

TO: School Committee

FROM: Salary & Negotiations Subcommittee
Aylene Calnan, Chair
Liza O'Reilly
Carlos DaSilva

DATE: April 11, 2018

RE: Report on Superintendent Search Process

In late January, The Superintendent confirmed her plans to fulfill her contract through the 2018-2019 school year and retire at the end of her term in July 2019. The School Committee will search for a new superintendent to be hired for the 2019-2020 school year.

The School Committee agreed to conduct a full, open search for a new superintendent. The search process will begin in Spring 2018 with the selection of a personnel search firm to assist in the process. Additional actions will include:

- The School Committee establishing a search committee with representatives from the staff and community
- Focus groups and interviews from all stakeholders – parents, students, staff, town government and committees, Hingham residents – to help define the candidate profile Hingham is seeking
- Launch advertisements for the Superintendent position in September 2018
- Private screening and interviewing of candidates by the Search Committee
- Public interviews of finalists in early 2019 by the School Committee
- Identification of a new Superintendent in Spring 2019

The Salary & Negotiations subcommittee was tasked with evaluating options for a search consultant. This report is intended to represent the deliberations and recommendation of the Salary & Negotiations subcommittee regarding the process to select a search consultant.

As a first step, we researched recent Superintendent Searches to identify consultants used by school committees. We found the following:

Consultant	Website	Searches
MASC	https://www.masc.org/	Hull, Lexington 2017, Adams-Cheshire, Seekonk

NESDEQ	https://www.nesdec.org/executive_search/searchindex.aspx/	Saugus
Atlantic Research Partners	http://www.atlanticresearchpartners.org/	Brookline
HYA	https://ecragroup.com/	Lexington 2013
School Committee	No consultant	Wakefield
Collins Center UMass Boston	https://www.umb.edu/cpm	Westport
Cape Cod Collaborative Center for Executive Search	http://www.capecodcollaborative.org/index.cfm/executive-search/	Falmouth

In Massachusetts, there are typically three options that School Committee’s consider as they decide a course of action to employ a new superintendent. In short, they are:

- 1) Employ the services of an executive search firm to conduct a full, formal search and make recommendations of final candidates to the School Committee and its search committee. This was done by Lexington in 2014 and Brookline. The consultant recruits and screens all candidates with 4-5 being presented to the SC.
- 2) Engage a search consultant to guide the School Committee through the process. The School Committee and its search committee would screen all applications, determine which candidates move forward in process, interview semi-finalists, and manage the search committee. The Consultant would advise on legal and regulatory issues, recruit candidates including advertising, conduct focus groups to develop candidate profile, liaise with candidates, assist with community outreach, and advise on final selection requirements.
- 3) School Committee conducts entire process themselves including soliciting applicants, has open deliberations and makes a direct appointment at a full meeting of the committee.

Option #1 involves the School Committee contracting with a search consultant to administer a turn-key search, typically takes 6-8 months, costs in excess of \$20,000, and assigns the screening and recruitment of candidates to the consultant. We have found that Wakefield and Lexington used such services for searches in 2013 and 2014 and chose not to use similar consultants for searches in 2017 and 2018.

Option #2 involves a more active role of the school staff, students, parents, community leaders and the general public as the School Committee designs a comprehensive search process. The consultant would advise the School Committee in appointing a School Committee chairperson and Screening Committee to establish a process, leading focus groups with all stakeholders, lead initial stages of search, advising on initial review of applications, and advising on 'executive session interviews with semi-finalists. The Screening Committee then recommends finalists to the full School Committee who then must vet, deliberate and vote in open session on finalists and make a final appointment.

Option #3 involves the exclusive and direct responsibility of the School Committee to conduct the entire search.

Recommendation for a Search Consultant:

The Salary & Negotiations subcommittee recommends Option #2 with the intent of requesting proposals for a search consultant to guide us through the entire process and retain Hingham review of all applicants through semi-finalists and to finalists. We do not recommend ceding the screening of candidates to an outside firm. We also believe that Hingham Public Schools has developed its own search process which it has followed to successfully recruit several key leaders during the past few years. This process has included a wide range of stakeholders, public input in developing the candidate profiles and in put on the finalist candidates. We feel that the staff and community will expect similar involvement in this search process. Since Hingham has not conducted a superintendent search for 17 years, we do not recommend that the School Committee execute the search on our own due to legal and regulatory requirements and in the best interest of the community.

Solicitation of Search Consultant:

The Subcommittee also discussed with John Ferris about the procurement process to solicit proposals. Please see John's memo of March 6th. The attached letter was drafted to send to consultants based on our discussion and John's recommendations. We plan to send it to the six consultants listed above.

We will request a written proposal by May 11, 2018 with the intention of narrowing the search down to two or three consultants. The Salary & Negotiations subcommittee will schedule in-person meetings to interview the consultants to find the best fit for the committee. These

meetings can be open to the full committee and would be posted as a public meeting. Public meetings will be posted for the subcommittee deliberation and recommendation and school committee deliberation and vote on the search consultant.

John recommends that we establish selection criteria to evaluate each consultant. Please review his recommendations. We recommend that these criteria be discussed at a school committee meeting in the near future. Please share your suggestions so we can consolidate all comments. The goal would be to hire a consultant before the end of the school year.

Recommended motion for consideration before the School Committee:

“That the School Committee endorse the Salary & Negotiations subcommittee’s recommendation for the Superintendent Search process to solicit proposals for a search consultant to advise the School Committee for the superintendent search process as outlined in the memo dated April 11, 2018.”

Thank you for your review and consideration of this recommendation.

Cc: Dr. Dorothy Galo
John Ferris
Dr. Jamie LaBillois
Peter Ebb