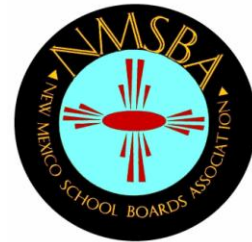


Hiring Your New Superintendent

A Process to Consider

**New Mexico
School Boards Association**



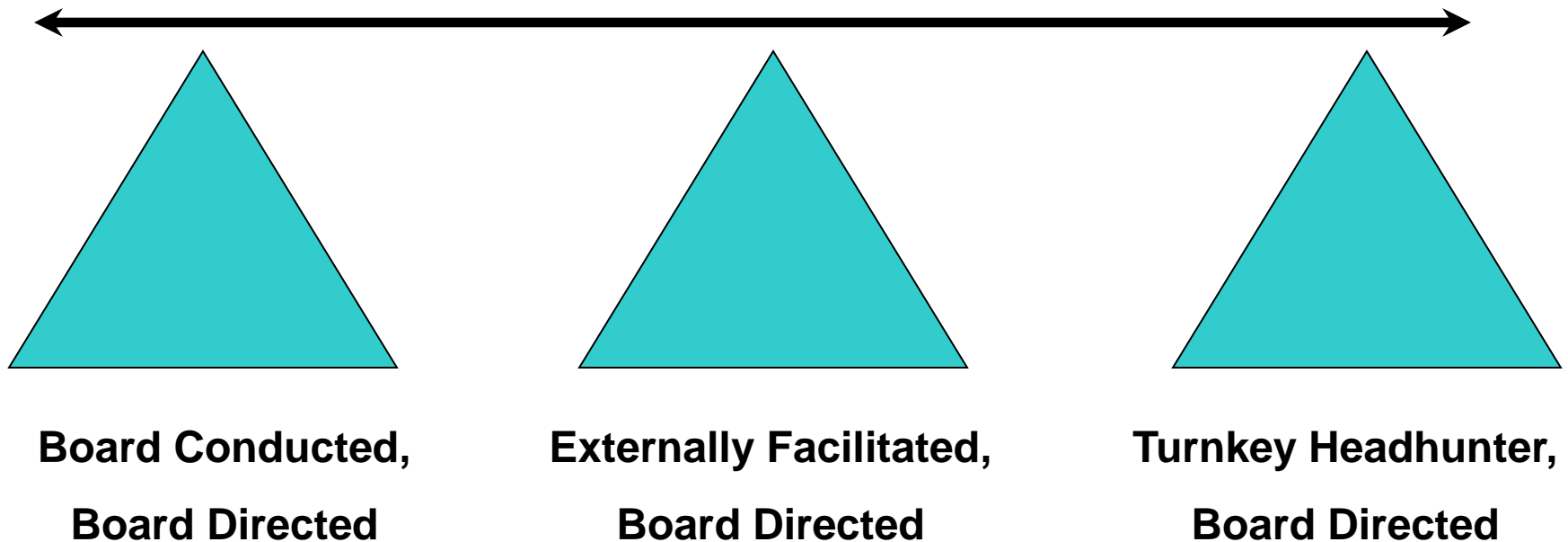


So you need a Superintendent.....

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