

Superintendent Search Information

*Cost Proposal*

*and*

*Alternative – No Cost Services*

*(Attached in Separate Sealed Envelope)*

for the

Arlington School Committee

Submitted by

Massachusetts Association of School  
Committees

February 10, 2020

## **INTRODUCTION**

This is the response to the invitation to present a proposal to the Arlington School Committee for consulting services for a superintendent search.

Please note that MASC welcomes the opportunity to provide the Arlington School Committee with a presentation on the overall scope of issues related to a superintendent search and respond to the School Committee's questions in order to prepare for the process.

In addition, should the School Committee elect to conduct its own search, MASC also provides extensive and invaluable services to our member school districts without any fee, helping to ensure a complete, competent, and successful search.

## **MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES**

The Massachusetts Association of School Committees (MASC) submits this proposal. MASC is located at One McKinley Square, Boston, MA 02109. For the purposes of this proposal, the lead search consultants will be Executive Director Glenn Koocher assisted by Kathleen Kelly. Mr. Koocher will personally manage all aspects of the search process and will, subject to unavoidable schedule conflicts, be present during the focus group sessions, meetings, interviews, and all other sessions related to the search. In addition, they will be available to the school committee or search committee at any time.

MASC has managed a number of recent superintendent searches. MASC has considerable experience supporting school districts engaged in searches. Mr. Gilbert and Mr. Koocher can be reached at or through the following:

Phone:           617-733-0497 (Koocher Cell);  
                      617-899-2064 (Kelly Cell)  
                      617-523-8454 (Boston Office)

MASC Fax:      617-742-4125

E-Mail: [gtkoocher@masc.org](mailto:gtkoocher@masc.org)   [kkelly@masc.org](mailto:kkelly@masc.org)

All MASC Field Staff can be reached through the Boston Office or via cell phone. The MASC web site provides an updated list of all staff cell phone contact numbers should you wish to contact them at any time.

# **PROPOSAL FOR SUPERINTENDENT SEARCH CONSULTING SERVICES**

## **I. INTRODUCTION**

The Massachusetts Association of School Committees is pleased to have the opportunity to present a proposal for its search services to the School Committee.

The cumulative experience of sixty years served on School Committees by MASC staff together with the expertise of professionals in educational administration will be available to address the needs of your community and your schools as you seek a Superintendent of Schools.

MASC has designed its Search Service to offer maximum flexibility to the Committee and to ensure that the Committee has full management of the decision-making process. MASC does the "legwork" associated with the search so the Superintendent Search Committee and School Committee can concentrate on the most critical steps in the search: interviewing the most qualified applicants and selecting the next Superintendent.

## **II. MASC SEARCH SERVICES**

MASC is prepared to fulfill every requirement specified in the request for proposals, meeting or exceeding all requirements<sup>1</sup>

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- a. Search Committee Orientation. MASC provides an extensive search committee briefing (outline attached).
- b. Focus Groups. MASC, at the discretion of the School Committee, will conduct focus groups at each school level (often at each school), and holds separate meetings with community stakeholders, teachers, administrators, and central office personnel.
- c. As an option or in addition to focus groups, we have the electronic survey capacity to identify community issues and priorities.
- d. Focus Group Summaries. MASC will compile focus group or survey report summaries as requested to help School Committee get a good sense of needs, priorities and stakeholder opinion. Samples are available upon request.
- e. Developing Leadership Criteria. MASC works with the School Committee to take the results of the focus group and to meld them with the board's priorities to develop leadership criteria. MASC is part of the MA DoE Leadership Project and has access to several samples as well.
- f. Profiles and Realistic Candidate Qualifications. MASC has many models and has demonstrated a well established capability of defining candidate qualifications in collaboration with the School Committee.
- g. Competitive Salary Ranges. MASC provides each member with an up to date statewide salary survey. In addition, we have other resources related to contracting and other compensation benefits.
- h. Recommended Budget. MASC has submitted to your School Committee its comprehensive guide to superintendent searching that gives a full perspective on the search process and potential costs and all aspects of superintendent searching.
- i. Reference Checking. MASC assists districts with reference checks or works with the School Committee to conduct reference checking as directed. We also have resources for reference checking and site visits.
- j. Question Development. MASC shares its resources and guides to question development and has several dozen

Each step of the search process for your next Superintendent must be carefully planned to meet the needs and expectations of the Superintendent Search Committee. Generally, the MASC Search Service consists of the following elements:

