

SCHOOL BOARDS NEED HELP FINDING SUPERINTENDENTS, RIGHT?

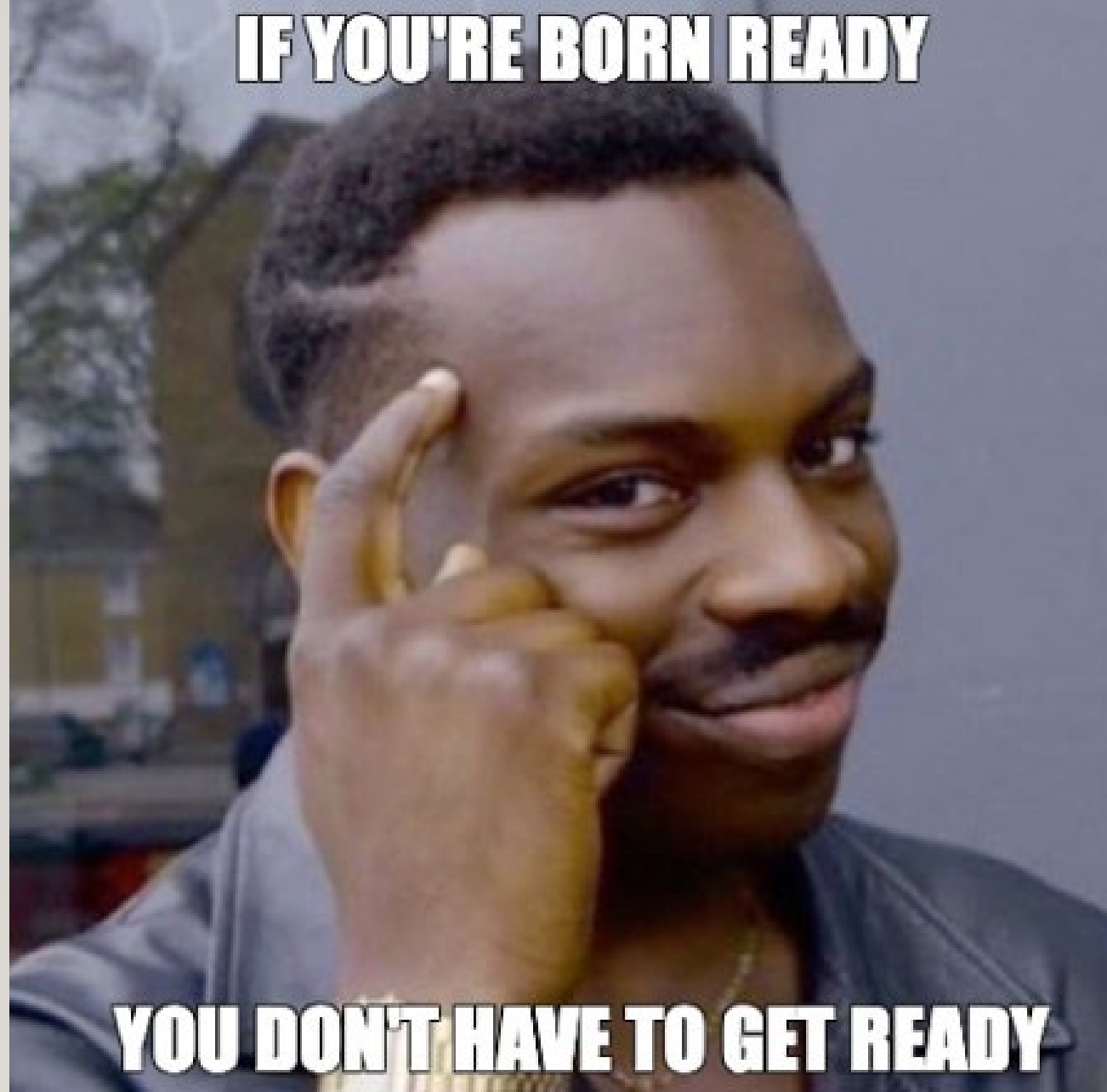


BEFORE THE SEARCH PROCESS

- Arguably, the job school boards are elected to do is hire and evaluate the performance of the Superintendent.
- You may choose as a boe to promote from within to retain a sense of community.
- Some BOE's elect to bring in a superintendent with a proven record at a different school system.

if you stay ready, you don't have to get ready.

