

PUTTING STUDENTS FIRST



Germantown CSD

Superintendent Search Process
May 27, 2020

The greatest task charged to a Board of Education is the selection of a Superintendent

Highlights from the “9th Triennial Study of the Superintendency in New York State Snapshot IX” (publication by NYSCOSS 2016)

- 411 respondents – 59.9% response rate
- Top reasons for being hired – BOE looking for a leader with experience and/or of a particular style or ability to be a change agent
- Male superintendents enter the field 3-4 years younger than females (average age 45.1 for new superintendents and 44 for veteran superintendents)
- 33% of respondents hold a Master’s degree and close to 36% hold a J.D., Ph.D., or Ed.D.
- Average longevity of respondents in superintendent role is 5.4 years
- Districts appeared to hire more internal candidates than in any time in the past 15 years (41.5% of female and 38% of male superintendents were promoted internally)
- 63% of respondents indicated that they expect to retire in the next 3 years
- “The pool of candidates for the superintendency continues to be limited by a number of factors.” (P.21).
 - Incentives
 - Having a greater influence on children (45.4%)
 - A desire to take on greater challenges (36.6%)
 - Barriers
 - Scope of the role (54%)
 - Loss of job security (49%)
- 25% of respondents were required to live in the school district – 75% were not

For the full SNAPSHOT REPORT go to: <http://www.nyscoss.org/img/uploads/Snapshot/web%20version%20final.pdf>

5 Phase Methodology

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- Phase I – Scope of the Search
- Phase II – Advertising and Outreach
- Phase III – Screening of Applicants
- Phase IV – Interview Process
- Phase V – Selection and Appointment of a Superintendent of Schools

Phase I – Scope of the Search

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- **Specific Details** – timeline, salary and elements of the new superintendent's contract, extent of advertising, costs, specific interview process, etc.
- **Considerations** – Some areas to consider: Do you as a Board wish to have a nomination process along with the application process? Do you as a Board desire to have community/staff involvement in the process? Internal candidates? Do you as a Board wish the superintendent to be a resident? Do you wish to consider specific educational levels (M.Ed, Ed.D, Ph.D.) or institutions of education? Additional consideration as per the Board's request.

Open Versus Targeted Search



Open Search

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Advantages

- Community building and transparency
 - ▣ Can learn via survey what the community is seeking in the next superintendent
 - ▣ Members of the school community can serve on an interview committee

Disadvantages

- Candidate names can become public after community interviews

Targeted Search

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Advantages

- Confidentiality
- Could speed up the search timeline

Disadvantages

- Lack of community interview process
- Lack of transparency

Phase I – Scope of the Search

Cont.

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- **Items for Discussions and Consensus** - Strengths and areas of concern for the district, short- and long-range goals/issues, criteria for new superintendent. Characteristics of an ideal candidate. Discussion about key stakeholders (teachers, administrators, support staff, students, others) and desire for community input (via online survey).

- **Outcomes:**
 - Development and preparation of professional application
 - Creation of a community survey
 - Online summary of community feedback for final comment
 - Development of a customized brochure, announcement and marketing strategy
 - Finalized interview process
 - The establishment of a Board of Education point of contact and a district point of contact (for the purpose of setting up logistics within the district).

Phase II – Advertising and Outreach

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- Submit advertisements to selected publications, BOCES District Superintendent listserv and other approved outlets approved by the Board of Education.
- Content is developed for the school district's website and social media channels.
- There is a “waiting period” while candidates respond to the announcements and advertising.
- During this period, the consultants will reach out to specific candidates. The search consultants collect and acknowledge application materials and prepare periodic reports for the Board of Education.
- Target specific applicants based on characteristics of the superintendent candidates (when targeted search).

Phase II – Advertising and Outreach

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Hoosic Valley CSD seeks Superintendent of Schools

695 views

7 1 SHARE SAVE ...

<https://youtu.be/oJqtKP8iMD8>

Phase III – Initial Screening of Applicants

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- Board of Education will review the screening rubric and develop criteria for the screening process.
- Board of Education will determine if there will be stakeholder interviews.
- The Board of Education will screen all applicants using the approved rubric and select candidates for the stakeholder group to interview (if the Board wants to have a stakeholder group)

Phase IV – Interview/ Refining Process

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- Implement interview process agreed upon by the Board of Education.
- If the Board of Education decides to have stakeholder interviews, the DS will provide training and oversight during the interview process.
- The Board reviews application material and information gathered by the DS.
- Interviews are scheduled according to the initial plan and run by the Board of Education with assistance of the DS.

Sample interview process:

- Round 1 – Informal interviews, meet and greet, reception, etc.
- Round 2 – Stakeholder group training, interviews
- Round 3 – Board of Education interviews

Phase V- Selection and Appointment of a Superintendent of Schools

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- The Board of Education is presented with all of the data collected during the search process. Extensive reports and conversations will enable the Board to make an informed decision and provide a clear rationale to their constituents.
- At the conclusion of the selection process the Board of Education point of contact will discuss the selected candidate with the District Superintendent.
- Upon making a selection, a full communication will be provided to the Board for review and dissemination once the Board has formally made an offer and it has been voted during an open Board of Education session.

OUR COMMITMENT

Your Process



*Thank you for all you do
in putting students first!*

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