

Proposal

Superintendent Search for Worthington City Schools

March 1, 2011

The Educational Service Center of Central Ohio will provide support to the Worthington Board of Education in their effort to select a new Superintendent. The ESC of Central Ohio also is available for the first year to assist the Board of Education in creating an effective transition for the district's next leader.

Overview of the ESC Superintendent Search Process

I. District Needs Assessment: What type of leadership skills should the new Superintendent possess?

- Objective organizational diagnostic: tools are available to conduct an organization diagnosis that would provide insight into strengths and weaknesses of the district.
- Constituent/stakeholder process: the use of survey instruments to provide the Board of Education insight into the perceptions of community members about the "ideal candidate"
- Preferred or least-preferred candidate profile: availability of an instrument to identify perceived district leadership needs ranked in order of preference
- Interim administration placement, if necessary: the ESC specializes in providing a temporary or interim Superintendent.

II. Candidate Recruitment: How does Worthington attract leadership talent?

- Casting a wide net: the ESC of Central Ohio has networks that are statewide. We are familiar with the talent pool and lead numerous relevant workshops (i.e. training sessions for Aspiring Superintendents, National Superintendents' Academy), as well as through conferences and legislative work sessions.
- Plugging in to multi-state networks: ESC of Central Ohio is an active member of numerous national and regional organizations such as the Mid Western Suburban Superintendents' Association, the American Association of School Administrators, the District Management Council, as well as the Ohio and National School Boards' Association. Relationships have been developed over the years providing insight on individuals with strong leadership skills.
- Targeted, selective search: we will discuss the strengths and weaknesses of pursuing a "targeted" search process.

III. Due Diligence: What are the key steps in screening and interviewing?

- Screening
 - i. Initial candidate identification pool
 - ii. Behavior- and evidence-based stages of candidates
- Interviews
 - i. Philosophy: matching the candidates to the district profile
 - ii. Evidence: identifying the candidates' substance, records of accomplishment
 - iii. Profile based pool of questions: maximizing the interview process with "smart" questions
- Reference checks
 - i. Going "beyond" references listed by the candidate
 - ii. Prior employers, colleagues, and peers
- Networked connections: the use of data and networks to identify patterns of accomplishment
- Site visitations: visiting and meeting stakeholders of the candidate's home community

IV. Final Candidate Selection: Key considerations when selecting finalists.

- Development of selection tool: instrument(s) to prioritize the pool of finalists relative to district needs
- Selection: Scenario A and B planning
- Staff/Community input: determining the appropriate role
- Board decision: discussion of both the art and science of selecting a finalist
 - i. Board and candidate advocacy
- Contract language and negotiations: regional, state, and local compensation analysis – having a basis to determine compensation

V. Superintendent and Board Success: The ESC of Central Ohio is capable of assisting the Board and Superintendent with the design of a six month transition plan for the new Superintendent, update the current job description around a standards based performance instrument, help identify measurable annual objectives that the Board of Education wishes the new Superintendent to accomplish.

- Leadership evaluation tool
 - i. Use of the Ohio Superintendent Evaluation System (OSSES) around performance metrics
 - ii. Review of 6 & 12 month performance
 - iii. Self-assessments/Board assessment
- Evaluation facilitation and follow-up
- Exit strategy or continued coaching

Costs

Standard costs, plus expenses:

Option 1. Paper Only: \$6,500*

- Post vacancy
- Assist with screenings

Option 2. Targeted: \$9,000*

- Includes paper search and targeted recruitment
- Actively search for candidates
- Encourage specific sitting, experienced superintendents to apply

Option 3. Continuing Support, Development: \$3,000

- Revise job description
- Assist in creation of annual objectives
- Facilitate Board-Superintendent evaluation

***Please note:** Costs for options 1 and 2 are waived for districts within the ESC of Central Ohio's service footprint. Actual cost for Worthington City Schools for options 1 and 2 would only be expenses.

Search Timeline

The administrative search process will take approximately 90-120 days, but the ESC of Central Ohio's partnership and consultation will last for roughly 18 months.

Length of each phase:

Phase I: 3 weeks

Phase II: 4 weeks

Phase III: concurrent with Phase IV

Phase IV: 2 weeks

Phase V: 52 weeks (if requested)

Experience

The ESC of Central Ohio has assisted in executive searches for school districts including:

Big Walnut Local Schools
Dublin City Schools
Eastland Fairfield Career and Technical Schools
Fairbanks Local Schools
Granville Exempted Village Schools
Groveport Madison Local Schools
Olentangy Local Schools
Reynoldsburg City Schools