IF YOU'RE BORN READY



YOU DON'T HAVE TO GET READY



HOW LONG DOES THIS TAKE...SCHOOL BOARD MEMBERS ONLY MEET ONCE A MONTH...

- Oh boy...where do I start?
- You will have to have an extra meeting each month.
 - Call it a work session for the superintendent selection
 - Schedule it for the public and use executive session if needed.
 - Boe does not have to include the current superintendent in Executive Session. If you choose to bring in the attorney or clerk, that is your prerogative.
 - Make this a priority and communicate with your 6 allies as you meet.

IDENTIFY THE FIVE MOST IMPORTANT QUALITIES DESIRED IN CANDIDATES.

- 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.
- Get input from teachers, principals, and community members. How do their priorities compare to those of the school board?

CAN OTHER PEOPLE BE SUPERINTENDENTS?



Private sector Superintendent candidate?

Micks' career started as a heavy line automotive technician, that path took him into training and management. He has taught courseware on 4 continents. He holds a Bachelors degree in Industrial Education, 6 years as public-school teacher and a Master's degree in Instructional Development. He followed that with a 20-year career as a private sector educator that included a decade as the training facility manager overseeing budget and evaluating a dozen instructors in 5 locations.

HOW ARE SUPERINTENDENTS TRAINED?

WHO CAN BE ONE?

- 18 college hours, blocks of 3, during a masters or doctorate effort.
- The class topics all make sense but are not extraordinary.
- There is a 2-semester internship to a sitting superintendent required as two 3-hour courses. (Usually your own superintendent).
- You must already be, or be licensed as, a building principal or administrator.
- Then you may take the Kansas certification exam.
- There is no path for a private sector non educator to become a superintendent

HOW MANY SCHOOL DISTRICTS ARE YOU HIRING FOR?

- Just one
- Or all the USDs in Kansas?

The reason we have Unified school districts is so that local control on boards elected by the people can respond to local educational needs. It should not be guided by a national agenda.



WHEN SHOULD WE START LOOKING FOR TALENT

Attraction

- Purpose: How do we attract highly effective staff?
- Length: never ending

Preparation

- Purpose: Who might be a great fit?
- Length: never ending



RECRUIT FROM WITHIN YOUR OWN DISTRICT FIRST.

- Advantages of this are numerous:
 - The individuals are already invested in the school district.
 - Boards have a broad spectrum of experience to peruse, some that may guide in search prerequisites. IE 15 years' experience in the district with a M.Ed and district leadership license may serve the community better than hiring someone younger that has an Ed.d and less experience and no commitment to the district.
 - May have really positive attributes and a vision for change that is immediately actionable.
 - A preliminary internal search can result in professional development plans that encourage candidates to stay.



THE BASICS OF HIRING A SUPERINTENDENT

- Put the word out with KSDE, All state colleges, All job boards.
- Talk to teachers and reps about things gone right and things that need to change.
- Decide whether to hire a search firm. This requires another level of oversight as you ascertain the bias of the search firm.
- Outline what the search firm must show and what they must look for.
- Boe should put together prescreening requirements
- Identify who should lead and participate in search and interview team.
- Set the interview date range
- Set and perform interviews
- Probably best to schedule extra boe meetings for boe review since that may largely be done in executive session.

