

# ***Draft                      Orleans Parish School Board***

## ***New Orleans, Louisiana***

### ***Criteria Desired in Superintendent of Schools***

The Orleans Parish School Board (OPSB), which serves the City of New Orleans, seeks a visionary leader to be the District's new Superintendent. Orleans Parish School District ranks Number 2 in the State in performance. The city also is well known for the cultural, historical and entertainment opportunities it offers. After the devastation of Katrina, the State divided the District into two segments, turning over schools in need of remediation to the Recovery School District while placing the better performing schools under the governance of the OPSB. As a consequence of this action, the majority of the schools in both districts have adopted the charter school approach for governance and management.

After consultation with members of the community and leadership, staff and educational advocacy groups in both districts, and with the expectation that the new Superintendent will move the District to a new level of excellence, the OPSB seeks an individual who possesses many of the following characteristics and has demonstrated many of the following skills.

#### **Beliefs and Understandings - An individual who:**

- Believes that all decisions made as a Board and a superintendent must be made on the basis of what is in the best interest of students.
- Communicates a vision for high expectations and on-going improvement for academic achievement in every classroom.
- Demonstrates knowledge and practice of emerging research and best practices in instruction, learning and systemic reform.
- Focuses on meeting the needs of diverse learners.
- Holds him/herself, central office staff, principals, teachers, and other staff accountable for meeting these high expectations.
- Shows willingness to *think outside the box* to achieve clear District priorities.
- Understands the charter movement and portfolio management, and has the tolerance for ambiguity that is associated with leading and managing both a system of schools and a school system.
- Understands the history and culture of New Orleans.

#### **Abilities and Experience - An individual who:**

- Demonstrates experience in and an understanding of the needs associated with an environment that is culturally and economically diverse.
- Engages an involved, activist community and others in addressing the needs of the District and the students it serves.
- Has successful senior level administrative performance in a medium to large urban school district or similar institution.
- Partners with business leaders, elected officials, neighborhood organizations and other community agencies and organizations in pursuit of the best interests of students.

Suggested criteria for the OPSD Superintendent

- Recognizes the need and has the capability to reassess and reconstitute organizational structure and staffing to meet current, emerging and future needs.
- Recognizes the superintendent is apolitical, yet has to possess the political and media savvy to effectively work with the Board and all segments of government and the community.
- Understands the elements and complexities of managing instruction, finances, human resources, and facilities.
- Works effectively with an elected board, clearly understanding the respective roles of the Board and the Superintendent.

### **Management/Leadership Style**

- Creates a culture of accountability for self and all stakeholders: administrators, teachers, staff, parents, students and community members.
- Delegates effectively and holds everyone accountable in a team-based atmosphere.
- Demonstrates an ethical, transparent, “open door/open book” approach to decision-making, budgeting and resource allocation.
- Focuses on increasing morale among all employees: teachers, classified staff, administrators, other staff and volunteers.
- Identifies, employs, develops and retains individuals on the basis of performance, thereby maintaining a high quality staff at all levels.
- Is a strategic thinker and planner who recognizes the need to develop and achieve the District’s goals in a collaborative environment.
- Is committed to outreach in developing inclusive, collective perspectives, yet is decisive in execution.
- Models fairness, honesty, openness, accessibility and integrity.
- Responds to criticism in a reflective, responsible and transformative manner.

### **Communication Style**

- Communicates comfortably and effectively with people of varied linguistic, educational and economic backgrounds.
- Is a visible, articulate city wide spokesperson for the District.
- Is an empathetic listener.
- Is open, direct and respectful.
- Provides accurate and complete information to board members and others, as appropriate, in order to ensure informed deliberations and/or decision-making.

Experience as a superintendent and an earned doctorate from an accredited institution are preferred, but not required.

## ORLEANS PARISH SUPERINTENDENT SEARCH CALENDAR

Activity	Identified Date(s)
Interviews, focus groups and forums to secure stakeholder input	November 12, 13 and 14
Online stakeholder survey on District website	October 22 thru November 14
<i>Leadership Profile Report</i> presented to Board	Nov. 19 at 3 pm; report at Bd Mtg <sup>1</sup>
Workshop on clarifying <i>Roles &amp; Responsibilities</i>	Optional – TBD <sup>2</sup>
Seminar on interviewing & final stages of search	February 4 <sup>3</sup>
Slate of candidates presented to Board	February 4 after seminar
Board conducts initial interviews with candidates	Feb. 7 @ 6-8 pm; Feb. 8 @ 8-noon <sup>4</sup>
Board meets to identify candidates for 2 <sup>nd</sup> interviews	February 8 at noon
Board conducts second interviews	February 10, 11 and 12 <sup>5</sup>
Board meets to identify preferred candidate	February 13 or shortly thereafter
Board conducts due diligence, contract negotiations, etc.	Mid-late February
Target for public announcement	Early to mid-March
Superintendent assumes responsibilities	As soon as available; or on July 1
Retreat-workshop with new superintendent	Optional – Recommended before or within 6 weeks of starting <sup>6</sup>

<sup>1</sup> The *Criteria* to be sought in the next superintendent will be discussed and developed after the *Leadership Profile Report* is presented.

