

How to Work Effectively with School Boards and Search Firms to Advance Your Career

WEBINAR
June 6, 2018
2-3pm ET



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Welcome!

Thank you for joining
us for today's webinar!



HOST:
Vera Turner
Project Manager
AASA Women in School Leadership Initiative

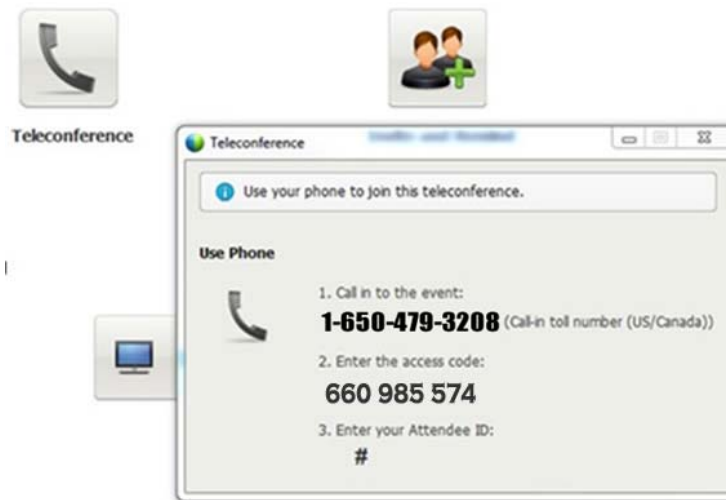


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Logistics

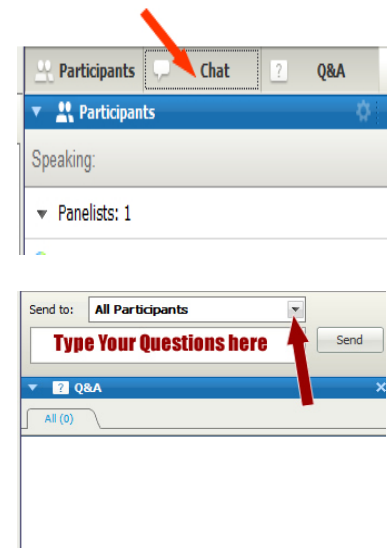
- Access the audio for today's webinar either via your computer or phone.



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Webinar Participation

- We have allotted time for **Q&A**, but you can submit questions at any time.
- Please use the **chat window** to submit questions. In the dropdown menu, select “**All Participants**” and then type your question in the chat box.





Presenters

MODERATOR

Patricia E. Neudecker, Director of Administrative Leadership, Assistant Professor, Alverno College

PANELISTS:

Allison Schafer, Legal Counsel/Director of Policy, North Carolina School Boards Association

Carmella S. Franco, Search Consultant, Hazard Young Attea and Associates

Susan Enfield, Superintendent, Highline Public Schools (Burien, WA)



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MODERATOR

Patricia Neudecker

Director, Administrative Leadership
and Assistant Professor
Alverno College

@NeudeckerPat



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Two-Year grant from Bill & Melinda Gates Foundation:

- To help mitigate the impact of social barriers women face in ascending to the top leadership positions within our school systems
- To increase the number of women seeking and becoming CEOs and superintendents of schools.



National Women's Leadership Consortium Findings



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5 Major Barriers/ Challenges

- Navigating Pathways to the Superintendency
- Finding Work-Life Balance
- **Navigating Boards/Political Dynamics**
- **Working with Search Consultants**
- Networking and Mentoring



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Allison Schafer

Legal Counsel/Director of Policy
North Carolina School Boards Association

Director of Superintendent Search Services
Past Chair of National Affiliation of
Superintendent Searchers (NASS)



@NCSBA



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NCSBA and NASS



- 162 NC Searches Facilitated Since 1999
- Worked with 79 of 115 School Systems in NC
- www.ncsba.org/super-search/superintendent-search-service/
- National Affiliation of 40 State Associations That Provide Search Services to Member Boards
- Over 100 Search Consultants
- www.nassconnect.org
- (see NASS handouts)



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Working with Search Firms

- Seek out national and state aspiring superintendent programs
- Develop a supportive mentor/coach relationship with an experienced/retired superintendent
- Get to know state association search consultants as well as those from private search firms
 - Attend AASA Job Fair
 - Ask to meet face-to-face with consultants and request advice on how to stand out through search process
- Familiarize yourself with vacancy listings on popular K12 websites/publications (e.g., AASA Job Bulletin, K12JobSpot, Education Week's TopSchoolJobs) as well as individual state association and search firm websites



