

CONSIDERATIONS FOR THE SUPERINTENDENT SEARCH PROCESS

**East Rochester Union Free
School District**

January 07, 2020

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Associate**

**School Leadership, LLC
9122 Curry Lane
Clarence Center, NY 14032**

In collaboration with

**Daniel White
District Superintendent
Monroe One BOCES**

ABOUT SCHOOL LEADERSHIP, LLC

Since 2004, School Leadership has completed approximately 100 administrative searches including over 90 superintendent searches as well as strategic planning, administrative organization, facilities planning and other school studies throughout New York State, northern New Jersey and southern Connecticut. The firm employs 16 experienced associates who are former superintendents, school board members, professors, and state officials.

ABOUT SCHOOL LEADERSHIP, LLC (CONTINUED)

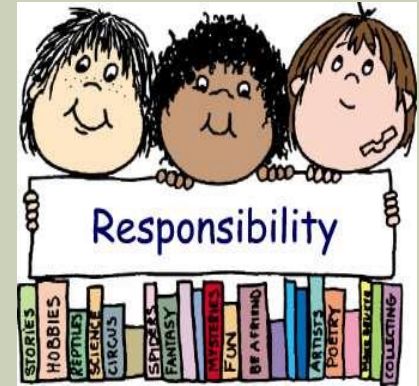
Charles Fowler, President: 35 years as a school superintendent, currently Executive Secretary of Suburban School Superintendents, former Vice-President of the Horace Mann League, member of the national Superintendents' Roundtable and author of more than fifty books and articles regarding school leadership.

ABOUT SCHOOL LEADERSHIP, LLC (CONTINUED)

Howard S. Smith, Associate: 39 year New York State educator, 32 as a school administrator, 15 as a superintendent, retiring from the Williamsville Central School District. In addition to School Leadership responsibilities, Dr. Smith serves as an educational consultant for Webster Szanyi LLP, a Buffalo law firm with an educational practice group that represents school districts and specializes in employment and labor law.

KEY RESPONSIBILITIES OF THE BOARD

- ✓ Establish the Search Process
- ✓ Commit to the Timeline
- ✓ Identify Stakeholder Groups
- ✓ Approve the Leadership Profile (Specifications for the Position)
- ✓ Determine Decision-Making Protocols
- ✓ Submit Interview Questions Aligned with the Specifications
- ✓ Guarantee Confidentiality



KEY RESPONSIBILITIES OF THE BOARD

(CONTINUED)

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“The trouble with this company is nobody wants to accept responsibility for anything. But don’t tell anyone I said that!”

RATIONALE FOR A CONFIDENTIAL SEARCH

- Increases the size and competitive nature of the applicant pool, by protecting the privacy of potential applicants.
- Provides for significant community input into the specification development phase of the process.
- Avoids disagreement among community groups after only an interview portion of the process.
- Relies on the consultants to vet the applicants and conduct multiple, private and detailed reference checks, initiating criminal background and financial checks on final candidates.
- Board decision, the most important one a Board makes.

RATIONALE FOR A CONFIDENTIAL SEARCH (CONTINUED)

“Would you prefer to be involved in the superintendent search process if it meant we would be able to recruit less-qualified individuals to consider for leading your school district or would you support a confidential search that would enable us to recruit better qualified individuals for the position?”

Associates

William Attea, Hazzard, Young, Attea and

CONSULTANT COLLABORATION

- District Superintendent White and School Leadership representative Howard Smith will collaborate to complete the search consultant responsibilities that follow. Additional associates from School Leadership will be used as necessary, dependent upon the final timeline.
- A confidential search, a timeline that allows for the necessary advertisement and recruitment period, employment agreement parameters that include a regionally competitive salary and related benefits combined with the advantages of the experience of School Leadership and the District Superintendent, will increase the probability of a competitive candidate pool.

