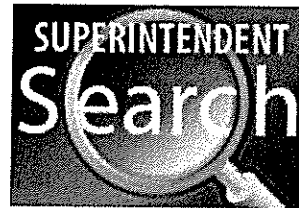




New Jersey School Boards Association

Successful Superintendent Searches -

The Most Important Role of the Board



Presented by: NJSBA Field Services

www.njsba.org



Preparation is Key



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Agenda

Focus on the Key Components

The Vacancy

What are the options



The Process

From Preparation to Selection



Transition

Setting Everyone up for Success

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Vacancy Options



- Acting Superintendent – short-term
- Interim Superintendent
 - Short-term – Fill gap between departure and new hire.
 - Long-term – Fill role for up to 2 years
- Permanent Superintendent – 3 to 5 year contract
- Shared Superintendent



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Vacancy Options

NJ Requirements for Permanent CSA

- Must possess a School Administrator Certificate or Certificate of Eligibility
- NJ resident within 1 year
- Offer 3 – 5 year contract
- Receive contract approval by the Executive County Superintendent prior to appointment
- Compensation subject to salary cap
 - Merit goals negotiable





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Superintendent Salary Caps

Student Enrollment	Maximum Salary Amount
0 - 749	\$147,794
750 – 2,999	\$168,689
3,000 or more	\$191,584
Other Pay/Stipend Options	
District has high school	\$5,000
Serve in an additional administrative position	\$5,000
Shared with another district	\$15,000
Contractual Agreement – Merit Goals	Up to 14.99% of salary annually
Up to 3 Quantitative goals	Up to 3.33% of salary each
Up to 2 Qualitative goals	Up to 2.5% of salary each
Interim Pay – Divide annual salary by 260 days for daily rate.	


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 **Focus on the Process** 


3 Stages


Preparation
Collection
Selection

Communication is critical throughout the process.



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 **Focus on the Process**
Communication

- Throughout the search, provide clear and ongoing communication of: 
 - Process/timeline
 - Expectations
 - Progress
- Provide stakeholder input opportunities.
- Be upfront about what can and cannot be shared.
- Consider separate section on website.

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Stage 1 - Preparation

- WHO** Selecting a search firm or process
- Where** Scope – statewide, national, internal
- \$** Budget for search process
- When** Developing timeline/calendar
- What?** Selection criteria important to you.
Role of board, staff, community.
- Advertising**



Board Member with Relative employed in the District cannot participate.

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Stage 1 – Preparation

Selecting a Search Firm or Process

- In-house
 - Committee
 - Full Board
 - HR or attorney
- Search firm/consultant
- State association - NJSBA

