

FINDING AND KEEPING THE SUPERINTENDENT WHO IS RIGHT FOR YOUR DISTRICT

Prepared and presented by
Carol S. Helms and Andrew M. Sanchez
CUDDY & MCCARTHY LLP

AGENDA

- Finding the right person for the job
 - Planning for a new Superintendent
 - Advertising position? Maybe; maybe not.
 - The screening process – narrowing the field
 - Board interviews with the finalists
- Keeping a keeper!

FINDING THE RIGHT PERSON FOR THE JOB

PLANNING FOR A NEW SUPERINTENDENT

Before the position is posted!

- Board discussion (open meeting)
- Town hall discussions – 2 or 3
- Surveys
 - Administration and staff
 - Parents / community
 - Students

FINDING CONTINUED:
HOW DO WE KNOW WHAT TO DISCUSS?

- If you have a strategic plan, it should drive the conversation. A well-considered, well-developed strategic plan will define the needs of the District.
- If you do not have a strategic plan for the District, consider if experience developing and/or implementing a strategic plan should be a required or preferred qualification for applicants.

FINDING CONTINUED:
ANYTHING ELSE WE SHOULD DISCUSS?

- History: what worked and didn't work in the past? Both provide equally valuable information.
- What are the Board's firm requirements, non-negotiables, as opposed to preferences?
- Consider and discuss relevant experience:
 - Big city or small town
 - Experienced administrator or rookie
 - You may find what appears to be a perfect candidate, but is s/he perfect for your District and community?

FINDING CONTINUED:

WHY IS ALL THIS DONE BEFORE THE POSITION IS POSTED?

How will you know you have a good candidate
if you do not know what you are looking for?!

- ✓ Set your District up for success
- ✓ Set your new hire up for success
- ✓ Set your strategic plan up for success
- ✓ Set you community up for educational success

FINDING CONTINUED:
ADVERTISING THE POSITION

What do you need to know before you advertise?

- Do you have to advertise or can you hire from within?
- If you have to advertise before hiring within, or if the Board chooses to advertise before looking or hiring within, where will you advertise?

FINDING CONTINUED:
ADVERTISING THE POSITION

What will go in your posting (advertisement)?

- Qualifications
 - Requirements (non-negotiables)
 - Preferences
- References
- Deadline for receiving applications
- To whom should application be delivered
- Preferred format for application submission

FINDING CONTINUED:
THE SCREENING PROCESS

Board or committee?

- Consider composition of committee:
 - Representatives (two) from Board
 - Representatives from administrators
 - Representatives from teachers
 - Representatives from parents/community

FINDING CONTINUED:
THE SCREENING PROCESS

Scope of committee review and narrowing field of candidates:

- Paper screening and/or applicant screening
 - Paper (application) screening to narrow the field; then committee interview with narrowed field of applicants?
 - Paper (application) screening to narrow the field; then recommend narrowed field to Board for review of consideration of application and interviews?

FINDING CONTINUED:
BOARD INTERVIEWS WITH FINALISTS

Public or private?

Example 42 in the OMA Compliance Guide states “A school board meets to consider applicants for the position of superintendent. Discussion of the applicant’s qualifications is conducted in closed session but the final decision or vote of the board with respect to hiring one of the applicants as superintendent must be taken in open session.”

KEEPING A KEEPER

MAINTAINING THE BOARD-SUPERINTENDENT RELATIONSHIP

Communication, Communication, Communication!

- Communicating the Board's expectations and priorities begins in the hiring process.
- The hiring process should inform the successful applicant about the Board's expectations and priorities for the District and its leadership, including the CEO.
- A superintendent will likely not be successful if s/he is unaware of Board's expectations and priorities; discuss these frequently and consistently, and most certainly prior to the superintendent's first evaluation.
- Put your expectations and priorities in writing.

KEEPING A KEEPER

MAINTAINING THE BOARD-SUPERINTENDENT RELATIONSHIP

Understand and stick to leadership roles:

- NMSA 1978, §22-5-4 (2003) = Board duties, responsibilities
- NMSA 1978, §22-5-14 (2003) = Superintendent duties, responsibilities
- 6.29.1 NMAC - Standards for Excellence – specifically delineates detailed roles of the Board and Superintendent in 9 A and 9 B, respectively

THANK YOU!

chelms@wabsa.com

asanchez@cuddymccarthy.com

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