

Board Retreat

Trenton Public Schools



Agenda

July 26, 2016

2015-2018-

↳ academic plan -

Friday July 29, 2016

10:00 am **Opening and Review of Public Agenda**

10:15 am - **Purpose of Retreat, Vision & Expectations**

- Board President, Jason Redd

10:20 am- **Welcome, Overview of the Day & Anticipated Outcomes**

- Chief of Staff Francis Blanco on behalf of Trenton Mayor Eric Jackson
- William A. Watson, Senior Distinguished Fellow of the Watson Institute for Public Policy
- Dr. Joseph Youngblood, II, Vice Provost and Dean, Watson School of Public Service, Thomas Edison State University,

10:30 am – *Morning Discussion & Activity: “Picturing Approaches to Complex Change”*

Debrief: Reflection & Application

11:00 am- **Break**

11:10 am **Part One of the 3 Ps—Defining our “Priorities”**

Noon- Working Lunch

Part Two of the 3 Ps—Describing the archetype of the “Person”

1:00 pm **Part Three of the 3 Ps—Designing the “Process”**

1:50 pm **Reflecting Back, Planning Forward**

2:00 pm **Adjournment**

TPS Board Retreat
Discussion & Activity:
"Picturing Approaches to Complex Change"



Purpose: To explore perspectives and possible meanings.

Essential Questions:

- Who are we and where are we as a District; as a Board?
- What are the challenges we face at this phase of the District's development?
- What can we do to increase our individual and collective capacity in identifying the next leader of the District and serving the students of Trenton?

Exercise Instructions:

1. Choose an image that communicates something about the single most important challenge the District is facing.
2. Choose a second image that communicates something about the kind of leader that the District.
3. Choose a third image that communicates something about the single most important role the Board plays in supporting the leader.

Guiding questions for the discussion:

- Describe your image—
 - What's obvious?
 - What's unclear?
 - What do you see in your image?
 - Why did the image speak to you?

Large Group Debrief:

- Guiding Questions—
 - How was the conversation?
 - What happened?
 - What did you discover about your fellow Board Members?
 - What images "really" stood out for you?
 - What different points of view were expressed?
 - What was valuable about the process?

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**Trenton Public Schools
 SUPERINTENDENT SEARCH PLANNING MEETING**

January 20, 2016 @ 5:00 p.m.

1. **Review search process** – Review the prototypical search as depicted in the flow chart which follows the agenda and discuss any special steps that the Board would like modified, added to or deleted from the search.
2. **Confidentiality and Community Engagement** – Discuss the options for confidential versus open searches and the pros and cons of each approach. The approach should be determined so that an appropriate calendar can be developed for the search. Options were defined in our proposal and are presented on the enclosed chart.
3. **Background Checks** – HYA is able to facilitate the process to have third party, independent background checks, print media reviews, and social media reviews conducted on the preferred candidate or on the semi-finalists. The costs range between \$850 and \$1500 per candidate depending on the plan selected. The search calendar, which will be planned below, should allow 7-10 days to have these background checks conducted. Enclosed are informational materials on the options available.
4. **Calendar for search** – Develop a search calendar. The calendar developed needs to take into consideration the personal and professional commitments that the Board Members may have.

SEARCH CALENDAR

Activity	Date(s)
Interviews and focus group meetings*	
Online survey open*	
Leadership Profile Report presented to Board**	
Roles Workshop	Optional
Seminar for interviews & final stages of search	
Slate presented to Board	
Board initial interviews	
Board meets to identify semifinalists	After the last interview
Semi-finalist interviews	
Board meets to identify preferred candidate	Within a few days of the semifinalists' interviews
Board members conduct site visit	
Target for public announcement	
Superintendent assumes responsibilities	
Board-Superintendent Retreat/Workshop	Optional

***Only needed if the Board of Education utilizes stakeholder input at the front end of the search to develop the leadership profile.**

****Based on available data from the last search, the Board of Education may opt to develop the leadership profile at the planning meeting.**

5. **Online Survey (Groups for disaggregation of survey results)*** – Review attached copy of the survey and determine:

- Six groups the Board would like identified
- District liaison to help get the survey on the District website
- Dates for survey to be opened

***Only needed if a survey is utilized for front end and stakeholder input to develop the leadership profile.**

6. **Schedule times for interviews with board members.** We would like to meet with each of the Board members for about an hour as part of the development of the *Leadership Profile Report*. We usually schedule these meetings when we are in the District to meet with the various stakeholder groups.

7. **Identification of individuals and/or groups to meet with HYA consultants in development of the Leadership Profile Report** - Following are some suggested groups and individuals to think about: *

- Board members – individually
- Superintendent
- Administrators – District level
- Principals/Assistant Principals
- Support staff union leadership
- Support staff - open meeting for all interested members
- Teacher union leadership
- Teachers - open meeting for any interested teacher
- Students
- Former board members
- PTA/PTO Council
- Private school representatives
- Business leadership
- Clergy Association
- Governmental leadership
- Other parent, school, business, service or community groups
- Community Forum(s), generally in evening and open to everyone

***Dependent upon the level of stakeholder involvement at the front end of the process this list may be utilized as a starting point for stakeholders who may be involved in the back end of the process with semi finalist and/or finalist candidates that are identified.**

Determination of District contact person to help schedule stakeholders and prepare letters of invitation.

8. **Number of candidates** - Most boards request us to present a slate of five candidates pre-scheduled for interviews. A few desire more or less. The choice is up to you, and should be based on the time you feel you are able to devote to the interviewing process.