Barriers for Women

- Less experience in budget and operations
 - More experience in teaching/curriculum
- Willingness to move family or work away from family
- Boards who want experienced superintendent have fewer female superintendents to choose from
- Women seek superintendent opportunities less
 - Approximately 25% of applicants in NC are women despite majority of women in K12 overall



Working with Boards

- Understand, appreciate, and respect complementary roles of board and superintendent
 - Know the board is your boss/supervisor and can terminate you
- Understand the board's need for communication and establish agreement on communication protocols
 - Be open and forthcoming with information – NO SURPRISES
- Admit, apologize, and accept responsibility for mistakes of your staff as well as yourself
 - The buck stops with you





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Carmella Franco
Search Consultant
Hazard Young Attea and Associates

@Carmella_Franco



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The Search Firm Wants to Know Who You Are



- Identify key firms, locally, regionally and nationally
- Send the firm a copy of your resume
- State in your cover letter you will be following up with a call within a few weeks
- Find out if a Skype or FaceTime interaction can be arranged
- Try to meet with Search Firm Consultants
- Send the Consultant a thank you note



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Application Process

- Varies from firm to firm
- HYA and Associates has a prescreening interview with 12-15 applicants who most closely match the *Desired Characteristics*, as approved by the Board
- It is important for applicants to be familiar with the *Desired Characteristics* and to match all or close to all of those characteristics
- The search firm takes its cues from the Board



Consultant Role During the Search Process



With the Board

- Keep the process equitable
- Provide the Board with outstanding women candidates and spotlight their skill sets
- Ensure the interview questions are fair and objective and are not skewed towards one gender



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Consultant Role During the Search Process

With the Candidate

- Cast as wide a net as possible
- Identify highly qualified women candidates
- Encourage women candidates to apply for specific positions for which they are a match
- Provide guidance and helpful information relevant to the search



Barriers Faced by Women

- Lack of mentoring
- Initial placement in dead-end jobs
- Different standards for performance
- Lack of access to informal networks
- Perception about some not being able to handle the workload



Strategies for Effecting Personal Change

- Develop a network of support
- Seek out mentors, both female and male
- Seek “promoters” within and outside the workplace
- Form your own informal network to obtain important information
- Connect with search firms that you have identified, as appropriate to where you would like to work



Know the Board: Understanding Roles and Responsibilities

- Let the Board know who you are
- Be transparent and authentic
- Clearly delineated roles help to define this important relationship
- It is critical to develop a trusting relationship; it will take time, but immediate steps will facilitate this
- Hold a Board/Superintendent workshop in the first month where roles and responsibilities can be discussed and an understanding developed; the Search Firm Consultants can assist to allow the Superintendent to be an active participant



Know the Board: Understanding Roles and Responsibilities

- Based on individual meetings with Board Members, implement your communication plan for interacting with and informing them, both individually and collectively
- Check with the Board at the end of each Board meeting to ascertain that there are no issues left in question to fester; always be alert to red flags
- A mid-year checkpoint and the end-of-year formal evaluation are a must



Know the Board: Understanding Roles and Responsibilities

- Your contract will set the stage for how things will operate; get it right the first time
- “Remember, so goes the Board and Superintendent, so goes the District”
- Keep in touch with the Consultant that led your search - we are here to support you!





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Susan Enfield
Superintendent
Highline Public Schools
Burien, WA

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The Recruiting Phase

- Research the search firm
- Research the district and board yourself, don't just rely on the firm
- Consult other superintendents you trust who might have information
- Beware of being moved forward as a candidate just because you are a woman



The Negotiation Phase

- Know your predecessor's compensation and know the district context
- Beware the “you don't have prior experience” claim
- Ask other superintendents for copies of their contracts to use as models
- If necessary, hire a good lawyer to negotiate with and/or for you



The Entry Phase

- Create an entry plan and share with your board before making public
- Learn how the board likes to engage with the superintendent
- Learn what issues are important to each board member and build cohesion
- When in doubt, over communicate (because there really is no such thing)



The Working Phase

- Create systems for ongoing communication and feedback
- Establish Routines (especially the “no surprises” rule)
- Foster relationships with the board as a whole and as individuals
- Build relationships between the board and your senior team



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Q & A and Panel Discussion



Join the conversation!



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Resources

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Women In School Leadership Awards

Superintendent Award; Central Office/Principal Award;
School-Driven Leadership Award

Deadline to apply: October 12, 2018;

Visit: <http://womensleadership.aasa.org/>



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