



Superintendent Search Overview

Kent County Board of Education

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Plan and execute a search process that is thoughtful, responsive, and fair

Minimize the possibility of legal challenges as a result of procedural flaws

Identify the best leader for your school system

Phases of the Superintendent Search

- I. Planning the Search
- II. Advertising & Recruiting
- III. Screening & Selecting a Candidate
- IV. Appointing a New Superintendent

Phase I: Planning the Search

Questions to discuss with the Consultant:

Experience:

- Number of successful searches conducted
- Maryland experience
- Consultant's background and experience
- Same-size district experience
- Current searches

Expense:

- Base fee
- Additional expenses
- Billing procedure

Questions to Discuss with the Consultant:

Procedure:

Search process & timeline

Responsibilities:

Consultant vs. Board and/or Staff duties

Contract:

Signed with advice of board attorney

Phase I: Planning the Search

- Choose a consultant
- Establish the overall timeline
- Establish confidentiality protocols
- Identify the Board's spokesperson
- Develop a plan for stakeholder input
- Establish candidate criteria
- Identify desirable characteristics in a new Superintendent

Phase II: Advertising & Recruiting

- Develop materials:
 - Advertisement (school district staff), brochure/flyer (school district staff), website and internet materials (school district staff), application form (MABE)
- Make brochure/flyer and application available to interested applicants and on appropriate websites (school district and MABE)
- Advertise through:
 - Local press releases
 - National search media
 - Social Media
 - Local school district and MABE websites
 - Professional association websites

Phase II: Advertising & Recruiting

The brochure/flyer and website should:

- Showcase your district!
- Describe community demographics
- Provide an overview of the district and its outstanding features
- List the criteria and characteristics to be used in the selection process
- Describe the selection process
- Outline the timeline for the selection process

Phase III: Screening & Selecting Candidates

There are two paths to certification to be a county superintendent established in COMAR

State Certification – COMAR Sec. 13a.12.04.03. Superintendents (Last Updated: April 6, 2021)

Traditional Certification

(3) Education Requirements for Traditional Certification. The applicant shall have:

(a) A master's degree from an IHE; and

(b) Have completed one of the following:

(i) An MSDE-approved program which leads to certification as a superintendent to include course work covering public school administration, supervision, and methods of teaching;

(ii) A program offered by an IHE leading to certification as a superintendent in the state in which the institution is located to include course work covering public school administration, supervision, and methods of teaching; or

(iii) 60 semester hours of graduate course work, including a minimum of 24 semester hours in education administration taken at an IHE, to include public school administration, supervision, and methods of teaching. Graduate course work earned under §B(3)(a) of this regulation may be applied toward the 60 required semester hours.

(4) Experience Requirements for Traditional Certification. The applicant shall have:

(a) 27 months of satisfactory teaching performance or satisfactory performance as a certified specialist as defined in COMAR 13A.12.03 in a PreK-12 setting; and

(b) 24 months of satisfactory administrative or supervisory experience in a PreK-12 setting.

State Certification – COMAR Sec. 13a.12.04.03. Superintendents (Last Updated: April 6, 2021)

Reciprocal Certification

(5) Requirements for Reciprocal Certification. A superintendent who enters Maryland from another state may obtain a Superintendent II certification if that individual:

- (a) Holds a valid professional state certificate in a like or comparable area;
- (b) Presents verification of at least 36 months of satisfactory performance as a superintendent during the past 7 years; and
- (c) Presents verification of 2 years of graduate work at an IHE to include course work covering public school administration, supervision, and methods of teaching

- Review & rank applications based on established criteria and characteristics
- Identify candidates for first-round interview
- Agree on interview questions
- Conduct first-round interviews

Phase III: Screening & Selecting Candidates

- Based on first-round interviews, identify candidates for second (open-ended) interviews if desired
- Perform deeper reference and background checks, maintaining candidate confidentiality
- Establish an interview schedule
- Conduct second round interviews

Phase III: Screening & Selecting Candidates

- Based on interviews, identify and announce finalists
- Schedule each finalist for a stakeholder meeting(s) and final meeting with the board
- Complete additional reference, internet and background checks
- Schedule site visits if desired
- Review all finalist materials and rank order them
- Select and contact the top candidate
- Contact state superintendent for approval of candidate which will initiate a conversation between the candidate and the state superintendent

Phase IV: Appointing the New Superintendent

- Negotiate with the top candidate using parameters established by the Board (Board attorney?)
- Meet in public session to formalize the appointment
- Create press release and other notification of appointment
- Execute the formal contract with advice of counsel

Timeline

Phase/Activities	Who is Involved	Time
I. Planning <ul style="list-style-type: none"> ● Selecting a firm ● Developing Characteristics and Criteria 	<ul style="list-style-type: none"> - Board - Stakeholder Survey - Consultants 	1-2 months
II. Recruiting <ul style="list-style-type: none"> ● Application ● Brochure/Flyer ● Advertise 	<ul style="list-style-type: none"> - Board - PIO - Consultants 	1-2 months
III. Screening and Selecting <ul style="list-style-type: none"> ● Review/rank applicants ● Interviews (1, 2, 3)/references ● Focus Groups 	<ul style="list-style-type: none"> - Board - Stakeholder Input - PIO - Consultants 	2-3 months
IV. Appointing <ul style="list-style-type: none"> ● Negotiate ● Public Appointment 	<ul style="list-style-type: none"> - Board - Board Attorney - PIO - State Superintendent - Consultants 	No later than _____

Elements of a Successful Search

The Board's Role in Controlling the Process

- Maintaining Confidentiality
- Choosing the Consultant
- Establishing Parameters (timeline, criteria, characteristics)
- Public Relations
 - Board spokesperson
 - stakeholder involvement
 - transparency
- Candidate Applications
 - Custodial Responsibility
 - Board Member Access
 - Selecting Candidates for Interviews

Key Points to Remember

- The Board controls the process
- The Board must be aware of all consultant costs (the basic fee and all added expenses)
- The Board has the right to see all applications

Stakeholder and consultant involvement *informs* the Board's deliberations but ultimately the Board is responsible for *all* decisions

Confidentiality is crucial to ensure a smooth transition and a successful start for a new Superintendent



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