



**SARASOTA  
County Schools**

**Office of the Deputy Superintendent**  
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**To:** Board Members  
Superintendent

**From:** Deputy Superintendent *MJ*

**Subject:** Superintendent Search

**Date:** April 13, 2016

Board Members,

As you are aware, we have some time at your regularly scheduled work session on April 19, 2016 to continue our discussions about the process you'd like to use to advertise for, screen, and ultimately hire the next Superintendent of Schools. This session is primarily focused on the Pre Search Interview. An agenda for that discussion is at Tab 1. Staff from the Florida School Board's Association will be here to facilitate this discussion.

Time permitting, we'd also like to quickly review the timeline--which has been adjusted based on your feedback at the April 5, 2016 work session, tasks in the phasing plan and where we are in that plan, and the final version of the content of the on-line survey. Material to support these topics are at Tabs 2-4 respectively. At this point we feel that we've made a lot of progress and that we remain on a course that will facilitate the successful execution of the Board's desired timeline.

Please let me know if you have any specific questions or comments. At this point we look forward to a candid conversation with the Board.



# Florida School Boards Association

## Superintendent Search Pre-search Interview

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### Suggested participants:

- School Board Members
- Current Superintendent FSBA Representatives (Andrea Messina, Bill Vogel, John Reichert)

### Meeting areas of focus

- strategic plan
- roles/responsibilities/relationships

## Suggested Agenda

### Review district guiding principles

- Vision
- Mission
- Beliefs

### Review Strategic Plan priorities (identify top 5 for each bullet below)

- Completed and/or progress
- Unfinished
  - Immediate (within next year)
  - 5 year
  - 10 year
- Emerging issues to consider
- Trends/opportunities/anticipated challenges

### Discuss roles/responsibilities/relationships—areas to continue, areas to strengthen

- External
  - Congressional Delegation
  - Legislative Delegation
  - County government
  - Municipalities
  - Chambers
  - Economic Development
  - Faith-based
  - Other community partners
- Internal



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*Advocating for the success of all students*

- Administrative Staff
- Teaching Staff
- Support Staff
- Parent/Guardians
- Students
- Board/Superintendent Relationship
  - Goals, expectations, evaluation documents
  - Communication and chain of command protocols
  - Emergency/crisis protocols
  - Meeting operations
  - Workshop operations



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## Sarasota County School Board Superintendent Search Timeline

April 5, 2016	Board Meeting - Address Phase 1&2 Items, and Superintendent Search Advisory Committee membership, on-line survey, etc. (Time 6:30)
Week of April 11, 2016	District website "Superintendent Search" online portal goes live and Press Release announcing community forums, on-line survey and on-line portal
April 18, 2016	On-line survey goes live
April 19, 2016	Board Meeting - Pre-search conversation with Superintendent and update on Phase I and II items (9:00 a.m.)
April 26, 2016	Community Forum – <b>North Port High School, 7:00 PM– 9:00 PM</b> ( <i>Note: Community forums are open to any community members and district employees who wish to provide input with regard to the qualities and characteristics needed in the next superintendent</i> )
May 12, 2016	Community Forum - <b>Booker High School, 7:00 PM– 9:00 PM</b>
May 17, 2016	Community Forum - <b>Venice High School, 7:00 PM – 9:00 PM</b>
May 26, 2016	Employee Forum – <b>Riverview High School, 7:00 PM– 9:00 PM</b>
May 30, 2016	On-line survey closes
June 3, 2016	Board receives on-line survey results
June 7, 2016	Board Meeting - Discuss/finalize qualifications, qualities, characteristics, advertising, and brochure. Address Phase 2 / 3 items as needed (4:00 p.m.)
June 9, 2016	Advertisements posted (Application period begins)