#### **A. General Consultation**

During the initial visit with the Superintendent Search Committee, the MASC consultant will discuss options with the Committee and explain the MASC Search Service in detail. Specific items to be covered at that time include:

- A vision of the school committee as it begins its search to set guidelines for all phases of the search, including:
  - Assessment of the search environment.
  - Analysis of the district needs and goals.
- Planning a timetable;
- Defining the scope of the search, superintendent qualifications, community and staff involvement, including use of a Search Committee;
- Requirements of the public records and open meeting statutes;
- Requirements for certification in Massachusetts;
- Contractual details and other concerns that the Committee wishes to address.
- Assisting in the public information component of your search.

Throughout the search, the MASC staff consultant will provide regular updates on the progress of the search and will be available at all times to provide general consultation and answer questions.

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models of questions from which the search committee or school committee can craft its questions.

- k. Resume Screening. MASC will train the search committee or school committee to screen resumes and assist them in doing so. In addition, we will review and screen candidates and provide a recommended list of initial candidates for screening and interview at the discretion of the search or school committee.
- k. Recommending Finalists. MASC will guide the search committee or school committee in identifying its finalists.
- l. Verifying Credentials. This is a routine part of the application process. In addition, credentials must be thoroughly verified prior to the finalist stage.
- m. Background Checks. MASC conducts thorough background checks as a routine part of a search process.
- n. Attend First and Last Interview Sessions. It is generally expected that the search consultant will attend all interview sessions, acting as a liaison between the candidates and the committee(s).
- o. Establish Contract Parameters. MASC provides not only on site guidance and technical assistance, but has a resource document with an inventory of items that may be included in a contract proposal.

## **B. Announcement of Vacancy**

MASC is in an excellent position to announce the vacancy nationwide. The network of organizations and services that MASC will contact via first class mail and/or web site postings to announce the vacancy includes, but is not limited to:

- More than 900 superintendents and assistant superintendents on our distribution lists.
- Vocational and technical school administrators.
- All state school boards associations and state superintendent associations.
- National School Boards Association.
- National Association of Superintendent Searchers.
- College and university placement offices that offer advanced degree programs in educationally related fields.
- Announcements in MASC and MASS publications.

In addition, the Committee may wish to place advertisements in local or regional newspapers and other publications such as Education Week and local and regional outlets.

Working with the Committee, MASC will develop, design and print an application form and a brochure to advertise the vacancy and outline application procedures. Copies of the brochure and the application form will be sent to all the organizations listed above and to all persons who indicate an interest in applying for the position. Copies of all such materials will be available to the Committee.

## **C. Recruitment**

MASC will recruit candidates actively through its network of professional associations, academic institutions, colleges and universities, personal contacts, media, and advertising in addition to responding to candidate inquiries. Complete packages of information about the search will be distributed to a list that can be extended to more than 1,200 members of the professional educational community. In addition, MASC will work with the School Committee to develop the advertisement copy and promotional information as noted above and below.

All candidates are provided with information to reach the search consultant at any time, including cell and home phone numbers.

## **D. Application Processing**

Each person who inquires about the position will receive an application form, a brochure indicating the qualifications required for the position and providing information about the community and the school system, and a document listing the requirements for Massachusetts's certification as a superintendent.

A complete application file includes the following:

- A completed application form

- An up-to-date resume
- A copy of the applicant's Massachusetts certification for the position of superintendent or evidence that the applicant is eligible for Massachusetts certification and has an application on file with the Department of Education. ***These documents must be received by MASC or be postmarked on or before the announced deadline.***
- A university placement file or other transcript, credit and degree documentation;
- Three current letters of reference.

Files of all applicants to be interviewed by the Committee will be provided to the Committee for use during the interviewing and reference-checking process. Throughout the application process, the Committee will be updated regularly.

### **III. COMMUNITY AND STAFF INVOLVEMENT**

If the Committee is interested in involving staff and the community in recommending the qualities and strengths that the Committee should seek in a new superintendent, the consultant will discuss with the Committee the form that such involvement might take and the extent of the consultant's participation in this phase of the search.

MASC will conduct focus groups for faculty, parents, students, the other community stakeholders and the public at large and compile a report to help guide the process, define the credentials and profile of your next superintendent, and identify the priorities of the people who will work with your new leader.

In addition, MASC has the capacity to offer community members an opportunity to respond electronically via an on-line survey instrument which has often been preferable to live focus groups.