KEY RESPONSIBILITIES OF THE SEARCH CONSULTANTS

- Provide professional guidance during all phases of the search and minimize demands on the Board's time.
- Regularly communicate with the Board throughout the search with updates on the status of the process and communications with the staff, community and news media. These communications include email updates, prepared website and social media messages and public presentations.
- Assist the Board in developing the specifications for the position, with input from community and school (stakeholder) groups.
- Provide a detailed review of the current superintendent's employment agreement and assist in establishing parameters for the same with the successful candidate.
- Oversee the development of a recruitment letter and the establishment of an online application protocol.

KEY RESPONSIBILITIES OF THE SEARCH CONSULTANTS (CONTINUED)

- Advertise the position and recruit candidates who best meet the Board-approved specifications.
- Receive and review all applications and communicate with all applicants throughout the process.
- Screen all applications against the Board-approved specifications and initiate reference checking.
- Conduct preliminary interviews of selected applicants.
- Provide the Board with a written summary of all applicants and recommend those for consideration who best meet the specifications.
- Assist the Board in the selection of semi-finalists and then finalists; the planning and scheduling of semi-finalist and finalist interviews; question preparation; interview training; and site visits, if requested.

KEY RESPONSIBILITIES OF THE SEARCH CONSULTANTS (CONTINUED)

- Facilitate the post-interview conversations at the conclusion of the semi-finalist and finalist interviews in order to assist the Board in determining finalist candidates and, ultimately, the candidate of choice.
- Determine the process for continued reference checking of the finalists which may include, at the Board's request, criminal background and financial record checks.
- Assist in employment agreement discussions, as requested.
- Assist in the planning for post-employment activities including, but not limited to welcoming events, transition and entry planning, and goal setting and evaluation procedures, as requested.

THE SEARCH PROCESS

- **Planning Meeting:** Consultants and the Board begin specification development process and establish all dates and sequences for the search.
- **Specification Development:** Consultants seek input from stakeholders identified by the Board via stakeholder group meetings, open community meetings and an on-line survey.
- **Specification Approval:** Board approves specifications and their use in advertising and screening for the vacancy.
- **Advertisement:** Consultants create and place advertisements and coordinate the mailing of a recruitment letter.

THE SEARCH PROCESS (CONTINUED)

- **Recruitment:** Consultants initiate regional and local networking and recruitment activities.
- **Applicant Vetting:** Consultants review all applications against the Board-approved specifications, conduct interviews and initiate reference checks.
- **Semi-Finalist Selection:** Consultants meet with the Board and present all expressions of interest together with recommendations as to those for semi-finalist status. Board determines semi-finalists.
- **Semi-Finalist Interview Preparation:** Consultants assist the Board in establishing interview protocols and processes for semi-finalist interviews.

THE SEARCH PROCESS (CONTINUED)

- **Semi-Finalist Interviews:** Board interviews semi-finalists and selects finalists for further screening. Consultants facilitate decision-making.
- **Finalist Interview Preparation:** Consultants assist the Board in establishing interview protocols and processes for the finalist Interviews.
- **Finalist Interviews:** Board interviews finalists and completes finalist screening process (e.g., candidate presentations, site visits, criminal background and financial checks). Consultants facilitate decision-making. Candidate of choice selected and notified.
- **Offer of Employment:** Board representative initiates preliminary employment agreement discussions.

SPECIFICATION DEVELOPMENT

Consists of consultant data collection through stakeholder group conversations and an online survey.

Stakeholder Group Prompts:

- What is it about the East Rochester schools and the larger community that would attract a proven educational leader to the District?
- What are the immediate as well as the longer term leadership challenges that the next Superintendent will face?
- What are the desired professional experiences and personal characteristics that you would like to see the next Superintendent bring to the position?

POSSIBLE TIMELINE

(FOR DISCUSSION AT PLANNING MEETING)

Planning Meeting	January
Specification Development	February
Specification Approval	February/March
Advertisement/Recruitment	March/April
Application Deadline	April 10
Applicant Vetting	April/May
Semi-Finalist Selection	May
Semi-Finalist Interviews	May/June
Finalist Interviews	June
Appointment Date	June/July
Start Date	September

FINAL STEPS

- **Employment Agreement**
- **Press Release**
- **Welcoming the Family**
- **Plans for the First Week, Month, Semester, and Year in the District**



QUESTIONS AND DISCUSSION