<sup>2</sup> The Board should discuss on November 19<sup>th</sup> whether it desires to have this workshop.

<sup>3</sup> Time for this seminar needs to be determined on November 19<sup>th</sup>.

<sup>4</sup> The Board did not establish the times for the interviews. The times listed are suggestions and should be confirmed or changed at the November 19<sup>th</sup> meeting when the calendar is determined. The initial interviews generally are scripted and last about two hours each. Board members will be asked to identify questions, topics or simulated situations it would like to ask/discuss with each candidate about 3 weeks before the interviews. These will be developed into an interview script for review and acceptance by the Board during the interviewing seminar.

<sup>5</sup> Each candidate generally is asked to invite his/her spouse/partner/significant other to participate in the 2<sup>nd</sup> interview. The 2<sup>nd</sup> interview usually start with breakfast with 2-3 school board members, followed by a tour of several of the schools. Lunch might be with the Interim Superintendent and Executive Cabinet, another group such as representatives from the business community, or 2-3 board members. The lunch often is followed by a coffee-desert with principals and the Leadership Team (and Executive Cabinet, if they are not part of the luncheon). After lunch and desert, 2-3 board members will provide a quick tour of New Orleans. Around 4:30-5:00, the Board may choose to have the candidate participate in an invitee only or open (at Board's discretion) reception at which the candidate addresses the stakeholders and responds to questions. Afterwards, the candidate and spouse have dinner with the Board. After dinner, the spouse is excused and the Board conducts its 2<sup>nd</sup> in-depth interview, which lasts as long as needed. The next morning, it is recommended that 2 board members (usually the President and Vice-president) have an exit interview/breakfast with each candidate.

<sup>6</sup> Recommend the Board determine on November 19<sup>th</sup> whether it desires to arrange for such a workshop with HYA or other source

Following are two alternative calendars for the Board's consideration on November 19<sup>th</sup>:

Activity	Alternative 1 Date(s)
Seminar on interviewing & final stages of search	February 11
Slate of candidates presented to Board	February 11 after seminar
Board conducts initial interviews with candidates	Feb. 14 - 6-8 pm; Feb. 15 - 8-noon
Board meets to identify candidates for 2 <sup>nd</sup> interviews	February 15 at noon
Board conducts second interviews	February 17, 18 and 20 <sup>7</sup>
Board meets to identify preferred candidate	February 21 or shortly thereafter
Board conducts due diligence, contract negotiations, etc.	Late February
Target for public announcement	Early to mid-March
Superintendent assumes responsibilities	As soon as available; or on July 1
Retreat-workshop with new superintendent	Optional – Recommended before or within 6 weeks of starting

Activity	Alternative 2 Date(s)
Seminar on interviewing & final stages of search	February 18
Slate of candidates presented to Board	February 18 after seminar
Board conducts initial interviews with candidates	Feb. 21 - 6-8 pm; Feb. 22 - 8-noon
Board meets to identify candidates for 2 <sup>nd</sup> interviews	February 22 at noon
Board conducts second interviews	February 24, 25 and 26
Board meets to identify preferred candidate	February 27 or shortly thereafter
Board conducts due diligence, contract negotiations, etc.	Early March
Target for public announcement	Mid-March/Mar. 19 Board Meeting
Superintendent assumes responsibilities	As soon as available; or on July 1
Retreat-workshop with new superintendent	Optional – Recommended before or within 6 weeks of starting

5. **Community Engagement – Interviews, Focus Groups, Open Forums and Online Survey** – The Board identified the following individuals and groups with whom it would like the consultants to meet to gather input relative to characteristics desired in the new superintendent. It also decided to use the online survey to provide stakeholders an opportunity to identify the skill sets that stakeholders feel are most critical to the success of a superintendent in New Orleans, to make any comments they desire relative to the search, and to suggest individuals that might be considered for the position. HYA will work with the technology staff in order to have the survey live on the District website by October 22<sup>nd</sup>.

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<sup>7</sup> The 19<sup>th</sup> is not suggested because of a scheduled School Board meeting. If the Board can reschedule the meeting on February 19<sup>th</sup> to the 20<sup>th</sup>, there would be an advantage to having the 2<sup>nd</sup> interviews on February 17, 18<sup>th</sup> and 19<sup>th</sup>. The Board can then meet before the rescheduled meeting on the 20<sup>th</sup> to identify its preferred candidate.