SEARCH FIRMS

- KASB
- Mack and Jake



COLORADO MACK AND JAKE CONSULTANTS

Colorado

[Dr. Christy Sinner](#)

Durango

[Dr. Henry Roman](#)

Pueblo

[Dr. Kenneth Haptonstall](#)

Grand Junction

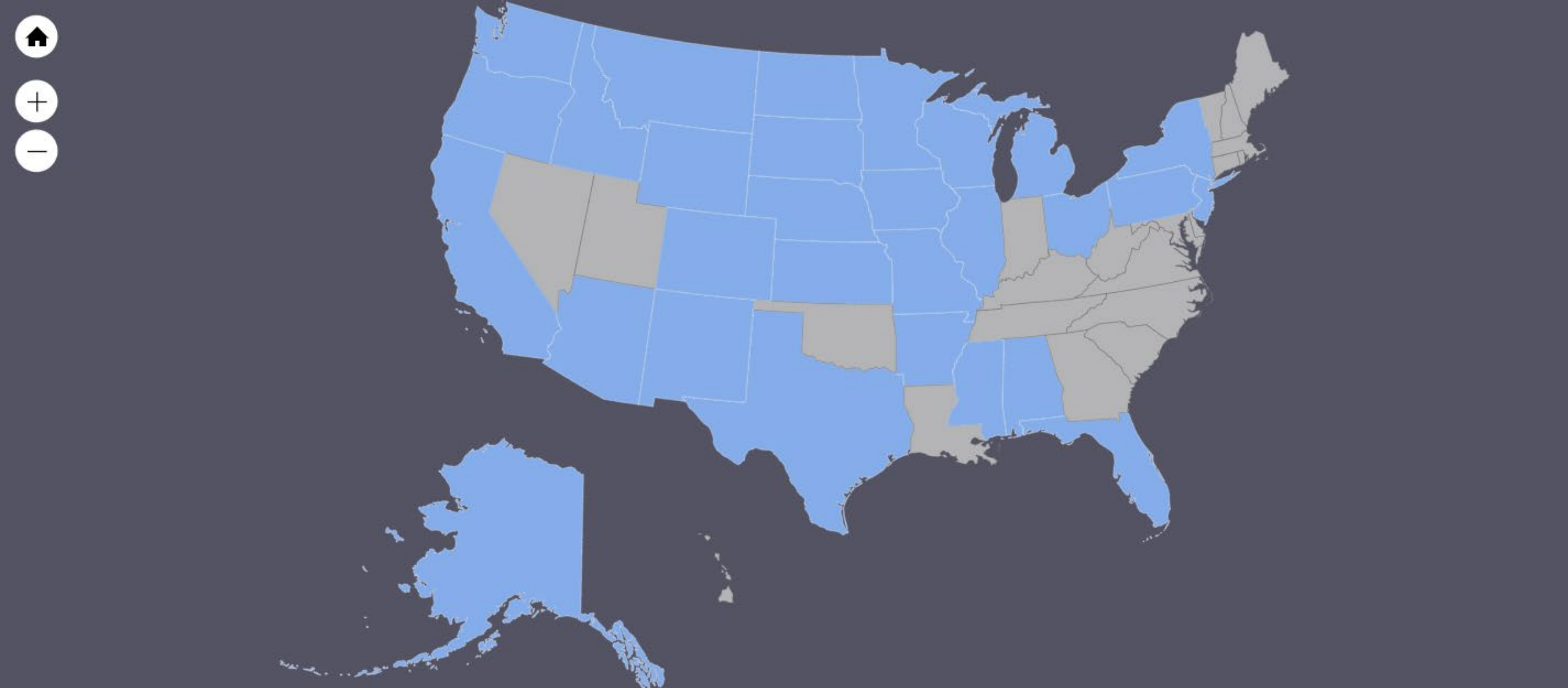
[Dr. Randall Zila](#)

Loveland

[Dr. Walter Cooper](#)

Colorado Springs

US States currently influenced by Superintendent selection firms



SELECTION SWAY IN 29 STATES

Phase I

- Identify the desirable characteristics of the future superintendent.

