



# District Leadership: Next Steps

San Rafael City Schools

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# Agenda

- Present options for securing new district leadership
- Answer Board questions
- Provide direction to staff

# Governing Board Options

1. Conduct a search for Superintendent to begin July 1, 2019
2. Appoint an interim Superintendent to serve the 2019-2020 school year
  - Conduct a search for Superintendent to begin July 1, 2020

# Search Firms

- Support the Board in developing criteria and qualifications
- Facilitate the process for community input and engagement
- Recruit potential candidates through comprehensive state and national outreach
- Coordinate the interview process
- Assist in narrowing down finalists
- Handle the logistics of the search process
- Assist the Board in developing compensation package
- Other search related assistance the Board may require

# Search Firm Selection Options

- Board sub-committee with recommendation to full Board
- Open session interviews

# Criteria for Selecting a Search Firm

- Number of searches in similar districts
- Resumes of consultants who will conduct the search
- Availability of consultants, are they doing other searches?
- Confidential or open search

# When the Firm is Selected

- The Board should discuss:
  - Characteristics desired in new Superintendent
  - District strengths and challenges
  - Community/Staff input process
  - Finalize timeline

# Community and Staff Input

- Firm will meet with individuals and groups identified by the Board to solicit input
- Consultants will ask for characteristics desired in new Superintendent
- They will ask for a description of District strengths and challenges
- The Board could request an online survey to determine qualities and characteristics desired in the new Superintendent
- The results are presented in a report to all Board members



# Marketing Materials

- Develop position description using:
  - Input received
  - Description of district and community
- Identifies key search dates
- Board reviews and approves draft for recruitment

# Advertise and Recruit

- Firm will advertise in trade publications
- Actively recruit for SRCS
- Conduct reference and database checks on all potential candidates
  - Board should expect search firm to conduct numerous checks and to solicit honest feedback from diverse references
  - The best indicator of future success is past performance, reference checking is critical
  - Any contact by an applicant to an individual Board member disqualifies the applicant

# Selection of Finalists

- Search firm meets with full Board to review all applicants
- Full Board holds closed session to determine top candidates
- Board determines finalists to interview
- With the firm the Board reviews the interview process and prepares interview questions

# Interviews

- Board conducts interviews with assistance from search firm
- Interviews can be open or closed
  - Consider confidentiality
- Board selects finalist
- Consultant informs all candidate of outcome

# Site Visit and Selection

- Board visits finalist's district prior to official contract offer
- Board and finalist (and attorneys) finalize contract
- Develop press release and notification process
- Board takes public action at regularly scheduled meeting to employ new Superintendent

# Accelerated Timeline

Date	Action
February 26, 2019	Send RFP to search firms
March 25, 2019	Board reviews RFPs and selects firm
April 2019	Firm meets with community to gather input
April 30, 2019	Board approves recruiting material and firm begins search
Late May 2019	Deadline for applications
Early June 2019	Search firm completes reference checks
Mid-June 2019	Board interviews finalists and conducts site visit
June 24, 2019	Board approves contract and appoints new Superintendent
July 1, 2019	New Superintendent begins

# Revised Timeline

Date	Action
February 26, 2019	Send RFP to search firms
March 11, 2019	Board reviews RFPs and selects firm
Late March- April 2019	Firm meets with community to gather input
April 15, 2019	Board approves recruiting material and firm begins search
Mid May 2019	Deadline for applications
Late May 2019	Search firm completes reference checks
Early June 2019	Board interviews finalists and conducts site visit
June 10 or 24, 2019	Board approves contract and appoints new Superintendent
July 1, 2019	New Superintendent begins

# Alternative: Interim Superintendent

- Board appoints Interim Superintendent for the 2019-2020 school year
- District staff brings search item back to the Board in the fall of 2019 to agree on the process and timeline



# Role of the Interim

## The Role and Impact of Interim Superintendents

- Transition-fill the leadership void between departing and succeeding Superintendents
- Cleanup-resolve existing conflicts
- Prepare-get the district ready for successor Superintendent
- Buy time-maintain the course of the district
- Improve-leverage positive changes in the district
- Experience-employ vast experience in meeting district needs

Source: Michael Mugits, The School Superintendents Association (AASA)

# Board Discussion

- Questions for staff
- Direction to staff

## Next Steps

- Board to identify subcommittee
- District staff to coordinate with subcommittee to implement Board's decision
- District to communicate process and timeline to the community