



Supporting boards in the superintendent search process

List of services

Coaching the board to understand the search process

The selection of the superintendent is one of the most important decisions that a school board will make. No matter which search process is used, CSBA's coaching is available throughout any stage of the process to assist boards in navigating the complexities of this critical task.

- Up to five hours of consultation with a search consultant to provide an overview of the search process

Planning the search - details and timeline

This service supports the board in organizing the search and establishing procedures to determine roles and responsibilities.

A CSBA governance consultant will:

- Meet with the board to lay out a tentative timeline and discuss critical events and responsibilities.
- Develop a budget.
- Identify advertisement options.
- Provide support on the "Dos & Don'ts" of interviewing.

Developing the Leadership Profile for the Superintendent

Option one: Involving the community to create the leadership profile

While the board is responsible for selecting the superintendent, most boards seek to understand the community's perceptions, interests

and concerns regarding the district, as well as their ideas for possible criteria in selecting the best possible candidate to lead the district.

A CSBA's governance consultant will:

- Meet with the board to identify the specific leadership qualities desired of superintendent candidates, plus the skills and perspectives necessary for a superintendent to be successful in meeting the unique needs of the district.
- Meet with the board to develop a process for engaging the community in the creation of a leadership profile for the new superintendent.
- Provide district with an invitation template for participation in forums and interviews.
- Conduct forums and meet with individual key stakeholders.
- Consolidate, analyze, and summarize all information collected during the forums.
- Provide the board with a report on perceptions regarding the districts strengths, areas for improvement, future challenges and the personal/professional characteristics desirable in a new superintendent.
- Finalize the leadership profile and review with the board.

Option two: Developing the leadership profile with the board only

A CSBA governance consultant will:

- Meet with the board to identify the specific leadership qualities desired of superintendent candidates, plus the skills and perspectives necessary for a superintendent to be successful in meeting the unique needs of the district.
- Review any community input already received by the board.
- Draft professional/personal qualifications.
- Finalize the leadership profile and review with the board.

Developing the brochure and application

Assist the district in creating an advertisement brochure that highlights the district and the criteria for selecting the incoming superintendent.

A CSBA governance Consultant will:

- Condense all information from the leadership profile and develop a graphic design for the brochure of the position.
- Submit the brochure to the board for approval and adjust as needed.

Developing the interview questions

This service will analyze the leadership profile and community input in order to develop specific interview questions that will identify the candidate who is the best possible match for the district.

A CSBA governance consultant will:

- Assist with developing draft interview questions that address the leadership profile.
- Review draft questions with the board to reflect board priorities and interests.
- Assist the board in developing a process for conducting the interviews.
- Assist the board in developing a process for coming to consensus on top candidates.
- Provide guidance for carrying out a second round of interviews and selecting a finalist.

Screening the applications

Applicants are asked to submit an application package for the board's consideration. During this process each applicant is reviewed for eligibility by evaluating their education, training, experience and credentials based on the leadership profile requirements developed by the board.

A CSBA governance consultant will:

- Review each applicant file and score that candidate against the leadership profile requirements as prioritized by the board.
- Assess strengths of each candidate to help the board identify the best fit for the district.
- Assist the board in selecting the first round interview candidates.

Checking the applicant references

This process is essential to assist the board in finding a candidate who meets their expectations and is a viable and reliable applicant. These reference checks are typically provided for the board's top candidates.

This reference check is not a “background” check which examines criminal history records, sexual offenders lists, motor vehicle records, educational records, professional license verification, credit history, civil cases, Office of Foreign Terrorist, Inspector General Health Care exclusion lists or any other sanctions lists.

A CSBA governance consultant will:

- Meet with the board and advisory committee (if one is used) to discuss the criteria and desired qualifications of the new superintendent.
- Contact the candidates for their self- assessment of experience, leadership style, strengths, weaknesses and interests.
- Contact references listed, as well as other individuals who have experience working with the candidate, to discuss with them the candidate's leadership style, ability to make sound judgments, decision- making style, initiative, human relations/people skills, strengths, weaknesses and other areas the board has identified as a high priority.
- Conduct preliminary verification of credentials and degrees listed on all resumes. *(The district is responsible for completing the final employment process, including verification of academic degrees and credentials, and obtaining a criminal record summary by means authorized by the California Department of Justice).*
- Verify employment history to ensure the accuracy of dates, responsibilities, and titles held.
- Meet with the board to provide an oral report of the reference checks.

Scheduling and conducting interviews

Interviews are the most critical and sensitive aspect of the search process. The interview process provides the board with its first opportunity to meet prospective candidates in person.

A CSBA governance consultant will:

- Assist the board in developing an interview process.
- Provide the board with the “Dos and Don'ts” of interviewing.

- Schedule initial and final interviews with candidates.
- Notify candidates of their status.
- Arrange and attend the interviews with the board.
- Help the board come to consensus on its top selection.
- Provide administrative support, including interview packets, confirmation and regret letters, etc.

If an advisory committee is used, a CSBA governance consultant will also:

- Provide training on interview techniques; “Dos and Don’ts” of interviewing; state and federal employment guidelines; and, an overview of the interview questions.
- Schedule and assist in the interviews with the advisory committee.

Building the governance team

This service will provide the board and the new superintendent an opportunity to meet together and discuss important working relationship issues as the superintendent transitions into his/her new position.

The intent is to foster a culture of collaboration and support between the board and the superintendent and to identify and clarify individual expectations that came out of the hiring process.

A CSBA governance consultant will give a three- hour work session:

The work session topics are:

- A discussion of board and superintendent roles and the productive blending of those roles.
- A discussion and documentation of what the board and the superintendent need from each other and how they can support each other. This is specific to the expectations and interests of each board and superintendent.
- A discussion and documentation of operating protocols around board- superintendent communications and board agenda setting.
- Initial planning for the superintendent evaluation process and timeline.
- Other governance issues of interest to the board and superintendent.