MASC will also orient the School Committee and/or the Search Committee to the full extent of their responsibilities and with detailed presentations on their roles.

### **IV. SCREENING PROCESS: SELECTION OF SEMI-FINALISTS**

MASC will screen candidates and rate them and may call upon a screening committee composed of two persons selected from a cadre of qualified professionals and the MASC lead consultant. They will screen the applications based upon the criteria determined by the Committee and recommend candidates for further screening and an initial interview by the Search Committee or School Committee. The consultant will deliver the files of those selected as semi-finalists to the appropriate Committee, notify the unsuccessful applicants, and will attend all interviews if it is the wish of the Committee that MASC do so. (It is generally expected and anticipated that the search consultant will attend all interviews and screening sessions.)

Should a search committee be used, following the initial interview, the consultant will present the names and files of those selected as finalists to the School Committee.

Prior to the finalist interviews, the consultant will meet with the Committee to establish an interview schedule, to discuss the interview process and to assist in selecting and developing questions.

## **V. THE FINAL SELECTION**

Following selection of the finalists, the consultant will notify those semi-finalists who were not selected and will schedule finalists' interviews.

The consultant will assist the Committee at its discretion in in-depth reference checks and with the scheduling of visits to the finalists' communities. MASC has special resource material for the reference checking process.

The consultant will notify the successful applicant and the unsuccessful finalists.

The Committee will probably wish to involve its legal counsel in contract discussions. However, MASC will also assist in contract negotiations with the prospective superintendent and provide resources to the Superintendent Search Committee and School Committee as their needs require.

## **VI. FOLLOW-UP**

After the Superintendent has had the opportunity to become acclimated to his/her new situation, MASC will be available to conduct a workshop for the Committee, the Superintendent and those administrators selected for participation by the Committee. This session deals with the Roles and Responsibilities of the Committee and the Administration and with other issues that the Committee might wish to address. The workshop will be scheduled at the convenience of the Superintendent School Committee and Administration.

MASC will work with the School Committee and superintendent as part of your association membership to engage in professional development, support, and resource network to ensure that your superintendent becomes a successful leader. This commitment is ongoing from year to year.

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

**VII. COST PROPOSAL - Provided Separately**

## **WHY SHOULD MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEE MEMBERS RETAIN MASC AS THEIR SEARCH CONSULTANT?**

MASC prioritizes “customer service” to its members. That means:

- MASC has worked collaboratively and successfully with vocational and technical school districts.
- You always have fast and direct access to your MASC staff (including office, e-mail, cell phone, and home phone information).
- The search is adapted to meet your requirements and preferences. You get the search services you want, and not the search process someone has decided you should have.
- You will know your search consultant because they’re full-time employees of MASC and work with you throughout the year.
- MASC staff are “in the building” with you at every phase of the search, including working with the search committee, question development, resume screening, all interviews, and, subject to the desire of the school committee, deliberations.
- MASC has extensive and invaluable resource materials to assist you in every phase of your search including: selecting and orienting your search committee, recruiting, question development, parliamentary procedures, processes for candidate screening, site visiting, formally electing a superintendent, and transitioning.

MASC serves your search committee in the same way with a successful track record of orientating and supporting this group to help you find the best candidates.

MASC is your association and represents you, your district, and your interests.

Our search staff have all served on School Committees and understand how board members relate to the search process. While we recruit actively and welcome respectfully all candidates for your superintendency, each MASC search generates a fresh and independently recruited group. We do not maintain a “stable” of candidates whom we impose on School Committees, nor do we exclude candidates who are outside our circle of contacts. Many interested candidates maintain active contact with MASC throughout the year.

- MASC’s panel of reviewers also includes respected and experienced educators who can assist you in screening candidates. However, the School Committee (and search committee) have access to all applications and support materials at all times to ensure that you will have final say on their decisions.

MASC has been conducting successful superintendent searches for more than 35 years.

We work directly with most of the state's School Committees and superintendents and collaborate with the National School Boards Association and the National Association of Superintendent Searchers (MASC's staff are all active members of NASS.)

- MASC works with you to analyze your needs, conduct community focus groups, and develop a report to help you determine the best process, credentials, background, and candidate profile for your superintendency.
- MASC has a track record of recruiting superior candidates to meet your school system's needs so you can hire the kind of superintendent you want, not the candidate someone has decided you should have.

