal Government(s)
 - x. Involvement of Local Special Interests (Business, Universities, Constituencies)
 - xi. Satisfactory Economic Package for Candidate (i.e., Contract Provisions, Valuable Compensation Items)

2. Consider your options for the interim period or the permanent superintendency.

- a. Do you want an interim superintendent for a specific period?
 - i. Internal or external interim?
 - ii. Will interim superintendent be considered for permanency?
 - iii. Will the interim superintendency serve as an “audition” for a candidate who wishes the position permanently?
 - iv. How much process do you need for an interim?
- b. Do you want to go right to the permanent superintendent search process?
 - i. Make an immediate appointment (internal promotion or external)?
 - ii. Promote your internal candidate?

Special note in interim superintendencies:

An interim superintendent is nothing more than a superintendent with a short term contract that might run for a week or two, month or two, several months, or as long as a full year. The law requires only that a school committee appoint a superintendent in public. No process is required, nor must you engage in an informal or formal search. You may need to consider what your community will demand in terms of transparency, depth, or civic involvement.

During an interim superintendency, the person holding the position has all the authority of a full-time, “permanent” superintendent.

One distinct advantage of an interim superintendency is that faculty and staff generally collaborate fully and engage in exemplary behaviors for a variety of reasons, not the least of which is that they do not want an interim superintendent reporting to her/his successor who among the staff may be less loyal or reliable.

3. Determine what kinds of assistance will the school committee require for interim or permanent superintendent?

- a. Professional services (Full, Partial, Technical Assistance),
- b. Recruitment
- c. Technical Assistance from available sources:
 - i. Preparation for Search Process
 - ii. Graphic Design
 - iii. Recruitment (Mailing Lists, Recruiting Lists, etc.)
 - iv. Advertising
 - v. Focus Groups and Focus Surveys

- vi. Search Committee Support and Orientation
- vii. Compilation of Applications
- viii. Question Development
- ix. Background Review
- x. Parliamentary Assistance in Decision Making
- xi. Contracting Consultation

4. How Much Public Participation Must You Have?

- a. Search Committee (including size, membership, extent of mandate)
- b. Public Input into Search Process (i.e., On Line Surveys, Live Community Forums, Outreach)
- c. Participation of Administrative and Teaching Faculty
- d. Pre-Search and Post-Initial Interview Participation.

5. Timetable

- a. Schedule for Search Milestones and Hiring Date

6. Screening Process

- a. Initial Stages – Screening Candidates and Selection of Interviewees
- b. Vetting and Reference Checking at Early Stages, and again in later stages
- c. Preparation of Search Committee
- d. Initial Interviews (includes preparation of questions and process)
- e. Instructions to Screening Committee (Support for Screening Committee)
- f. Selection and Referral to School Committee

7. Public Review Process

- a. Public Interviews
- b. Meet the Public Opportunities
- c. Public Selection

8. Contracting with Candidate

Looking for a Leader – What are the important things to consider?

DETERMINE some of the important elements of the superintendency and the process you will use in finding a chief executive.

1. What do we want in a district chief executive?
2. What are the critical skills we seek in our new leader?
3. What are the key responsibilities and challenges confronting the district and the next leader?
4. Do we need to look locally, regionally, or more widely?
5. When do we want this leader in place?
6. How do we want to engage the district (surveys, focus groups, involvement in interviews)?
7. Whom do we want to involve in the process?
8. Who will lead the process for the school committee?
9. What are the factors that will determine if candidates will apply:
 - a. History of stable leadership.
 - b. Presence of internal candidate(s).
 - c. Financial situation of the district.
 - d. Relationship with the municipal leadership.
 - e. Administrative and academic status of the district.
 - f. Leadership of the School Committee.
 - g. Compensation package and contract language.
 - h. Relationship of the teachers union and superintendent in both the sending district and receiving district.
 - i. Political factors creating the transition.

