

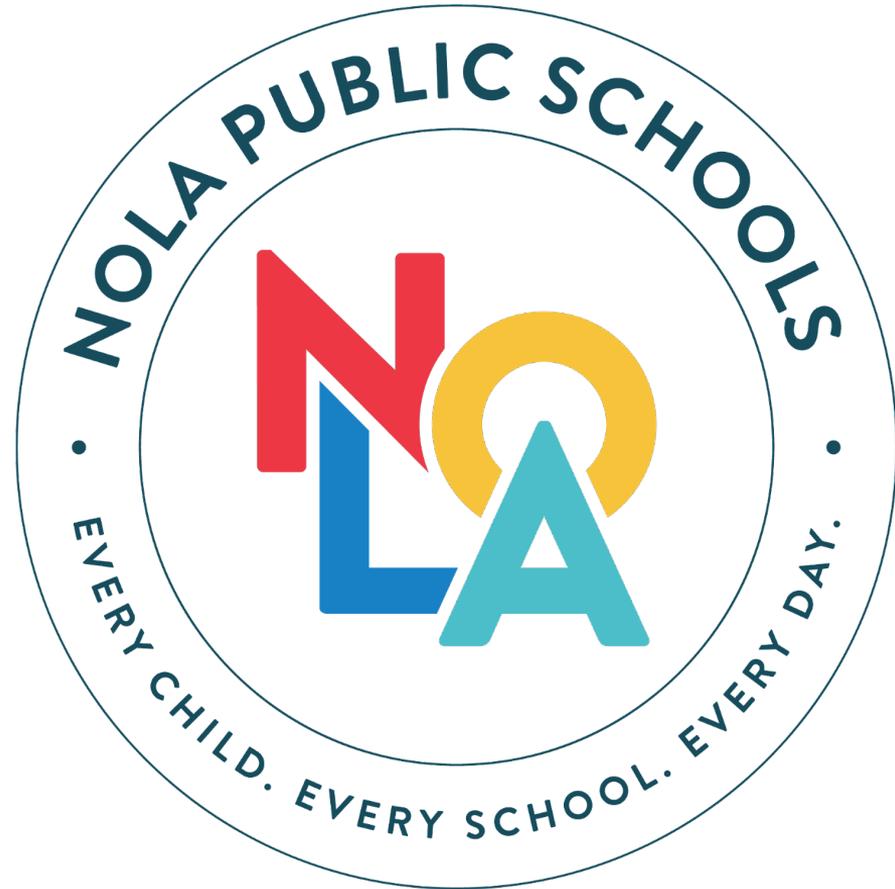
# OPSB Working Session

Superintendent Search Firm  
Capabilities and Characteristics

The Caulfield Consulting Group

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July 29, 2021



# Topics to Be Covered

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During today's discussion, we will cover the following topics:

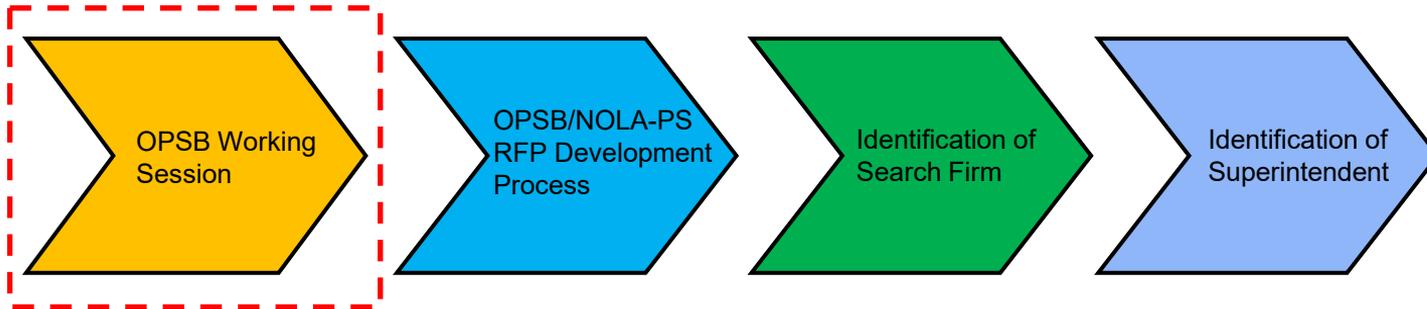
- Purpose of Today's Session
- Conversation on Research and Best Practices Findings for Search Firm Capabilities
- Working Discussion on Firm Characteristics
- Next Steps

# Purpose of Today's Discussion

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- Today, we will be having a conversation to get a sense of the **capabilities and characteristics that OPSB desires for the firm** that will help conduct the search for the next superintendent.
  - A summary document from today's discussion will help support the work of OPSB/NOLA-PS in **developing an RFP** to be used to identify the search firm.