When your search is concluded, MASC continues to serve you as it has since 1947.

We don't disappear when the new superintendent is hired, nor do we use the search process as a vehicle to generate subsequent consulting services. MASC works with you and your new superintendent to ensure the success of the search process and the continued success of your School Committee and school district.

MASC has the resources in-house to assist you and to help manage expenses:

The success of your search relies more on the diligence of your search team than on the money you spend. We know how tight budgets are and we work with you to manage your search costs.

- MASC's staff is part of your search team. They include experienced search consultants who have served on School Committees and who understand how important the superintendent/School Committee relationship is. They're also experienced in the administrative, procedural, public relations, communications, and political aspects your job – experience that is invaluable during a superintendent search and work year-round.
- Our communications director leads the editorial and creative arts team that includes our full-time graphic designer to ensure that you have direct contact with the team and speedy turn-around of the brochures, advertising copy, and materials you need.
- MASC works with our advertising agency to secure timely ad space where you want it and imposes no service charges or mark-up.

**MASC recruits nationally and actively from pools of qualified candidates, working collaboratively with the 52-member roster of National School Boards Association and 50 state superintendent organizations.**

- MASC cultivates relationships with both institutional and professional sources to recruit outstanding candidates and maintains a large distribution list and contact list to help spread the news of your position, identify potential candidates, collaborate with institutions of higher education that train school administrators, and advertise nationally.

MASC works with you throughout the search process to the contracting and settling-in stages.

MASC is with you at every step and provides many “added value” components to its professional services. Our staff have demonstrated experience in:

- Complying with and interpreting the Open Meeting Law, procedural requirements, rules of order, and other technical process questions.
- Providing School Committees with guidance on some of the intricate steps for administrative procedure, parliamentary process, community relations, communications strategies and working with the media, and advising the chair on meeting strategies.
- Maintaining confidentiality.
- Guiding you through unexpected developments.
- Developing the kinds of interview questions that get candidates to think, reveal themselves, and demonstrate competence.
- Maintaining contact with candidates throughout the process and providing them with timely information and decisions.
- Checking references with our counterparts in the NSBA member network.
- Resources for arranging site visits to see the people you want to see.
- Identifying the key components of employment contracts and assisting you in negotiation

## **MASC SEARCH CONSULTANT TEAM WORKING FOR YOU**

### **Glenn Koocher, M.P.A., Executive Director**

Mr. Koocher supervises all superintendent searches and frequently leads community focus groups. He has directed or supervised superintendent searches in 65 Massachusetts school districts including Springfield, Lynn, Lowell, Arlington, Haverhill, Randolph, Leominster, Lexington, Malden, Marlborough, Medford, Middleborough, Nantucket, Pembroke, Wachusett Regional, Norwood, Watertown, Peabody, Waltham and Winthrop. He served for 12 years on the Cambridge School Committee and earned his B.A. from Harvard College.

### **Dorothy Presser, Field Director/District Governance**

Ms. Presser is a 17 year school committee veteran who was the principal developer of the MA District Governance Support Project that provides professional development to elected board members on strategies to improve student achievement. She also works on superintendent searches and policy services in addition to a leading role on public policy development. Ms. Presser is a graduate of the University of New Hampshire.

### **Kathleen Kelly, Field Director**

Ms. Kelly concludes six years on the Cambridge School Committee in 2019, but joined the MASC staff in 2018. As a board member she has participated in several searches and, for MASC, facilitated superintendent search processes for Blue Hills, Waltham, and Everett in 2019. She has an extensive background in behavioral health and has been a counsellor and social worker for over 20 years.

### **James Hardy, M.P.P., Field Director/Search Consultant**

Mr. Hardy, a former member of the East Bridgewater School Committee, has been a member of the MASC staff for twelve years. He is a former president of the National Association of Superintendent Searchers. Hardy has been the lead consultant on more than five dozen superintendent searches. He is also MASC's Policy Director and holds a Masters Degree in Public Administration from Cambridge College.

### **Patricia Correia, Field Director/Search Consultant**

A twelve year veteran of the Springfield School Committee, Ms. Correia joined the MASC staff in 1996. She is experienced in the full range of field services work and has managed more than thirty searches in Central and Western Massachusetts in addition to facilitating MASC's Training and Development services.