Phase II

- Meet with designated stakeholder groups.
- Advertise the vacancy and develop promotional materials.
- Send out, receive, and catalog all application materials
- **Actively recruit applicants.**

Phase III

- Read and evaluate all completed applicant files.
- Conduct complete reference checks.
- **Assist the board** members in selecting final candidates

Phase IV

- Prepare the board for the interview process.
- Schedule and coordinate interviews.
- Keep **all candidates informed of their status** in the selection process.

Phase V

- Establish performance objectives for the superintendent.

Additional Services

- Establish Board Operating Principles
- Goal Setting—Long Range Planning
- Review and update job description
- Assist in developing an effective contract

OK, WHAT ABOUT KASB

- Kansas Association of School Boards
- Annual dues 12-15000
- Training for board members (extra cost)
- Has a governance board made up of laymen citizens that serve on a school board in Kansas.
- Employees former superintendents as the leadership and as presenters
- Has a full-time paid lobbyist in Topeka.

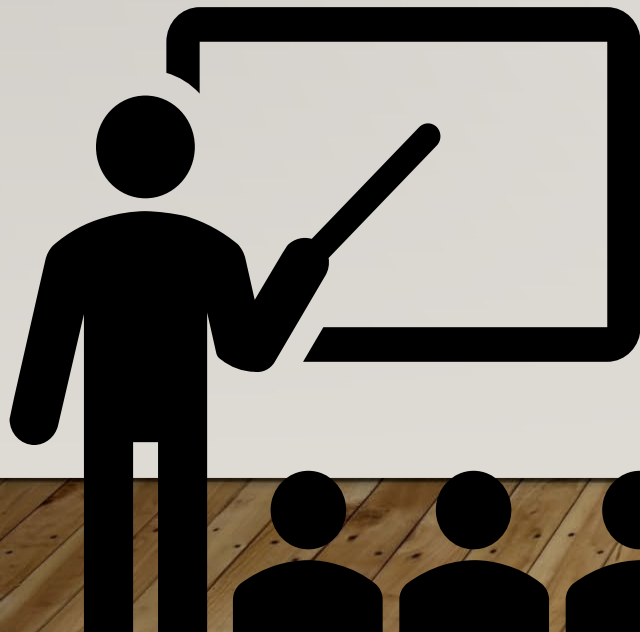
OUTSIDE FIRMS AND THEIR HELP IS NOT LOCAL...

Professionals advise, but board members choose

- 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.

LEADERSHIP SPECIALISTS TRAIN AND ASSIST BOE MEMBERS.

In his 21 years in education, Holden has served as a teacher, principal and assistant superintendent before coming to KASB.



Experience



Leadership services

Kansas Association of School Boards
Jul 2013 - Present · 10 yrs 2 mos

Whole Board trainings, strategic planning, Board services to Kansas Board's of Educations



Superintendent

USD 405 Lyons
Jul 2009 - Jun 2013 · 4 yrs

Experience



Field Specialist

Kansas Association of School Boards
Jul 2019 - Present · 4 yrs 2 mos
Topeka, Kansas



Chair

MISS KANSAS SCHOLARSHIP FOUNDATION INC
Jun 2021 - Jun 2022 · 1 yr 1 mo
Pratt, Kansas, United States



Chair Of The Miss Kansas Organization, Inc.

Miss Kansas Organization
Jul 2020 - Jan 2022 · 1 yr 7 mos
Pratt, Kansas, United States