June 21, 2016	Board Meeting - Superintendent Search Update (10:00 a.m.)
July 19, 2016	Board Meeting – Address remaining items as needed (6:30 p.m.)
August 12, 2016	Advertisements close (Application deadline - midnight)
August 18, 2016	Superintendent Search Community Advisory Committee Meeting (6:00 p.m.) <b>(Time and Location TBD)</b>
August 25, 2016	Superintendent Search Community Advisory Committee Meeting (6:00 p.m.) <b>(Time and Location TBD)</b>
September 1, 2016	Superintendent Search Community Advisory Committee Meeting (6:00 p.m.) <b>(Time and Location TBD)</b>
September 6, 2016	Board Meeting - Identify semi-finalists - <u>No ranking</u> Develop question(s) for semi-finalists' response if desired by the Board. (4:00 p.m. and 6:30 p.m.)
October 4, 2016	Board Meeting - Select finalists for interview - <u>No ranking</u> (4:00 p.m. & 6:30 p.m.)
October 11-14, 2016	<b>Special Board Meeting - Finalist interviews.</b> <u>NOTE:</u> Number of finalists will determine days needed. Finalists arrive on 11 <sup>th</sup> , full Board interviews, community tours (escorted by senior staff), and Reception on 12 <sup>th</sup> , individual Board conversations on the 13 <sup>th</sup> , finalists depart 14 <sup>th</sup> .
October 18, 2016	Board Meeting - Select new superintendent with discussion regarding contract and Phase 4 items as needed (3:00 p.m.)
October 19, 2016	Begin contract development
November 1, 2016	Board Meeting - Approve contract with effective start date TBD (6:30 p.m.)
December 5, 2017	Transition preparation period begins
TBD	Start date of next Superintendent
February 28, 2017	Superintendent White retires

Board Approved: \_\_\_\_\_  
Revised: \_\_\_\_\_



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## Superintendent Search Planning Meeting Worksheet

Date scheduled	Item to be completed	Phase/Notes
	Develop initial search timeline <ul style="list-style-type: none"> <li>• Begin with the end in mind—new Superintendent start date or projected start date</li> <li>• Subject to change</li> <li>• Consider desired overlap</li> <li>• Consider current contract held by new Superintendent</li> <li>• Consider important district conversations to be held like budget, strategic plan, etc.</li> </ul>	1
	Set salary range <ul style="list-style-type: none"> <li>• Review comparative districts</li> <li>• Include in the advertisement</li> </ul>	1
	Determine length of contract to be offered <ul style="list-style-type: none"> <li>• Review comparative districts</li> <li>• Include in the advertisement</li> </ul>	1
	Determine date(s) for finalists' interviews by the Board <ul style="list-style-type: none"> <li>• Saves the date for all involved parties</li> <li>• Include in the advertisement</li> </ul>	1
	Determine application process for applicants including contents of full packet <ul style="list-style-type: none"> <li>• Follow district application process?</li> <li>• Require supporting materials to be uploaded? Sent separately?</li> <li>• Require references and letters of support?</li> <li>• Include in the advertisement</li> </ul>	1



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File Name: 01242011-04-19-11

	<p>Determine process for logging received applications, making available to public and board</p> <ul style="list-style-type: none"><li>• Ensure date/time stamp</li><li>• Determine frequency of materials to board members—daily, weekly, all following deadline?</li><li>• Physical and/or electronic availability for press and public</li></ul>	1
	<p>Discuss contents for online “portal”</p> <ul style="list-style-type: none"><li>• Timeline of events as they occur</li><li>• Calendar of upcoming events</li><li>• All documents, including links to meeting agendas and minutes, summaries of public comments, link to survey, etc.</li><li>• Application</li><li>• Staff designate</li></ul>	1
	<p>Set dates and locations for community, employee and public input meeting</p> <ul style="list-style-type: none"><li>• # of sessions</li><li>• District distribution</li></ul>	1