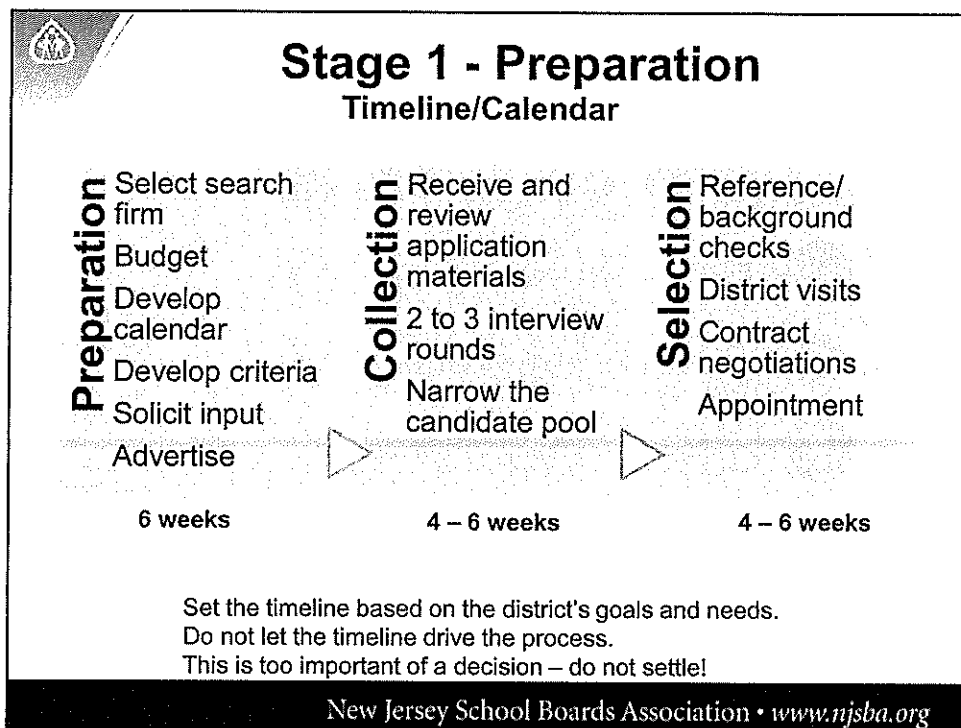
Scope

- New Jersey only
- Northeast region
- National
- Internal

Budget

- | | |
|----------------------------|-------------------------------------|
| • Consultant fees | Approximate:
\$4,000 to \$40,000 |
| • Advertising costs | up to \$5,000 |
| • Travel fees – candidates | \$0 to \$2,000 |
| • Background Checks | \$0 to \$5,000 |

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Stage 1 – Preparation Sample Calendar

Early October	Initial meeting with Board
Mid Oct – early Nov	Stakeholder input
Mid Oct – early Nov	Advertising of search opening
Early November	Deadline for receipt of completed applications
Early - Mid Nov	Consultant reviews applications and weights them based on criteria
Mid November	Consultant reviews applicants with Board. Board selects applicants for first-round Board interview.
Late November	Board conducts first-round interviews. Narrows the pool for 2 nd round.
Early December	Board conducts 2 nd round interviews. Selects 2-3 finalists
Mid December	Board conducts finalist round of interviews. Selects 1 finalist
Late Dec – Mid Jan	Check references, schedule district visits. Begin contract negotiations. Submit contract to County Superintendent for approval.
Late Jan – Early Feb	Board hires and publicly approves new superintendent
April	New superintendent begins work in district, approx. 60 days after appt.

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Stage 1 – Preparation Board’s Input/Criteria

What qualifications/qualities are needed to carry out the **Board’s vision** for the district?

- Professional experience
 - Administrative positions held/# years
 - Teaching experience/# years
 - Types of districts
- Areas of expertise – communication, strategic planning, innovation, special education, etc.
- Leadership/professional qualities
- Education – earned doctorate?



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Stage 1 - Preparation Use of Criteria in Advertisement

Ad Criteria:
Tells the applicants what the district is looking for.

Used by Board and consultant to weight the pool of applicants – meets criteria, exceeds, does not meet.

SUPERINTENDENT
Yourtown, NJ

The Epic Board of Education is seeking an innovative educational leader to serve as Superintendent of Schools. The district's ideal candidate is an engaged and visible leader who is committed to the intellectual growth, character development, and well-being of each student. Epic, a PreK-12 district with a \$25 million budget, is a close-knit community that serves nearly 1,200 students in 3 schools - PreK-4, 5-8, and a 9-12 high school.

Qualifications

- NJ School Administrator Certificate or Certificate of Eligibility required
- 3 years experience as a Superintendent, Principal, or other relevant Central Office positions required
- Special Education supervisory/administrative experience preferred
- Classroom teaching experience required
- Demonstrated strong communication skills

Salary commensurate with education and experience; subject to NJ State regulations.

Position available: July 1

Deadline for receipt of all applications by 5:00 PM, November 1

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Stage 1 – Preparation

Role of Staff and Community

Board is legally charged with hiring but must be **inclusive process** that considers the needs of all of the district's stakeholders.