### **Jenifer Handy, Communications Director**

Ms. Handy has been a member of the MASC staff for 27 years and directs communications and publications operations. She is directly accessible to districts for developing print materials, including brochures, advertizing, and press releases and collaborates on media and superintendent searches. Ms. Handy is a graduate of Barnard College.

### **Kari MacCormack, Graphic Designer**

Ms. MacCormack has been MASC's Graphic Designer for nine years. She is responsible for the design and "look" of all MASC publications and printed materials for superintendent searches.

### **Tracy Novick, Field Director, Social Media**

Ms. Novick joined MASC in 2016 as a field director with special focus on member services and social media. Ms. Novick has worked on Superintendent Searches and led several sessions and seminars in social media, advocacy, and community outreach and is a former member of the Worcester School Committee and a graduate of Smith College.

### **Ann-marie Martin, Superintendent Search Coordinator**

Ms. Martin will be among the first contacts with MASC for your candidates. As the administrative staff person responsible for managing the flow of information, mailings, tracking candidate applications, and following up on any search detail, she is MASC's principal in-house search coordinator. Ms. Martin is a former member of the King Philip Regional School Committee and holds a degree in Computer Science from the University of Massachusetts-Amherst.

## **MASC RECRUITING RESOURCES FOR SCHOOL COMMITTEES**

### **DIRECT MAIL AND OUTREACH:**

- 1,200 Person Recruitment List maintained by MASC.
- Extensive List of New England and Regional School Superintendents
- National Association of Superintendent Searchers (MASC is the state's only member superintendent search organization.)
  - National School Boards Association and the 52 State and Territorial Affiliates
  - Particular attention to NY, CT, PA, NH and New England Superintendents and Retirees.
- American Association of School Administrators and the State Association Network
- Career and Placement Offices of Private and Public Colleges and Universities that Train Superintendents
- Graduate School Program Administrators who train superintendents
- Urban Superintendent's Network
- Foundations that Support Public Education
- Councils of Urban Boards of Education
- Associations Representing Principals and Special Education Administrators

### **PERSONAL RECRUITMENT<sup>2</sup>:**

- MASC and other members of the NSBA state association network regularly discuss the pool of interested candidates, including recent retirees who are eager to serve in other states for 5-10 years.
- Direct contacts with prospective superintendent candidates who are identified from:
  - MASC extensive relationships
  - School Board Associations extensive relationships
  - References from graduate schools and professional contacts.

### **RECOMMENDED MEDIA:**

- Education Week (read by 55-60,000 aspiring administrators weekly)
- Local Media as Directed
- NY Times, Boston Globe (On line advertising is more cost efficient than print advertising.)

### **REFERENCES:**

The School Committee should feel free to contact the school committees of any district listed on the list of completed searches.

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<sup>2</sup> MASC does not maintain a "stable" of candidates who are automatically pooled as potential candidates for every client district. We do have extensive personal and professional relationships with education professionals who include current and aspiring superintendents, candidates who have expressed interest in MA superintendencies, previous MA superintendency candidates and others. These contacts include most Massachusetts superintendents and Assistant Superintendents and many out of state professionals.

**MASC MEMBER SERVICES FOR SUPERINTENDENT SEARCHES**  
**No-Fee Technical Assistance Services to School Committees**  
**Provided Separately**

**REFERENCES**

Potential clients should feel free to contact any representative of any search conducted by MASC. Most recent superintendent search process liaisons include:

**Eileen Jay, Chair, Lexington School Committee, 191 Waltham Street, Lexington, MA 02421**  
[beanyjav@yahoo.com](mailto:beanyjav@yahoo.com) 781-860-0689 617-901-8502

Lexington is an economically advantaged, high performing district with a very engaged school committee. Two members of the board co-led the search process that attracted nine sitting superintendents and a diverse candidate pool. MASC Executive Director Glenn Koocher served as the principal consultant and was present at every stage of this process that included focus groups and an electronic survey. The search was completed in January 2018.

**Melissa Texiera, Former Chair and Current Member, Essex Technical School Committee**  
**467 Western Avenue, Gloucester, MA 01930**  
[mjtex@comcast.net](mailto:mjtex@comcast.net) (978) 281-1101

This search involved a newly constituted vocational technical school district and included internal and external candidates. The process recruited a diverse candidate pool and successfully concluded in 2018. Michael Gilbert, well experienced with technical schools and general districts, supervised the search to conclusion.