- Note: The discussion of the desired characteristics for the next superintendent is a much boarder conversation that will be facilitated later by the search firm.

# Anatomy of Today's Discussion

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The discussion will consist of two parts:

- **Capabilities** – Conversation on services commonly provided by search firms
- **Characteristics** – Discussion on experiences and philosophies/values of potential firms
- Note: The discussion of these aspects of potential search firms will allow us to begin to compile an outline of the type of firm that will best be able to meet the needs of the District.
  - The goal is to make sure we **include the most important desired elements**, but also **leave as much flexibility** as possible to allow for a broad range of potential options for firms.



# Capabilities

# Research and Best Practices Related to Search Firm Services

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**Research was conducted** on an array of K-12 superintendent search processes across the country to determine the services commonly requested/provided to school districts. Research included:

- Review of a variety of search firm **RFPs that were issued by school districts** within the last three years.
- **Best practices** published by educational organizations.

Our discussion will focus on **reviewing commonly provided services** and quickly **identifying those the Board would want to use** for OPSB's search process.

# Services Commonly Provided by Search Firms: Structure

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Some of the services commonly provided by search firms **focus on providing structure** for the search process and include:

- Development of a **timeline** for the search process, including key milestones and activities of the firm, the Board, and others involved in the process
- Developing a **profile for the new superintendent** along with selection criteria, which could result from:
  - Internal **discussion with the Board and administration** staff
  - **Community outreach**
    - School leadership and educators
    - Parents
    - Community groups and members
  - **Review of strategic plans**, other planning documents, and initiatives already under development

# Services Commonly Provided by Search Firms: Communication

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Other services commonly provided center on advertising and communication and include:

- **Advertising** of the position
  - Development of advertising materials (e.g., brochures)
  - Publicizing in **national and trade publications**
  - Additional, broad-based online outreach
  - Outreach to **individual, high-potential candidates**
- **External and internal communications** about the search process (e.g., **progress updates to the Board and community**, upcoming events, ways community members can engage)

# Services Commonly Provided by Search Firms: Candidate Identification

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Other services often focus on facilitating the **identification and securing of the final candidate**:

- Identification of an initial, broad pool of potential candidates
- Identification of and assistance with the **pre-screening** of a narrowed and **diverse pool** of high-quality candidates
- Arranging of **interview visits** with finalists; includes background and reference checks, etc.
- Facilitation of **recruitment of selected candidate** (e.g., recommended contract terms and compensation package negotiations)
- Working with the district to identify an interim superintendent in cases where the selected candidate leaves the position after a short tenure (e.g., less than one year)



# Characteristics

# Working Discussion: Characteristics

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**Goal:** Get OPSB's perspective on the desired characteristics and experiences of the search firm

Our discussion today will focus on 4 topics:

1. Unique Aspects of the District
2. Goals for the District
3. Firm Philosophy and Values
4. Nontraditional Candidates

# 1. Unique Aspects of the District

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**Question 1:** Our system of schools is unique and will require the search firm to have a special set of skills and experiences.

**What aspects of our district are most important for a potential search firm to consider and have had experience in addressing through similar work in the past (e.g., size of the district, the particular composition of the student populations we serve)?**

## 2. Goals for the District

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**Question 2:** As we look toward the future of the District, **what is the most important thing that we will want to accomplish** over the next 3 to 5 years that will **inform the experience** the firm should have in working with districts (e.g., the firm has worked with districts that were trying to do X)?

Note: OPSB's/NOLA-PS' strategic planning process identified communication, school portfolio management, use of data, partnerships, and internal operations as broad areas for growth. **Are there others** that should be considered in selecting a firm?

### 3. Philosophy and Values

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**Question 3:** OPSB has expressed a deep commitment to equity as part of its approach to educating our city's children. Is it important that a potential firm express a similar **commitment to equity** in how it conducts its operations? **Are there other philosophical or values-based commitments** that it will be important for a potential firm to have or be willing to make?

## 4. Nontraditional Candidates

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**Question 4:** Is the capacity of the firm to **identify and recruit nontraditional candidates** (i.e., candidates from business, government, or other backgrounds) important to the Board in selecting a search firm?

## Next Steps

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The next steps include:

- Distilling the ideas shared in today's conversation into a summary document
- Submitting the document to OPSB/NOLA-PS for consideration in the search firm identification process

**Thank you!**

