



The Search for a Superintendent

Ad-Hoc Committee Update

Anne Arundel County Board of Education
September 25, 2013



Agenda

- Ad-Hoc Committee's Research
- Next Steps
- Search Firms Used by Surrounding School Districts
- Board of Education (BoE) Options
- Procurement Methods to support BoE Options
- Search Committee's Recommendation
- Next Steps after Selection of Search Firm
- Other Considerations for the BoE
- Superintendent's Contract

Our Committee's Research

- Met with former AACPS school board members who participated in prior searches for Eric Smith and Kevin Maxwell to discuss previous processes and lessons learned
- Met with representatives from school boards in Baltimore County, Howard County, and Montgomery County to discuss their experience and any lessons learned
- Attended presentations by our professional association (MABE)
- Spoke with AACPS procurement officials to learn what options were available to us in procuring a search firm
- Surveyed the board, county council & executive, and state delegation to determine what they'd like to see in our next superintendent

What's Next?

- Determine who will assist the board with developing position description criteria, advertising, recruiting & screening candidates
- Establish a timeline for the search to ensure a July 1, 2014 start date
- Continue to develop (with stakeholder input) a list of desired characteristics and major projects for our next superintendent
- Discuss how to best market this vacancy to potential applicants and prepare an advertisement, application & invitation to apply/brochure

What firms did other school districts use?

SCHOOL DISTRICT	SEARCH FIRM	COST *	POPULATION
Baltimore City	Ray & Associates	\$46,800 plus expenses	79,857
Baltimore County	Hazard, Young, Attea & Assoc.	\$35,000 plus expenses	103,269
Caroline County	Ray & Associates	\$16,500 plus expenses	5,220
Carroll County	Hazard, Young, Attea & Assoc.	Unknown (2002)	26,324
Cecil County	MABE	Unknown	15,007
Charles County	MABE	\$23,000 plus expenses	25,733
Frederick County	Hazard, Young, Attea & Assoc.	\$25,000 plus expenses	39,389
Harford County	DIY (Do It Yourself)	Expenses only	37,108
Howard County	Ray & Associates	\$31,000 plus expenses	50,969
Montgomery County	Hazard, Young, Attea & Assoc.	\$35,000 plus expenses	145,001
Prince Georges County	Hazard, Young, Attea & Assoc.	\$35,000 plus expenses	118,135
Somerset County	MABE	Unknown	2,729
Talbot County	MABE	\$15,000 plus expenses	4,277
Wicomico County	MABE	Unknown	13,878
		<i>*Phone, internet and AACPS Procurement staff research</i>	

The options as we see them

- Hire a national search firm with experience in Maryland
- Use our professional association (MABE)
- Hire an individual consultant
- Utilize existing staff on an overtime basis
- DIY – voluntarily as a board

Note: HYA and Ray & Associates have experience assisting larger districts in Maryland. MABE for smaller districts.

Procurement methods

- Put out a formal *Request for Purchase* and see who bids
Lengthy procurement process (8+ weeks)
- Contact known and experienced entities directly to ask for a proposal
Shorter procurement process (4 weeks)
- Contract directly with our professional organization (MABE)
Quick procurement but not necessarily less expensive

Note: Maryland Law gives broad discretion to Maryland Boards of Education for executive level searches. All three proposed procurement methods comply with the law.

Search committee's recommendation

- Have the ad-hoc search committee develop a draft statement of work (SOW) based on sample RFPs from other counties for board review and comment (due NLT midnight Sept. 29)
- Have the committee chair contact the three firms used by other Maryland counties by October 1 to request a proposal based on the agreed upon SOW. This proposal would be due by October 21
- Invite those submitting a proposal in for a presentation the week of October 28
- Make a selection of the search firm on or about November 1

Once the firm is selected

- A search timeline will be finalized
- Stakeholder forums (and an online survey) will be scheduled before winter break to receive input on the characteristics desired in the next superintendent. The search firm will compile the results for us
- Using that stakeholder input, we will work with the search firm to develop an advertisement, application, and invitation to apply/brochure by early January
- The position will most likely be formally advertised in mid-late January 2014. The fees for those advertisements are not typically part of the search fee.

Other things to consider

- Applications will need to be screened by the entire board in mid-late February or early March 2014. Plan to have approximately 50 application packets to review.
- If the board is interested in more than 6 - 8 applicants after reviewing application packets, consider narrowing the field via Skype or phone screening in mid-March 2014,
- In-person interviews are recommended once the field has been narrowed to approximately 6 applicants. These should be completed by the entire board in late March/early April 2014.
- Up to 3 finalists are typically interviewed by the entire board a week or two after that (note that the NSBA conference and spring break are during that time period). Some counties included key stakeholders in this process.
- An independent background investigation should be conducted on the finalist(s) prior to any offers being made. This expense is over and above the cost of the search, but vital to ensuring no surprises to the board and/or community.

One last item of note

- While all of these search tasks are taking place, the board (or a committee thereof) should be looking at the last superintendent's contract, as well as those from other counties/states to determine what the parameters should be for the next Superintendent's contract (salary, benefits, and penalties).



Questions? Comments?