9. **Internal candidates** - If you should have any internal candidates, how do you want us to proceed with them? Some boards express a preference to look outside the district; others insist they see any internal candidate as a finalist. We recommend that we treat

Superintendent Search Flow Chart

BOARD RESPONSIBILITIES

CONSULTANT RESPONSIBILITIES

Select Consultant

Planning Meeting with Board

- Interview Board, Staff, Community Representatives
- Develop Leadership Profile and Selection Criteria
- Present Leadership Profile Report to Board

- Approve Selection Criteria
- Approve Ad Content

Prepare Search Publicity and Publish
Vacancy Notices

Optional Workshop-Board Roles

Submit Questions to be Asked at Initial
Interviews

- Recruit Candidates Utilizing National Networks
- Receive and Process Applications
- Correspond with Candidates
- Contact Recommended Candidates
- Interview Selected Candidates
- Conduct Reference Checks
- Identify Best-Qualified Candidates
- Prepare Application Materials to be Shared with the Board

- Conduct Initial Interviews with
Recommended Slate (Semifinalists)
- Hold Follow-up Interviews with Finalists
- Select Preferred Candidates

Facilitate Board Discussion to Narrow
Candidate Pool After Each Round of
Interviews

- Conduct Board Seminar Re: Interview Procedures
- Present Slate of Semifinalists to Board

- Conduct Site Visit
- Negotiate Contract

- Conduct Professional Due Diligence Background Report
- Assist Board with Site Visit Planning
- Assist with Contract Preparation, as Desired by the Board

Announce Appointment

Send Letters of Regret

- Transition Planning
- Set Goals and Define Evaluation Method with
New Superintendent

Optional Workshop to Assist with Board/
Superintendent Evaluation

Superintendent Assumes Position

Recruitment Phase
6-8 Weeks

Appointment Phase
Varies



HYA Executive Search
Hazard, Young, Attea & Associates

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Community Engagement and Confidentiality Options

	Full Disclosure of Candidates Interviewed	Finalists Names with Community Forums	Confidential Stakeholder Committee Involved	Completely Confidential
Description of Option	The names of all candidates being interviewed by the Board are released to the public.	The names of the three finalists being interviewed would be released and community forums would be held to meet the candidates.	No names of candidates would be released publicly. The Board would have a staff/community committee interview the finalists and provide feedback.	Board conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
Questions Related to Option	What benefit does it provide to release the name of all applicants interviewed?	What input would be sought from community members after meeting candidates? How will stakeholders gather information?	What feedback and input does the Board want from the committee? How should committee membership be structured?	Do the community and staff accept that this is the Board's decision? Will there be push back?
Benefits of Option	Staff and community members will see the process as totally open and feel the Board is being as transparent as possible.	Stakeholders will have an option to meet the finalists and express an opinion on their preference.	Some stakeholders will be involved and will provide input to the Board in making their decision, which may provide information that would be helpful with their decision.	The Board will have the broadest field from which to select their next superintendent.
Drawbacks of Option	Very few if any active superintendents will consider the position. Stakeholders will make judgments about the Board's decision based on whatever information they gather on their own.	Stakeholders will form an opinion on their preference and may feel the Board did not listen to them if a different candidate is chosen. Successful superintendents will be unlikely to put their name into consideration.	Some stakeholders may feel the process is not open enough as they will want to know who is being considered. Some members of the committee may violate the confidentiality agreement. Some candidates may not apply.	Stakeholders may feel the Board is not interested in their views. Community reaction may impact the acceptance of the preferred candidate. If confidentiality is violated, it may be viewed that a board member did so.

**SAMPLE COMMUNITY FOCUS GROUP/FORUM INVITATION
LETTER**

Please place on District letterhead

Today's date

Memorandum

TO: Parents, Staff and members of the _____ District community

RE: _____ Search – Participation Invitation

As you may be aware, the _____ has initiated its search for a new _____. To counsel us through this important process, we have retained the services of Hazard, Young, Attea & Associates, a consulting firm that specializes in assisting Boards with the consideration of candidates for _____.

A key step in this process is to identify the characteristics we will be seeking in our new _____. We would greatly appreciate your input and assistance with this important task. We, therefore, invite you to participate in this process by:

- Attending an Open Forum
- Completing an online survey located at www._____

The Open Forum, which will be facilitated by a member of our consultant firm, will be held on (day), (date), at (time) at (location).

Please complete the online by _____ (enter date)

Thank you in advance for your assistance with this most important task.

Sincerely,

(Name)
Superintendent/Chair/President
District/Board of Education (Board of Trustees, Governing Board)

HYA

SAMPLE

Dear Members of the _____ School District and greater _____ Community:

The Board of _____ Education/Trustees/Governing Board is beginning the process of searching for a new superintendent and has asked our firm, Hazard, Young, Attea & Associates to help the Board with the process.

As one of the initial steps in the process, the Board would like to seek your input on the desired characteristics and skills that you would like to see in the next superintendent. Please share your thoughts by responding to the appropriate surveys linked below.

As you respond, please remember that all characteristics listed are desirable, but we are interested in knowing your perceptions about which characteristics are "most important" for _____ School District.

To access the Survey:

1. Identify the group to which you belong and click on the link below
2. Follow the directions on the survey
3. Respond by _____

On behalf of the Board of Education/Trustees/Governing Board, thank you for taking the time to respond. The Board members, along with Hazard, Young, Attea & Associates, appreciate your willingness to participate and look forward to learning your perspective.

Board President/Chair

Letter for online portion of profile survey

HYA

SUPERINTENDENT SEARCH DAY 2

LEADERSHIP PROFILE DEVELOPMENT INTERVIEW SCHEDULE

DATE

Consultant A

Consultant B

8:00 am _____

9:00 am _____

10:00 am _____

11:00 am _____

12:00 noon Lunch

1:00 pm _____

2:00 pm _____

3:00 pm _____

4:00 pm _____