Confidentiality is key to protecting the integrity of the search.



Criteria from the staff and community **input sessions/surveys** are a resource for determining:



- who will be selected for an interview,
- what interview questions will be asked, and
- who will advance through the interview process.



Stage 1 – Preparation

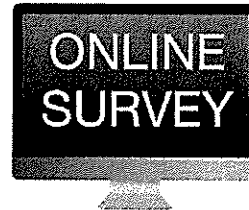
Community/Staff Input

Invest the time to both inform the staff and community and get their input.

Sample In-Person Input Schedule	Sample Input Groups
---------------------------------	---------------------

11:00 am	Parents/Community
1:00 pm	Office Staff
2:00 pm	Administration
3:30 pm	Teaching Staff
6:00 pm	PTA Leaders
7:00 pm	Parents/Community

Recognizing today's busy schedules, consider also using an online survey to gather input.





Stage 1 - Preparation Advertising/Recruitment

- National or statewide?
- Print, digital, or combination?
- State associations' websites
- Colleges
- County offices
- Search consultants' websites
- Recruitment
- Professional organizations



NJSBA Searches:
Our website
Workshop in AC
Database of 600+
Other state
assn websites

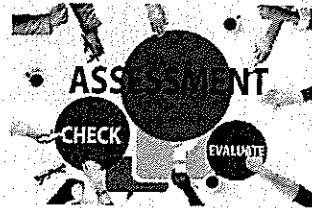


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Stage 2 – Collection/Review

- Application Materials
- Consultant/Board Review of Applicants to Criteria
- Interviews
 - Techniques
 - Questions
- Narrowing the Pool




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Stage 2 – Collection/Review Application Materials

Application	Letter of Interest Resume	Copy of School Administrator Certificate
Transcripts	References	Performance evaluation
Possible materials for consideration	Video	

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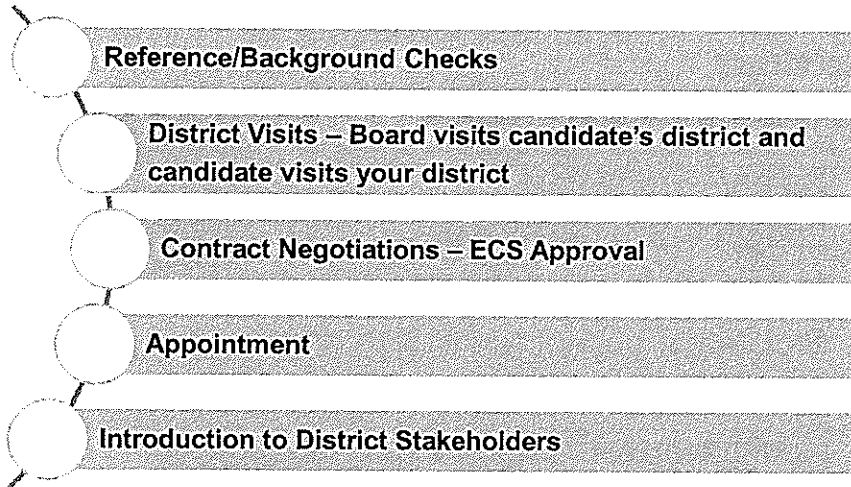
Stage 2 – Collection/Review Interview Rounds

1 st Round	2 nd Round	Finalist Round if Needed
<ul style="list-style-type: none"> • Around 8 – 10 applicants • Brief – 30 to 45 minutes • Structured • Every applicant asked the same questions. • Is this candidate a good fit for your district? 	<ul style="list-style-type: none"> • Around 4 – 5 applicants • Detailed – 60 to 90 minutes • Less structured • Some questions for all applicants and some applicant specific • Is this candidate a finalist? 	<ul style="list-style-type: none"> • 2 - 3 candidates • Detailed – 60 to 90 minutes • May be scenario based or presentation to Board. • Move one candidate forward as finalist for reference checking.