**Eileen Hsu-Balzer, Current Member and Former Chair, Watertown School Committee**  
**897 Belmont Street, Watertown MA 02472**  
[hsubalzer@comcast.net](mailto:hsubalzer@comcast.net) (617) 484-8077

Watertown is a suburb of Boston with a diverse population and an engaged school committee, community, and faculty. The search was completed in April 2017. Koocher also led this process that included the search committee reviewing 29 applications, interviewing 11 and selecting an assistant superintendent from an area district.

**Thomas McGee, Mayor and Chair of the Lynn School Committee**  
**City Hall, City Hall Square, Lynn, MA Contact: Robin Ennis**  
[Robin.Ennis@lynnma.gov](mailto:Robin.Ennis@lynnma.gov) (781) 598-4000 ext. 6851

Lynn is a blue collar, highly economically and racially diverse community that had successive long term, Lynn natives as superintendents. It was the mayor's goal to host a transparent process with ample

community representation and involvement. The process included an active search committee, direct involvement of the mayor and mayor's staff, and collaboration with North Shore Community College. A diverse pool of candidates included the successful minority applicant.

**Paulette Van der Kloot, Medford School Committee**  
**Medford City Hall 85 George P. Hassett Drive, Room 202. Medford, MA 02155.**  
**(781) 393-2408.**

Mayor Burke chaired and led the process to replace a 40+year veteran of the Medford public schools, and included internal and external candidates in the highly diverse pool. The search took place around a local controversy over an alleged weapon found in one of the district schools that subsequently disappeared from the principal's office and diverted attention from an otherwise constructive and successful process that ran smoothly. The mayor worked closely with MASC to manage the process. Glenn Koocher oversaw this search.

#### ADDITIONAL REFERENCES

Debra Lavalley, Member, Amesbury School Committee

David Christianson, Mayor and Chair of the Malden School Committee (2017)

Ted Bettencourt, Mayor and Chair of the Peabody School Committee (2018)

Rae-Ann Trifulo, Chair, Narragansett Regional School Committee

Jannette McCarthy, Mayor and Chair of the Waltham School Committee

Margeaux Weber, Former Chair, Chair, Barnstable School Committee

Marti Morrison, Former Chair, Marshfield School Committee

Sampling of MASC Searches and Superintendents Selected over the Past Three Years

Lexington – Dr. Julie Hackett  
Lynn – Dr. Patrick Tutwiler  
Medford – Dr. Marise Edouard-Vincent  
Peabody – Cara Murtaugh  
Watertown – Dr. Diane Galdston  
Stoneham – John Macero  
Webster – Ruthann Petruno Goguen  
Hudson – Marco Rodrigues  
Greenfield – Jordana Harper  
Fall River – Mathew Malone  
Malden – John Oteiri  
Barnstable - Meg Mayo-Brown

Narragansett Regional – Christopher Casavant  
Braintree – Frank Hackett  
Dighton-Rehoboth – Anthony Azar  
Marshfield – Jeffrey W. Granatino  
Ayer-Shirley – Mary Malone  
Nashoba Regional District – Brooke Clenchy

Technical Assistance to Districts Managing Their Own Searches:

Andover – Sheldon Berman  
Belmont – John Phelan  
Clinton – Stephen Meyer  
Norwood – David Thomson

**SAMPLE OUTLINE TIMELINE – CAN BE EXPEDITED IF DESIRED WITH SHORTER PHASES**

**KEY DECISIONS**

- Designated Liaisons
- Selection Criteria
  - Criteria
  - Qualifications
  - Timeline
  - Submission Deadline
- Compensation
- Collateral Materials – Incl. Text for Brochure
- Advertising
- Special Instructions
- Focus Groups and Surveys
- Search Committee
  - Number
  - Membership
  - School Committee Participation
- Recommendations to School Committee
- Site Visits
- Public Interviews
- Vote to Hire

**Superintendent –Milestone Tasks (Sample)**

Authorization to Start – Planning Begins

**Selection Criteria and Initial Decisions Made**

**Advertising** Approved and Placed  
**Collateral Material** Approved

**Focus Groups and Surveys** Conducted  
On Line Survey Open

**Advertisements** Appear, Applications Available  
Search Committee Appointed

**Search Committee** Oriented and Trained

Focus Groups and Survey Report Provided

**Search Closes** – Applications Provided to Search Committee

**Initial Screening and Interview Decisions**  
**Interviews Scheduled**

**Search Committee Reports to School Committee**  
**Recommended Candidates**

**Vote to Hire**