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| 4. Application for Superintendency: | Any special requirements or information for candidates ⁴ |
| 5. Set Compensation Parameters: | Salary
Fringe Benefits
Other Provisions |

DECISIONS RELATED TO COLLATERAL MATERIALS

Use of Printed Brochure vs. On Line Material

Description of District and District Profile:

- Critical information needed:
 - Enrollment
 - Employees and Deployment
 - Operating Budget
 - Administrative Structure
 - Schools
 - Status of Union Contracts (if desired)
 - Names of School Committee (if desired)

- Formal District Community Profile (Written Description)

- Photos, Graphics, or other materials to be included (i.e., town seal, mascot, landmarks)

- Content Issues:
 - Criteria for Superintendency (See Attachment)
 - Selection Criteria (See Attachment)
 - Compensation and Benefits

COMPENSATION INFORMATION

Compensation and Benefits

- Salary Parameters (i.e., Salary at current range, higher or lower)
- Benefits Package Parameters (“Flexible benefits package to be negotiated.”)

[NOTE: It is sometimes the case that a search consultant, acting without authority, may begin negotiating salaries with candidates above those established in the original notice. The School Committee should be mindful of this possibility and give very careful instructions

⁴ Some districts ask unique questions from the standard or ask for writing samples or special responses.

to their search consultant about parameters and protocols regarding contracting and compensation.]

ADVERTISEMENTS/RECRUITING

Approval of Advertising Plan

- Education Week
- Local Media (i.e., daily or weekly publications)
- On Line Options

Deadline for Applications

- Definition of Deadline to have unambiguous requirement.

ADMINISTRATIVE LOGISTICS

Reference Checking

Who will perform? Who will assist?

Administrative Liaison

District Liaison to Search Consultant
School Committee Liaison

KEY RESPONSIBILITIES (EXAMPLES)

- CHIEF EXECUTIVE OFFICER OF A LARGE SCHOOL DISTRICT WITH DIVERSE CONSTITUENCIES AND HIGH LEVELS OF PUBLIC SCRUTINY
- BUILD A SUCCESSFUL LEADERSHIP AND ADMINISTRATIVE TEAM
- LEAD CONTINUOUS IMPROVEMENT FOR DISTRICT
- LEAD AND INSPIRE STUDENTS AND FACULTY TO BE SUCCESSFUL IN IMPROVING STUDENT ACHIEVEMENT
- DEVELOP POSITIVE AND CONSTRUCTIVE RELATIONSHIPS WITH STATE AND LOCAL OFFICIALS AND COMMUNITY LEADERS
- IMPLEMENT EDUCATOR EVALUATION SYSTEM AT ALL LEVELS.
- ACHIEVE ACCOUNTABILITY STANDARDS REQUIREMENTS AS IS CONSISTENT WITH NCLB/RTTT.
- BUILD A COHESIVE FACULTY/ADMINISTRATIVE TEAM AND COLLABORATIVE ENVIRONMENT.
- FACILITATE A STRONG ACADEMIC PROGRAM IN A SAFE AND POSITIVE LEARNING ENVIRONMENT WITH HIGH EXPECTATIONS FOR ALL STUDENTS.
- BUILD MORALE WITHIN THE DISTRICT, SCHOOLS AND AMONG THE FACULTY.
- PREPARE AND IMPLEMENT AN ANNUAL BUDGET TO PROMOTE ACCOUNTABILITY AND STUDENT ACHIEVEMENT.
- DEVELOP AND PROPOSE MANAGEMENT STRATEGIES FOR A DIVERSE DISTRICT WITH A MIX OF URBAN AND SUBURBAN CHARACTERISTICS
- RETAIN STUDENTS AND MAKE OUR PUBLIC SCHOOLS THE SCHOOLS OF CHOICE FOR RESIDENTS.
- REACH OUT TO ALL SEGMENTS OF THE TOWN TO BUILD A STRONG SENSE OF COMMUNITY.
- ADDRESS THE EQUITABLE DISTRIBUTION OF PERSONNEL, BUDGET AND OTHER RESOURCES.
- DEVELOP A LONG RANGE EDUCATIONAL PLAN IN COLLABORATION WITH CIVIC LEADERS.
- DEVELOP STRATEGIES TO SUPPORT THE SOCIAL AND EMOTIONAL WELLBEING OF CHILDREN.
- INTEGRATE TECHNOLOGY, WRITING, RESEARCH, AND THE ARTS ACROSS ALL CURRICULA.
- ADVOCATE FOR THE DISTRICT AND ITS STUDENTS AT MUNICIPAL, STATE AND FEDERAL LEVELS
- PERSONIFY INTEGRITY AND DEDICATION TO THE WELLBEING OF STUDENTS AT ALL LEVELS.