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	<p>Review all policies related to superintendent and/or administrative position hiring and evaluation</p> <ul style="list-style-type: none"> <li>• Ensure compliance</li> </ul>	2
	<p>Propose any desired changes to policies related to superintendent and/or administrative position hiring and evaluation</p> <ul style="list-style-type: none"> <li>• Correct any vagueness or inconsistencies with practice or desired practice</li> </ul>	2
	<p>Review existing Superintendent's job description</p> <ul style="list-style-type: none"> <li>• Note any discrepancies</li> <li>• Identify any needed updates</li> </ul>	2
	<p>Modify existing Superintendent's job description as desired</p> <ul style="list-style-type: none"> <li>• Qualifications</li> <li>• Characteristics</li> <li>• Other</li> </ul>	2
	<p>Finalize and approve content of search promotional brochure</p> <ul style="list-style-type: none"> <li>• Logos</li> <li>• Pictures should capture diversity of district</li> <li>• Promote strengths of district and region</li> </ul>	2
	<p>Approve drafted search brochure prior to distribution</p>	2
	<p>Determine and approve advertisement language</p>	2
	<p>Determine advertisement locations, duration, and budget</p> <ul style="list-style-type: none"> <li>• Print</li> <li>• Electronic</li> <li>• Education avenues</li> <li>• Business avenues</li> <li>• Other</li> </ul>	2





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*the voice of education in Florida*

	<p>Determine structure and format for employee and other public input</p> <ul style="list-style-type: none"><li>• Type of input—survey, town-hall, etc.</li><li>• Type of questions</li><li>• If town hall, create agenda</li><li>• Targeted populations</li></ul>	2
	<p>Determine method to document and collect input from all meetings/sources and disseminate to Board</p> <ul style="list-style-type: none"><li>• All input or executive summary?</li><li>• Print or electronic delivery to board?</li></ul>	2



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*by voice of administrators in Florida*

	<p>Determine background check requirements</p> <ul style="list-style-type: none"> <li>• Driver license</li> <li>• Arrest record</li> <li>• Credit report?</li> <li>• Licensing agency</li> </ul>	3
	<p>Determine screening process to narrow field</p> <ul style="list-style-type: none"> <li>• Who, if anyone? Consultant, staff attorney, other</li> <li>• Screening criteria? Education, district size, any specific job qualification, other</li> <li>• Determine if board members will use any sort of individual screening</li> </ul>	3
	<p>Determine desired number of finalists</p> <ul style="list-style-type: none"> <li>• Not set in stone/goal</li> <li>• Recognize that one or more may drop out of process or be offered position in another county</li> </ul>	3
	<p>Establish the Board's interview process to be used for finalists</p> <ul style="list-style-type: none"> <li>• Consistency</li> <li>• Determine questions</li> <li>• Determine individual/group interview preferences</li> <li>• Decide on degree of community or staff participation in interviews, if desired</li> </ul>	3
	<p>Determine finalists' visitation and interview agendas</p> <ul style="list-style-type: none"> <li>• Consistency</li> <li>• Travel, meal arrangements and accommodations</li> <li>• Consider district and community tours</li> <li>• Stakeholder reception and/or meetings</li> </ul>	3



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	<b>Determine if and who will make visitation to the home districts/sites of finalists</b> <ul style="list-style-type: none"><li>• Board Chair</li><li>• Delegate</li><li>• Entire Board</li></ul>	<b>3</b>
	<b>Determine method for final selection</b> <ul style="list-style-type: none"><li>• No "<i>secret</i>" ballots</li></ul>	<b>3</b>



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	Determine contract negotiation process	3
	Discuss transition/overlap plan	4
	Determine 1 <sup>st</sup> day/week activities, if desired	4
	Set Governance Team Protocols workshop session (facilitated by FSBA Search Team)	4

## DRAFT Survey Questionnaire

The information gathered on this questionnaire will be shared with the Sarasota County School Board to assist them in their search for a new Superintendent.

Using the following scale, rate the Superintendent/leadership qualities listed below. You will also have an opportunity to share written comments at the end of the survey.

