SUPERINTENDENT SEARCH PROCESS

A Program of Technical Assistance to Local Boards of Education
The Georgia School Boards Association superintendent search process is designed to allow each Board to individualize the search process for its next superintendent around a framework of leadership competencies that reflect the best practices in educational leadership. The GSBA Superintendent Competency Framework includes nine indicators. The first two (2) indicators address preparation for becoming the School District’s next superintendent. The remaining seven (7) indicators are aligned with the Interstate School Leaders Licensure Consortium (ISLLC) Leadership Standards, a set of nationally recognized criteria that outline what education leaders should know and be able to do. These standards outline foundational principles of education leadership that cut across all grade levels and help improve student achievement and engagement.

**Indicator 1:** Education, Training and Licensure  
**Indicator 2:** Experience  
**Indicator 3:** Vision, Mission and Beliefs  
**Indicator 4:** Leading Learning, Instructional Capacity, Climate and Culture, Continuous Improvement, Assessment and Accountability  
**Indicator 5:** Operations and Management of Organizational Systems  
**Indicator 6:** Collaborating and Communicating with Multiple Stakeholders  
**Indicator 7:** Ethical Principles and Professionalism  
**Indicator 8:** The Education System  
**Indicator 9:** Personal Qualities

This GSBA Superintendent Competency Framework is used to guide all aspects of the search process. Building the process on this framework ensures that the Board has access to best practices and maximum support in the recruitment and selection of their chief executive officer.

Those interested in applying will use GSBA’s online process which is also designed to provide as much information as possible about each candidate for the Board’s consideration. For additional information please visit our website at www.gsba.com.
Benefits to Local Boards Who Use the Georgia School Boards Association Superintendent Search Process

- Uses a process proven in approximately 200 previous searches implemented by professionals with years of experience in this area;

- Utilizes the GSBA website to post the vacancy announcement and to link applicants to our online application process;

- Utilizes the GSBA website to provide the status of the search to employees and the community;

- Depends on GSBA to handle all details of the search such as:
  - Design and distribution of the vacancy announcement
  - Receipt of applications via our online process
  - Screening of applications (or applicants)
  - All contact/scheduling with candidates prior to interviews
  - Conducting reference checks on appropriate candidates

- Ensures that every decision is made by the local board prior to, during and after the search; GSBA merely carries out the decisions of the board such as which candidates to interview, dates and times of interviews, employment date, etc.;

- Provides training on interviewing, if requested;

- Provides the local board with interview assistance, if they choose;

- Harben, Hartley and Hawkins, LLC. Georgia’s generally acknowledged experts in school law, serves as a resource to GSBA if any legal questions regarding the search should arise;

- Notifies candidates of the local board’s employment
Superintendent Search Pre-Search Activities

It is suggested that the board consider the following in preparation for the superintendent search:

- Review legal aspects on recruiting and employing a superintendent
- Review local policy on recruiting and employing a superintendent
- Assess strengths and weaknesses of the school district that the new superintendent will be expected to address
- Determine community involvement related to community’s expectations
- Make pre-search decisions:
  ✓ Who will lead the search, internal or external
  ✓ Role of individual board members
  ✓ Budget considerations
    · Budget for the search
    · Rough outline of financial package for discussion with applicants
  ✓ Will there be a need for an “interim superintendent”
- Establish criteria/qualifications
- Announce vacancy
  ✓ Online in EdWeek & K12 Jobspot
  ✓ State & National Advertising
  ✓ GSBA Database of Candidates
  ✓ Colleges
  ✓ All GA Superintendents and Board Chairs
  ✓ GSBA & GSSA Websites
  ✓ NSBA, AASA & NASS Connections
- Review Non-discrimination Requirements
  ✓ Equal opportunity in constitutionally protected categories
- Public Right to Know
  ✓ Review open meetings/open records requirements
  ✓ Make available all documents concerning as many as three persons under consideration whom the agency has determined to be the best qualified for the position
O.C.G.A. 50-14-3

(2) Meetings when discussing or deliberating upon the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of a public officer or employee or interviewing applicants for the position of the executive head of an agency. This exception shall not apply to the receipt of evidence or when hearing an argument on personnel matters, including whether to impose disciplinary action or dismiss a public officer or employee or when considering or discussing matters of policy regarding the employment or hiring practices of the agency. The vote on any matter covered by this paragraph shall be taken in public and minutes of the meeting as provided in this chapter shall be made available. Meetings by an agency to discuss or take action on the filling of a vacancy in the membership of the agency itself shall at all times be open to the public as provided in this chapter;

O.C.G.A. 50-18-72

.....at least 14 calendar days prior to the meeting at which final action or vote is to be taken on the position of executive head of an agency.....all documents concerning as many as three persons under consideration whom the agency has determined to be the best qualified for the position shall be subject to inspection and copying. Prior to the release of these documents, an agency may allow a person to decline being considered further for the position rather than have documents pertaining to such person released . In that event, the agency shall release the documents of the next most qualified person under consideration who does not decline the position. If an agency has conducted its hiring or appointment process without conducting interviews or discussing or deliberating in executive session in a manner otherwise consistent with Chapter 14 of this title, it shall not be required to delay final action on the position. The agency shall not be required to release such records of other applicants or persons under consideration, except at the request of such person. Upon request, the hiring agency shall furnish the number of applicants and the composition of the list by such factors as race and sex. The agency shall not be allowed to avoid the provisions of this paragraph by the employment of a private person or agency to assist with the search or application process;
1. Establish criteria (BOE working with GSBA)

The Georgia School Boards Association assists the local board in establishing the criteria for recruiting and selecting a superintendent. Where local boards determine the need for public input in establishing those criteria, GSBA assists in designing effective processes for seeking that input. GSBA has also developed written instruments that assist the local board in establishing the criteria for recruitment and selection of the superintendent.