SELECTION CRITERIA (EXAMPLES)

- **ACADEMIC DEGREE REQUIREMENT (I.E., PH.D./ED.D OR MASTERS DEGREE)**
- **QUALITY AND LENGTH OF EXPERIENCE (I.E., TEACHING, CENTRAL OFFICE)**
- **NON-TRADITIONAL CANDIDATES CONSIDERED**
- **EXPERIENCE IN SIMILAR COMMUNITIES**
- **URBAN EXPERIENCE (I.E., URBAN CHALLENGES IN SUBURBAN ENVIRONMENT)**
- **FINANCIAL/FISCAL MANAGEMENT EXPERIENCE**
- **CURRICULUM EXPERIENCE**
- **EXPERIENCE WITH DIVERSE COMMUNITY, FACULTY, STUDENTS, PARENTS**
- **COLLABORATIVE SKILLS**
- **CLEAR SENSE OF DIRECTION/PURPOSE/MORAL COMPASS**
- **KNOWLEDGE OF INNOVATIVE CONCEPTS**
- **UNDERSTANDING OF EDUCATOR EVALUATION SYSTEM**
- **CURRENCY ON TECHNOLOGY AND EDUCATION**
- **EXPERIENCE AS A MANAGER/TEAM BUILDER**
- **EXPERIENCE WITH SCHOOL CONSTRUCTION**
- **EXPERIENCE IN COLLECTIVE BARGAINING AND PERSONNEL**
- **EXPERIENCE WORKING WITH PARENTS AND PARENT ORGANIZATIONS**
- **UNDERSTANDING OF MA REGULATORY SYSTEM**
- **EXPERIENCE LINKING STANDARDS-BASED SYSTEMS TO STUDENT ACHIEVEMENT**
- **KNOWLEDGE OF GOOD TEACHING AND STRATEGIES FOR IMPROVEMENT**
- **UNDERSTANDING OF MA ACCOUNTABILITY SYSTEMS.**
- **STRATEGIC PLANNING (INCLUDING MISSION, VISION, ETC.)**
- **EXPERIENCE WITH MUNICIPAL GOVERNMENT OPERATIONS**
- **COMMUNICATION SKILLS**
- **EXPERIENCE IN LEADING SCHOOLS OUT OF SANCTION STATUS**

DRAFT SEARCH TIMELINE
SUPERINTENDENT SEARCH - Model Timeline

This timeline can take from 3-5 months and would need to be flexible allowing sufficient time to make up for unanticipated delays. The most likely delays would be on the search committee end because of the number of potential schedule conflicts. A September start date would allow for considerably more time to plan, recruit, and interview. A late start (i.e., January) will still work well provided the school committee expedites the process.

February	School Committee receives preliminary documents, approves draft timeline, sets focus group meetings, makes decisions about recruiting search committee, etc.
	Search Committee Orientation (Set Fixed Date)
	Focus surveys prepared and on-line, focus groups scheduled and begun, materials development completed and ready for distribution
February - Early March	Advertisements/E-Mail and General Mail distribution of materials. Also, distribution of search information to recruitment networks. Materials mailed and distributed. Candidate recruitment is ongoing. Focus Group Search Committee will have organized to prepare for screening of candidates, scheduling of interviews, and preparation of questions.
March 29, 2019	Deadline Set for Filing Applications (3:00 p.m. EST via mail, e-mail, fax or personal delivery to search coordinator)
	Applications are compiled and prepared for the Search Committee to review during school vacation. Review begins immediately.
April 1 - 26	Search Committee begins initial screening, selection and initial interviews. Process culminates with recommendations to the School Committee.
May 1-17.	School Committee receives report and recommended finalists. Interviews candidates, conducts site visits, and other due diligence steps.
May 31	School Committee makes hiring decision Superintendent takes office <u>or before if so needed and negotiated.</u>

