



## Recommendations for Hiring a Superintendent

Whether a school board conducts its own search or hires an outside firm to assist with the process, the following recommendations should guide the search for a new superintendent.

- 1. Identify the five most important qualities desired in candidates.**
  - a. Each board member should submit their own list in writing, then compare notes to identify the five most important qualities. Proven ability to improve outcomes and close achievement gaps should be at the top of the list.
  - b. Get input from teachers, principals, and community members. How do their priorities compare to those of the school board?
  
- 2. Develop a list of questions that each candidate must answer, including:**
  - a. How did state assessment results change during your tenure? Provide data for each reporting category (in Kansas, it's Levels 1-4) for all students tested in all subjects tested for the last five years.
  - b. Describe your involvement in the district's effort to improve state assessment outcomes.
  - c. What are the major barriers to improving outcomes in your district?
  - d. What are some things you taught that you feel made a difference for your students?
  - e. How involved are you in teacher evaluations as a principal? As a superintendent?
  - f. What is your greatest strength and greatest weakness as a superintendent?
  - g. What specific goals did you set to improve student achievement in your current position, and how do you measure progress?
  - h. Has your district re-allocated resources to improve outcomes, and if so, how can you demonstrate the improvement using test results?
  - i. To what organizations do you belong outside of public education?

If you hire an outside firm to assist with the search, DO NOT let them narrow the field. A consultant's personal views inevitably influence the culling process. Every school board member should review each application and select their top five candidates. The board could then collectively agree on the candidates to be interviewed at a board work session after discussing each board member's recommendation.