SELECTING A NEW SUPERINTENDENT OF SCHOOLS

Kenmore-Town of Tonawanda
Union Free School District

1500 Colvin Boulevard, Buffalo, New York 14223

Lynn Marie Fusco, Ph.D.
District Superintendent/CEO
Erie 1 BOCES
355 Harlem Road
West Seneca, NY 14224
Ph: 716-821-7001
lfusco@e1b.org
SOME QUESTIONS THAT A BOARD SHOULD THINK ABOUT

1. How do you choose a consultant to help with your search?

2. Do you need an interim superintendent?

3. How do you develop a timeline for your search that is appropriate for your district?

4. What special and specific skills are you looking for in your new superintendent?

5. How do you want to involve your staff, students, and community in the process?

6. What are the terms and conditions of employment that the Board is prepared to offer a new candidate, including such areas as salary, benefits, length of contract and other relevant conditions?
STEPS IN THE SEARCH PROCESS

Choose a search consultant

Identify desired characteristics and qualifications

Determine terms and conditions of employment

Develop and disseminate vacancy notice

Search consultant review of candidates

Board review of applicants

Board interview of 3-6 semi-finalists

Board selection of 2-3 finalists

Day-long interviews of finalists

Selection of finalist

Negotiation of contract

Board appointment
OVERVIEW OF PROCEDURE

1. District superintendent meets with the board of education to discuss the procedure that will be followed in selecting a new chief school officer. At this meeting the district superintendent will discuss with the board the qualities and credentials of the person they would like for a chief school officer. A brochure describing the position, the district and the community will be prepared and sent to the placement bureaus, colleges, universities, and other agencies in order to inform qualified candidates.

2. All letters of application and college and/or university confidential folders and copies of certificates are to be sent to the district superintendent’s office within one or two months of the date of the notice.

3. After all applications are received, each application is carefully reviewed by the district superintendent to see that the applicant possesses a current New York State certificate as school district administrator. Applications will be screened for any irregularities which may disqualify the candidates.

4. The district superintendent will check initial references of candidates whose names may be brought to the board. If the candidate is from a district in New York State, the district superintendent in the supervisory district in which the candidate currently works will be contacted. If the candidate is out of state, contacts will be made with proper school authorities in that state.

5. The district superintendent will meet with the full board and present them with the names of all the candidates and their confidential folders. The list of recommended candidates will also be presented. The board will then review the applications and select candidates they wish to interview.

6. The district superintendent will notify candidates of first-round interviews with the board. The district superintendent will be present during the interviews.

7. As a result of the first-round interviews, the number of candidates will be reduced to two (2) or three (3). These people will be called back for a lengthier second interview. Simultaneous with a second interview, a more extensive check of references on each candidate will be undertaken.

8. Staff and community members are typically involved in the second-round interviews. Representative groups are selected by the board, and asked to meet with candidates. General impressions of candidates’ strengths are sought by the board.

9. It is suggested that after the second round of interviews, a committee of the board with the district superintendent visit the school district of the final candidate, and talk to board members and community people.
10. A contract between the new superintendent and the board will be executed with the review and consent of the district’s attorney.

   a) District superintendent meetings with the board of education, preparation of brochure, announcement of vacancy

   b) Receipt of application materials and screening

   c) Initial interviews

   d) Second interviews

   e) Final selection, appointment and employment

   

<table>
<thead>
<tr>
<th>Approximate Total Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 days</td>
</tr>
<tr>
<td>90 days</td>
</tr>
<tr>
<td>10 days</td>
</tr>
<tr>
<td>10 days</td>
</tr>
<tr>
<td>70 days</td>
</tr>
</tbody>
</table>

   | 190 days               |

11. A successful selection process requires an extraordinary commitment of time and energy on everyone’s part. It is often a time filled with reflection, and a sharing of hope for the future. New relationships are forged.
ACTIVITIES WITH CANDIDATES

Communication with all candidates should be handled through the office of the district superintendent. Applicants should not initiate contact with members of the board of education unless they are specifically invited to do so. The following are among the activities that the District Superintendent will accomplish with the candidates:

Market and encourage suitable candidates to apply.

Receive all credentials and maintain current files on all candidates.

Maintain all correspondence with all candidates.

Interview candidates who have potential for the superintendency.

Act as the contact person with all candidates.

Notify all unsuccessful candidates.

Retain search records for three years.
TERMS AND CONDITIONS OF EMPLOYMENT

SALARY
Assess salaries in component districts
Review salary of current superintendent
Compare salaries in comparable districts also searching

FRINGE BENEFITS
Insurance (life and health)
Transportation
Leave
Continuing education
Other

What fringe benefits do you offer?

CONTRACT LENGTH
Must be between three and five years

STARTING DATE
What is the anticipated starting date?

RESIDENCY
Impact on pool of candidates
Past history of district
Desire of board and community
Availability of house

Will residency be required?
# Draft Time Line for Filling Superintendent Vacancy

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial meeting with the Board of Education</td>
<td></td>
</tr>
<tr>
<td>Content of vacancy announcement finalized</td>
<td></td>
</tr>
<tr>
<td>Vacancy announcement printed and sent out</td>
<td></td>
</tr>
<tr>
<td>Deadline for receipt of applications</td>
<td></td>
</tr>
<tr>
<td>Reference checking, preliminary interviewing, and finalizing list of candidates to be submitted to the Board of Education</td>
<td></td>
</tr>
<tr>
<td>Initial interviews completed by the Board of Education</td>
<td></td>
</tr>
<tr>
<td>Final interviews completed by the Board of Education</td>
<td></td>
</tr>
<tr>
<td>Position offered to successful candidate</td>
<td></td>
</tr>
<tr>
<td>Candidate appointed by the Board of Education</td>
<td></td>
</tr>
<tr>
<td>Successful candidate begins employment</td>
<td></td>
</tr>
</tbody>
</table>
SUPERINTENDENT SEARCH PROCESS

DRAFT FIRST MEETING AGENDA

1. Superintendent search process
   • Initial interviews ... structure and tentative dates
   • Final interviews ... structure and tentative dates
   • Staff and community involvement
   • Community involvement
   • Communications/overview of process with staff

2. Vacancy announcement
   • Application procedures
   • Materials needed
   • Conditions of employment
     salary range
     benefits
     length of contract
     starting date
     residency
   • Development of brochure
   • Advertising

3. Qualifications
   • What are the characteristics that you would prefer?
   • What skills/experiences would you like your new superintendent to have?
   • What are you really looking for your new superintendent to do?

4. Internal candidates

5. Tentative dates for future meetings and interviews

6. Other