2. Establish timeline (BOE working with GSBA)

The extensive experience of GSBA in conducting superintendent searches provides a basis for the Association to assist local boards in establishing a reasonable and effective time schedule for conducting and completing the search for a superintendent.

3. Develop and distribute announcements (GSBA)

GSBA prepares attractive vacancy announcements which can be distributed via printed brochures and/or electronic means. We have an expansive network of educational partners, interested candidates, and national publications that has proven to be effective in attracting outstanding applicants for the position of superintendent. The reputation of GSBA and its success in matching the needs of school districts with the qualifications of professional educators who seek the superintendency makes the GSBA search process attractive to those who desire to seek the superintendent position.

4. Respond to requests for information (GSBA)

GSBA responds to all nominations and requests for information and/or application materials. This aspect of the search process relieves the local board of extensive detailed work and maintains the local board’s position of objectivity in the search process.
GSBA Superintendent Search
Steps and Responsibilities

5. Receive applications (GSBA)

GSBA now uses an online application process linked to our website. This helps ensure a complete application in compliance with established application procedures.

6. Review applications (GSBA)

Our online application process ensures a complete application. In addition, GSBA conducts a thorough evaluation of the applications using the criteria established by the local board. GSBA uses an external committee of educational professionals employed by GSBA for that purpose.

7. Conduct reference checks on top candidates (GSBA)

GSBA conducts reference checks on all applicants that in the above evaluation process have been identified as being outstanding applicants.

8. Meet with BOE to review applications (GSBA)

The GSBA staff meets with the local board to present the applications and make a complete report of the results of the evaluation and reference check process.
GSBA Superintendent Search
Steps and Responsibilities

9. Prepare BOE for interviews (GSBA)
The GSBA staff assists the local board in preparing to interview the applicants selected by the board. The local board is provided with a list of thought-provoking questions that align with the qualifications identified by the board. Information is also provided to the board about the kinds of questions that are improper in an interview.

10. Board selects candidates for interview (BOE)
GSBA provides assistance to the local board and suggestions for alternative procedures for selecting candidates for interview. It is the role of the board to make the selection of persons to be interviewed.

11. Schedule interviews with the BOE (GSBA)
GSBA will contact the applicants selected for interview by the local board and schedule the interviews for the time and place established by the board. The GSBA staff assists the board in establishing a design for the interviews and in preparing board members for the interviews.

12. Interviews (BOE with GSBA assistance)
GSBA will provide a staff member on site to facilitate the interviews. Facilitation may consist of any or all of the following as determined by the board:
- Hosting the interviewees at the interview site;
- Moderating the interviews
- Handling requests and/or questions that may be addressed to the facilitator by members of the board
- Other procedural assistance as requested by the board.
13. BOE selects candidate/s for second interview (BOE)
It is not unusual for the board to request final candidates to return for a second interview. GSBA will assist the board in scheduling those second interviews.

Georgia law requires that at least 14 days prior to appointing a superintendent the Board of Education must release the information they have about as many as three candidates who are being considered. Boards normally begin that 14 day countdown by releasing appropriate applications and bio-information when the search is narrowed to three or fewer candidates. The board can vote on the appointment at any time after the 14 day period.

15. (Optional) BOE committee visits school district of candidate/s
At the request of the board, GSBA will assist the local board in identifying appropriate persons that should or might be contacted during a site visit by the board to the home community of a final applicant.

16. Selection of the superintendent (BOE)
Only the board should participate in the final selection of a superintendent. The GSBA will provide the board with information about items that should be discussed with the final candidate and/or possibly included in the contractual arrangements.

17. Letters to those applicants not chosen for the position (GSBA)
This is done only after the authorization is given by the board.
**Superintendent Search**  
**Sample Time Table**

<table>
<thead>
<tr>
<th>Step</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>From contract to completion</td>
<td>3 – 4 weeks</td>
</tr>
<tr>
<td>Online applications accepted</td>
<td>4 – 6 weeks</td>
</tr>
<tr>
<td>Review of applications and reference checks</td>
<td>2 – 3 weeks</td>
</tr>
<tr>
<td>Meet with BOE</td>
<td>5 – 10 days</td>
</tr>
<tr>
<td>Interviews</td>
<td>4 weeks</td>
</tr>
<tr>
<td>Appointment of Superintendent</td>
<td></td>
</tr>
<tr>
<td>Superintendent’s reporting date</td>
<td>Negotiated</td>
</tr>
</tbody>
</table>

*At least 14 days prior to the meeting at which final action or vote is to be taken on the position of superintendent, all documents concerning as many as three persons under consideration whom the board has determined to be the most qualified for the position shall be subject to inspection and copying. The board can vote on the appointment at any time after the 14 day period.*
Information Needed for the Superintendent Search Announcement

- School District Information
  - School District Enrollment
  - Number of Schools
    - Elementary
    - Middle
    - High
    - Other
  - School District Budget
  - Total Staff
    - Professional
    - Classified

- Board Member Information
  (include years of service)

- Chamber of Commerce Information About the Community

- School District Public Relations Material

- Logo file (for use in announcement, if desired)

- Anything else pertinent about the school district or community the board wants to emphasize.