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Stage 3 - Selection



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Stage 3 - Selection

Reference/Background Checks

- Pass the Trash requirements
- Call references provided
- Seek other references on your own – PTA, Education foundation, association president, etc.
- Google
- Hire firm – social media, criminal records, news media, etc.

District Visits

Finalist Tour of your District

Set up a day to have the finalist meet with the administrators, association leaders, PTA/community.

Visit Finalist's District

Send a team to the finalist's current district for a similar experience as above.

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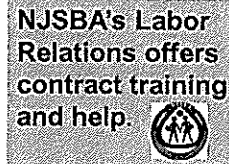


Stage 3 – Selection Contract Negotiations

NSBA & NJASA developed a model contract.

Some negotiable items:

- Salary – up to cap
- Length – 3, 4, or 5 years
- Merit goals
- Sick leave buyout (up to \$15,000), vacation days
- Professional associations/conferences
- Notification for resignation/termination of contract.



Transition



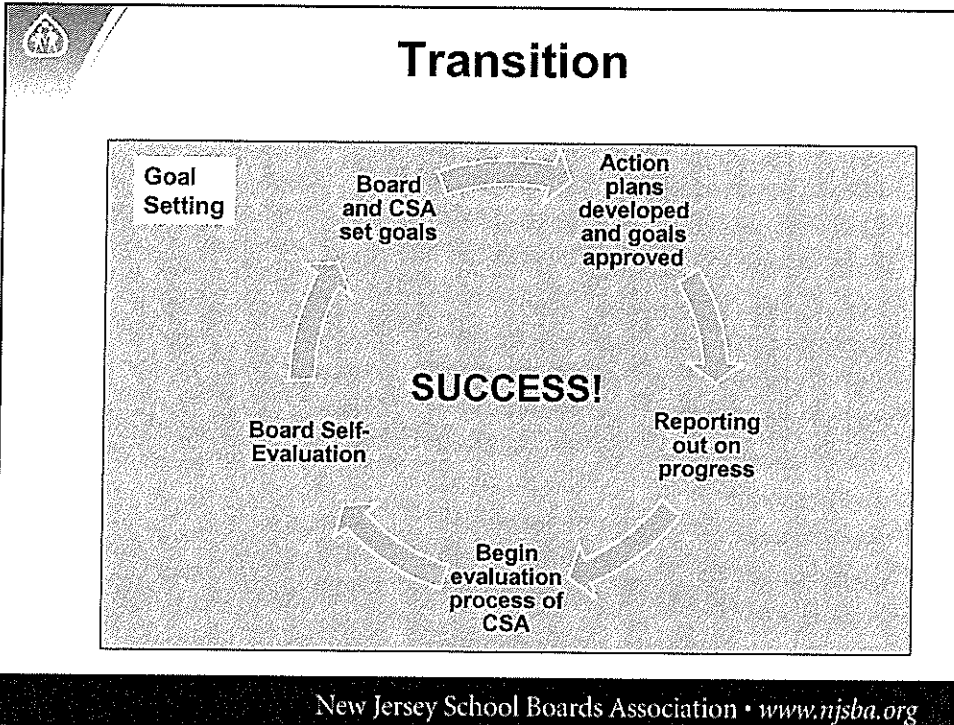
Now that your new superintendent is in place, the Board plays a critical role in paving the way for future success.

- Introduction plan to key stakeholders.
- Communication norms.
- Clarify expectations and roles.
- Shared vision and goals.

Board ⇄ Superintendent Communications


- The Board expects:
- This Superintendent expects:
- Agenda agreements
- Meeting agreements – before, during and after
- Emergency situations
- With community


No surprises!



Hands-on Exercise at your Table

Develop the qualifications to be included in the advertisement for the Epic School District's next superintendent.



- Agree on 5 challenges the Epic School District is facing. Use those challenges to develop the qualifications for an ad.
- Report out your work. 

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