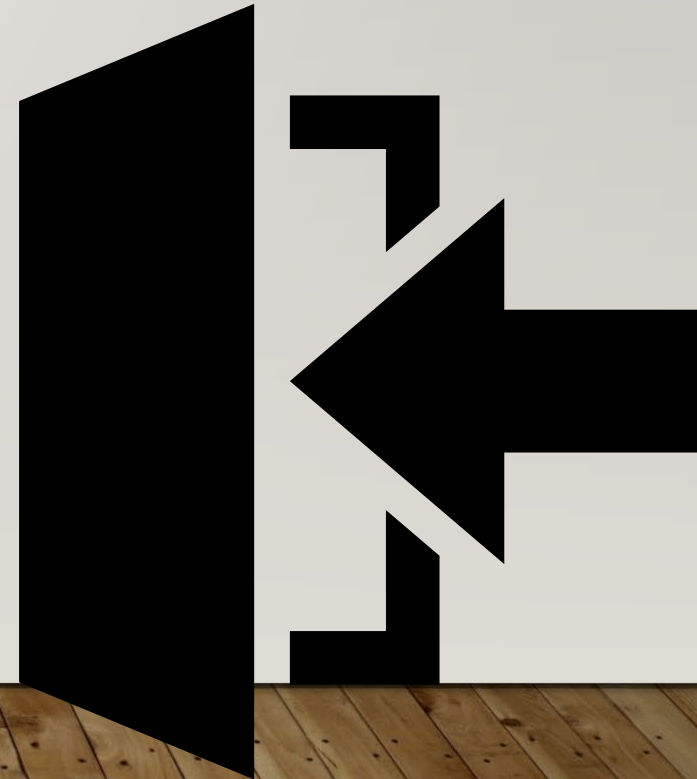


Superintendent of Schools

El Dorado Public Schools - USD 490
Jul 2007 - Jun 2019 · 12 yrs

CRITERIA

- Purpose: Who are we not looking for?
- Length: 2 weeks to 2 months



QUESTIONS OF SUPERINTENDENT CANDIDATES

- What are your hobbies?
- What are some things you taught that you feel made a difference for your students?
- How involved were you in teacher evaluation as a principal...as a superintendent?
- How were you compensated for travel in your last superintendents' job?

4 TYPES OF DRIVERS

- Unconsciously incompetent
- Consciously incompetent
- Consciously competent
- Unconsciously competent

Now apply that concept to people applying to be your district superintendent

- **All will have a district license**
- **All will have education background**
- **All will be one of the 4 types...**

DO YOU WORK FOR SOMETHING?

- When you evaluate your own motivation are you typically looking for successful programs to involve yourself with?
- Are there times when you see an organization or a project and desire to improve it, make it operate better?
- Apply something you are unconsciously competent at and create a community wide feature?

These are all things that indicate you are working for something.



NOW THAT THE BOE IDENTIFIED THE PRESCREENING REQUIREMENTS...

- Ed.d as basic requirement? Ask how long since they have taught?
- M.Ed with teaching experience ? What electives did you take in your M.Ed.?
- Ks. District license rule and requirement? Where and with whom did you do your internship as a principal?
- Is there a preference for in district applicants? They may show a commitment to the district deeper than an incoming superintendent candidate.

HOW ARE SUPERINTENDENTS PAID\$

- 200k in urban areas, Large Urban schools may be 350K. Make incentives for new individual based around what the boe has decided are long term goals of the USD. Pay less than you can and make the candidate know the money is there but requires effort.
- Same percent raise as teachers...compared to 40K first year teacher
- 3-year contract to survive election year. Start them out with a two-year contract and outline what goals must be met in 24 months for that to be renewed.
- Only renew the contract in the year it is due.
- 10000-dollar travel stipend paid with no explanation required. “to protect the board from having to stick up for where the super went?”

What can we do?

BE PATIENT !

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- When selecting a new Superintendent, look carefully at what they are proud of and what they think is progress in education.
 - Do not approve the superintendent's contract until the year it expires...let them leave on their own if they want to better themselves.
 - Promote from within if they fit the objectives of the BOE. Identify current administrators that are working towards or have already taken the district licensure test.
 - Do include yourself in the Superintendent evaluation process until you are satisfied it is helpful to the boe's understanding of the Supers job effort.
 - Do watch and team with other BOE members to find a way to get an actual boe attorney not just someone chosen by the Superintendent. The Boe needs an objective opinion for personnel issues, especially when it comes to the Superintendents' contract.
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