STEPS IN THE SUPERINTENDENT SEARCH PROCESS

Following is a general outline of the components of the superintendent search process as facilitated by MASC.

STEP 1 GENERAL CONSULTATION: TIMELINE/ANNOUNCEMENT/QUALIFICATIONS AND SALARY

During the initial visit with the School Committee or designated sub-committee, the MASC consultant will discuss options with the Committee. This is your search, and you will set the parameters. Decisions concerning the scope of the search, the process, the qualifications for your new superintendent, and your vision for how this individual will move the district forward are driven by you. Items that will be discussed and decided in early meetings include:

- Assessment of the search environment;
- Analysis of the district's needs and goals;
- Setting a timeline for the search;
- Defining the scope of the search, superintendent qualifications, and community and staff involvement, including the use of a preliminary screening committee;
- Decision whether to engage in community/school district focus groups and/or electronic survey to elicit community feedback;
- Review of the requirements of the public records and open meeting statutes;
- Contractual details and other concerns the Committee may wish to address.

STEP 2 COMMUNITY ENGAGEMENT: FOCUS GROUPS AND ONLINE SURVEY

If the Committee elects to hold focus groups and/or conduct an online survey, the MASC consultant will oversee the posting of the survey and act as interviewer and facilitator at the various focus groups. The intent of the survey and focus groups is to gather perceptions of district administration and staff personnel as well as students, parents and other members of the Berlin-Boylston community regarding the current state of the district, hopes for the future, and the characteristics and skills to be sought in a new superintendent. The number of focus groups, times, and locations will be determined in consultation with the School Committee to ensure that all stakeholder groups are provided the opportunity to voice opinions in this important decision. The online survey provides an additional opportunity for all stakeholders to provide input. The consultant will provide a report to the Committee summarizing the findings from the focus group sessions as well as the online survey. The Committee can use this information to develop a comprehensive "profile" of its next superintendent and identify the specific qualifications and professional attributes that applicants should possess.

STEP 3 ANNOUNCEMENT OF VACANCY

MASC is in an excellent position to announce the vacancy nationwide in accordance with the timeline established by the Committee. The network of organizations and services MASC will contact via first class mail/email/social media and other online postings include:

- More than 900 sitting superintendents and assistant superintendents on our distribution list;
- All state school board associations and state superintendent associations;
- National Affiliation of Superintendent Searchers (NASS);
- Placement offices at colleges and universities that offer advanced degree programs in school administration;
- Posting on the MASC and Massachusetts Association of School Superintendents (MASS) websites.

In addition, the Committee may wish to advertise in Education Week, a national biweekly publication devoted entirely to education, and/or in other local and regional newspapers. The costs of doing so vary considerably, with Education Week ads averaging $3500. Your MASC consultant will work with the Committee to develop the language of the vacancy notice regardless of whether it will be a print or an online announcement.

STEP 4 DEVELOPMENT AND DISTRIBUTION OF BROCHURE AND APPLICATION MATERIALS

Concurrent with the announcement of the vacancy, the consultant will work with the Committee to develop application materials and a brochure describing the position. MASC will design and produce the brochure and application (with the Committee's approval) and distribute these electronically and via first class mail to the organizations listed above and individuals who express an interest in the position.

STEP 5 COLLECT AND REVIEW APPLICATIONS/SELECTION OF SEMI-FINALISTS

MASC will collect and process all the application materials submitted. This includes following up with applicants to ensure that submissions are complete. When the application deadline has closed, MASC assembles a team to review materials submitted by all applicants in order to identify candidates who meet the School Committee's criteria. The MASC consultant can, if the Committee desires, prepare a list of the applicants who may be the best fit/match for the district and will submit this list and the related application materials to the members of the Screening Committee. If the School Committee has chosen to have the Screening Committee conduct the applicant screening themselves, MASC will deliver all the applications submitted to the Screening Committee immediately following the closing date. Once the Screening Committee has selected the individuals they wish to interview as semi-finalists, MASC will notify those

individuals to set up interviews and also notify the unsuccessful applicants. MASC will also verify references of the selected applicants and perform a limited background inquiry.

STEP 6 INTERVIEW PREPARATION/SEMI-FINALIST INTERVIEWS

In addition to establishing the interview schedule, the MASC consultant will meet with the Screening Committee to orient members regarding their role and responsibilities, and the requirements of the Open Meeting Law and Conflict of Interest Law that apply to the Screening Committee. The consultant will also discuss the interview process and assist in selecting and developing questions. MASC will prepare the interview materials and attend all the interviews. Following the interviews and the selection by the Screening Committee of the finalist candidates, MASC will notify the semi-finalists who were not moved forward, and schedule interview schedules for the finalists. The consultant will ensure that the School Committee receives all the finalists' application materials and MASC will be present when finalists are announced to review the timeline and next steps and answer any questions from the School Committee.

STEP 7 FINALIST SITE VISITS AND INTERVIEWS

As the Committee enters the final phase of the search, the consultant will work with a designated central office staff member to organize candidate site visits to the district, and will coordinate with the candidate and the School Committee to schedule visits to the finalists' districts. Prior to the interviews, the consultant will review the finalist applications with the School Committee, assist with finalist question development and produce those interview materials. The consultant will attend all the finalist interviews and facilitate the selection deliberation session, if asked. When the Committee has finalized their selection of the new superintendent, MASC will notify the successful candidate and those not selected. The Committee will most likely want to involve legal counsel in the subsequent contract discussions; however MASC is available to support the Committee during negotiations for the new contract and to provide resources as needed and appropriate.

STEP 8 FOLLOW-UP

After the Superintendent has had the opportunity to acclimate to the new position, MASC is available to conduct a workshop for the Committee, the Superintendent, and others selected for participation by the School Committee. This session would focus on the roles and responsibilities of the Committee and the administration as well as any other issues the Committee might wish to address. The workshop will be scheduled at the convenience of the Superintendent, the School Committee and other members of the administration. MASC will work with the Berlin-Boylston School Committee and the new superintendent to ensure that an ongoing successful professional culture and relationship. This commitment is ongoing from year to year.

Should the individual retained as superintendent fail to complete two years of service in the district, MASC will assume responsibilities of re-instituting the search process at no additional charge to the School Committee.