National Alliance of Superintendent Searchers

State School Boards Associations will post your vacancies if you are a member district of the Massachusetts Association of School Committees. Contact Glenn Koocher to utilize these services without fee. MASC can also vet public candidates with their home state school boards association as a courtesy if desired.

Firm Name	Contact Name	Phone #	Address	Email/Website
Alaska	Ildi Nylen	(907) 586-1083	111 N. Ninth St. Juneau, AK 99801	www.aasb.org
Arizona	John Gordon	(602) 254-1100 ext. 101	2100 N. Central Ave. Phoenix, AZ 85004	www.azsba.org jgordon@azsba.org
California	Chris Pruitt	(916) 669-3293	3100 Beacon Blvd. West Sacramento, CA 95691	www.csba.org
Colorado	Bob Cito	(303) 832-1000	1200 Grant St. Denver, CO 80203	bobcito4@gmail.com
Connecticut	Eliza Holcomb	(203) 878-4565	PO Box 290252 Wethersfield, CT 06124	cabesearch@aol.com www.cabe.org
Florida	Wayne Blanton	(850) 414-2578	203 S. Monroe St. Tallahassee, FL 32301	www.fsba.org
Georgia	Don Rooks	(800) 226-1856	5120 Sugarloaf Parkway Lawrenceville, GA 30043	www.gsba.org
Illinois	Donna Johnson	(630) 629-3776, ext. 1233	2921 Baker Dr. Springfield, IL 62703	www.iasb.com djohnson@iasb.com
Indiana	Michael Adamson	(317) 639-0330 ext. 109	1 North Capitol Ave. Indianapolis, IN 46204	www.isba-ind.org madamson@isba-ind.org
Kansas	Mike Pomarico	(800) 432-2471	1420 SW Arrowhead Rd.	www.kasb.org

		ext. 325	Topeka, KS 66604	
Kentucky	David Baird	(800) 372-2962	260 Democrat Dr. Frankfort, KY 40601	www.ksba.org
Maine	Sandra McArthur	(800) 660-8484	49 Community Dr. Augusta, ME 04330	www.msmaweb.com assistance in search process
Maryland	Carl Smith	(800) 841-8197	621 Ridgely Ave. Annapolis, MD 21401	csmith@mabe.org
Massachusetts	Glenn Koocher	(800) 392-6023	1 McKinley Square Boston, MA 02190	gkoocher@masc.org
Michigan	Richard Dunham	(517) 327-5900	1001 Centennial Way Lansing, MI 48917	www.masb.org rdunham@masb.org
Minnesota	Sandy Gundlach	(800) 324-4459 ext. 128	1900 West Jefferson Ave. St. Peter, MN 56082	sgundlach@mnmsba.org www.mnmsba.org
Mississippi	Michal Waldrop	(888) 367-6722	489 Springridge Rd. Clinton, MS 39060	www.msbaonline.org
Missouri	Joel Denney	(573) 445-9920 ext. 421	2100 I-70 Dr. SW Columbia, MO 65203	superintendentsearch@msbanet.org
Montana	Lisa Gowen	(406) 442-2180	863 Great Northern Blvd. Helena, MT 59601	lgowen@mtsba.org
Nebraska	Marcia Herring	(800) 422-4572	1311 Stockwell St. Lincoln, NE 68502	mherring@nasbonline.org
New Jersey	Jane Kershner	(609) 278-5253	413 West State St. Trenton, NJ 08605	jkershner@njsba.org
North Carolina	Tanya Giovanni	(919) 841-4040	7208 Falls of Neuse Rd. Raleigh, NC 27615	www.ncsba.org tgiovanni@ncsba.org
Ohio	Al Meloy	(614) 540-4000	8050 North High St. Columbus, OH 43235	www.ohioschoolboards.org ameloy@ohioschoolboards.org
Oklahoma	June Ehinger	(888) 528-3571	2801 North Lincoln Blvd. Oklahoma City, OK	www.ossba.org