- 1 – not at all important
- 2 – somewhat important
- 3 – important, but not essential
- 4 – very important
- 5 – essential, critically important

Please check the groups (in alphabetical order below) that you represent:

Administrator    Business    Community    Parent    Student    Support Staff    Teacher

### A. Quality – Maintaining intense focus on measured results for student achievement

- 1 2 3 4 5 Improved student performance, especially in identifying, narrowing or closing the gaps in student achievement.
- 1 2 3 4 5 Knowledge of current educational issues, trends, and research.
- 1 2 3 4 5 Analyzes and uses data for decision-making to review or improve actions, plans, processes, and systems.
- 1 2 3 4 5 Experience leading an organization of diverse cultures.
- 1 2 3 4 5 Commitment to the success of all children and willing to visit classrooms and participate in student activities.

### B. People – Maximizing the value of our staff, partners and stakeholders

- 1 2 3 4 5 Meets with individuals and diverse community groups comfortably.
- 1 2 3 4 5 Demonstrates good listening skills and gathers information to make thoughtful, timely decisions.
- 1 2 3 4 5 Willing to work with governmental, educational and business leaders to enhance educational opportunities and economic development.
- 1 2 3 4 5 Views the School Board as a partner in meeting the goals of the district and strives to develop a positive and strong working relationship that is centered on two-way communication.
- 1 2 3 4 5 Understands the value of recruitment to reflect the diversity of the student population in individual schools and the district as a whole.
- 1 2 3 4 5 Establishes positive staff morale through flexibility, support, and recognition of groups and individuals working toward district improvement.
- 1 2 3 4 5 Experience leading and monitoring staff in a large organization.

**C. Service – Promoting courteous, professional, efficient and productive interactions among our staff, students, parents and visitors**

- 1 2 3 4 5 Positively advocates for the district by building successful relationships with all stakeholder groups, including the media.
- 1 2 3 4 5 Is available to the Board, and internal and external stakeholders.
- 1 2 3 4 5 Understands the importance of providing extraordinary customer service to internal and external customers.
- 1 2 3 4 5 Understands the need to communicate with internal and external customers in a variety of modes: face-to-face, written, using technology.
- 1 2 3 4 5 Finds creative and rewarding ways for staff and students to interact with the community for a variety of reasons: student learning, community awareness, teacher and staff showcasing, etc.
- 1 2 3 4 5 Experience in creating a positive work environment, programs and conditions that result in retention of employees.

**D. Resources – Ensuring full and equitable use of our facilities, systems and funding**

- 1 2 3 4 5 Demonstrates fiscal responsibility and a strong business and financial background.
- 1 2 3 4 5 Uses sound fiscal practices to maximize the resources of the district.
- 1 2 3 4 5 Articulates a clear vision for the use of technology in the future.
- 1 2 3 4 5 Experience in leading or supporting tax initiatives.
- 1 2 3 4 5 Understands the need to address current and future facility needs in a “growing” district.

**E. Safety – Protecting our resources, staff, students, parents and visitors**

- 1 2 3 4 5 Possesses past leadership experiences that ensure a safe and secure environment free from hazards, harassment and hostility.
- 1 2 3 4 5 Promoted safe, secure and healthy schools for students and staff.
- 1 2 3 4 5 Experience in leading initiatives with local, state and federal law enforcement and emergency management officials.

**F. Personal Leadership Qualities**

- 1 2 3 4 5 Possesses the ability and willingness to make tough decisions that may not always be popular.
- 1 2 3 4 5 Collaborative leadership style.
- 1 2 3 4 5 Holds self and others accountable.
- 1 2 3 4 5 Sets high expectations for self and the organization.
- 1 2 3 4 5 Ability to build high-performing teams.
- 1 2 3 4 5 Builds trust and respect, and serves as a role model for staff, students and the community.
- 1 2 3 4 5 Leads with a vision yet honors the past.
- 1 2 3 4 5 Is courageous and honest, and engages others in seeking solutions to challenges.
- 1 2 3 4 5 Models high standards of integrity.
- 1 2 3 4 5 Brings people of different cultures together to achieve goals.
- 1 2 3 4 5 Leads with humility, caring, and servant-leader attitude.
- 1 2 3 4 5 Exhibits excitement, energy, happiness, and has a sense of humor.