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Oregon	Jessica Knieling	(800) 578-6722	1201 Court St. NE Salem, OR 97301	jknieling@osba.org
Pennsylvania	Britta Barrickman	(717) 506-2450 ext. 3369	PO Box 2042 Mechanicsburg, PA 17055	www.psba.org britta.barrickman@psba.org
South Carolina		(800) 326-3679	1027 Barnwell St. Columbia, SC 29201	www.scsba.org
Tennessee	Tammy Grissom	(615) 815-3900	525 Brick Church Park Dr. Nashville, TN 37207	www.tsba.net
Texas	Benjamin Canada	(512) 467-0222 ext. 6243	PO Box 400 Austin, TX 48767	www.tasb.org executive.search@tasb.org
Vermont		(800) 244-8722	2 Prospect St. Montpelier, VT 05602	
Virginia	Gina Patterson	(800) 446-8722	200 Hanson St. Charlottesville, VA 22911	gina@vsba.org
Washington	Phil Gore	(360) 252-3020	221 College St. NE Olympia, WA 98516	p.gore@wssda.org
West Virginia	Howard O'Cull	(304) 346-0571	2220 Washington St. E. Charleston, WV 25311	www.wvsba.org
Wisconsin	Louis Birchbauer Dennis Richards	(414) 218-2805 (715) 896-3846	122 West Washington Ave. Madison, WI 53703	lbirchbauer@wasb.org drichards@wasb.org www.wasb.org
Wyoming	Mark Higdon	(307) 634-1112	2323 Pioneer Ave. Cheyenne, WY 82001	www.wsba-wy.org

The following organizations are among those who serve as search consultants. Many of these consultants represent candidates and maintain “stables” of individuals whom they assign to districts to interview. The candidates may have varying degrees of interest in your vacancy.

Firm Name	Contact Name	Phone #	Address	Email/Website
Avon Educational Search Consultants	Herbert Pandiscio	(860) 673-9616	PO Box 1404 Avon, CT 06001	hpandiscio@comcast.net
BWP & Associates	William Symons	708.361.4997	872 South Milwaukee Avenue, #221 Libertyville, IL 60048	www.bwpassociates.com bwpassociates@live.com
Educational Leadership Services Inc.	Richard Dempsey	(203) 438-0171	91 Acre Lane Ridgefield, CT 06877	
Hazard, Young, Attea & Associates Ltd.		(847) 724-8465	1151 Waukegan Rd. Glenview, IL 60025	office@hyasearch.com
McPherson & Jacobson LLC		(888) 375-4814	7905 L. Street Omaha, NE 68127	www.macnjake.com mail@macnjake.com
NESDEC		(508) 481-9444	28 Lord Rd. Marlboro, MA	www.nesdec.org search@nesdec.org
Northwest Leadership Associates	Dennis Ray	(509) 255-6170		
Penn Search		(215) 573-5511	Penn Center for Educational Leadership Graduate School of Public Education University of Pennsylvania 3440 Market St. Philadelphia, PA 19104	pennsearch@gse.upenn.edu www.gse.upenn.edu/pcel/
PROACT Search Inc.		(800) 944-6129	126 North Jefferson St. Milwaukee, WI 53202	www.proactsearchinc.com

Ray & Associates		(319)393-3115	4403 First Ave. SE Cedar Rapids, IA 52402	www.rayandassociatesonline.com glr@rayassoc.com
School Exec Connect		(847) 220-1585	2145 Tanglewood Ct. Highland Park, IL 60035	www.schoolexeconnect.com lhanson@schoolexeconnect.com
Sockwell & Associates		(704) 372-1865	800 East Blvd. Charlotte, NC 28203	www.sockwell.com