



**The Cosca Group**  
The Team Behind Your Team

## **EXECUTIVE SEARCH PROCESS**

### **PHASES AND SERVICES**

The following process is tentative and intended to be customized to meet your district's distinct needs and preferences. TCG services include, but are not limited to the following:

#### **PRELIMINARY**

- ❖ Meet with the Board to adjust/modify/approve the Search and Selection Process and the accompanying proposed timeline.

#### **PHASE 1: PRE-RECRUITMENT**

- ❖ Conduct an exhaustive input collection process that incorporates three steps generally augmented by one or more online or hard-copy surveys.

TCG is committed to seeking out delivering the right candidate for the Solana Beach School District. To achieve that goal, your team will conduct a comprehensive assessment to identify your district's unique needs and challenges before the selection process begins. Personally meeting with groups and individuals representing the district's stakeholders is a TCG priority because that is the most effective way to gain a genuine understanding of the district's goals and objectives, the community and stakeholder needs and expectations, and the Board's requirements.

Step 1 Meet with the Board and identify the District's strengths and needs/critical issues. Based on those strengths and needs/critical issues, identify the characteristics desired in the new Superintendent. The Board will also identify groups and individuals representing community members, students, parents, teachers, classified employees, administrators, etc. to provide input to TCG. Discuss custom strategies to engage all

representative communities within the District, including non-English-proficient constituents in the process.

Step 2 Meet with the identified groups and individuals and receive input (English and Spanish) regarding the District's strengths and needs/critical issues. Concurrently an online survey will be well-publicized and conveniently available to stakeholders. Input will be received regarding the desired characteristics of the new Superintendent and carefully recorded. The comments will then be tallied and categorized and become the basis of an objective summary.

Step 3 Meet with the Board to review and analyze the information generated in group and individual meetings and collected by the survey. The Board will have the opportunity to reexamine, modify and prioritize its lists of district strengths, needs/critical issues, and preferred characteristics. Using the data, TCG will craft a profile and criteria for an electronic brochure to be presented to the board for final approval.

- ❖ Prepare draft electronic brochure that includes a District profile, District strengths, issues and desired characteristics of Superintendent and application information and deadlines.
- ❖ Present draft electronic brochure to the Board members at a special board meeting for final approval.
- ❖ Provide a status report to the Board.

## **PHASE 2: RECRUITMENT**

- ❖ Arrange for advertisements to be published, for example, in the EdCal newspaper, CASBO, Ed-Join, national publications and other publications of the Board's preference. TCG will disseminate recruitment materials and vacancy announcements, and correspond with experts in the field for nominations of potential candidates. All thirty-five TCG principal and associate members will actively recruit candidates who best characterize the ideal candidates for the District.
- ❖ Maintain all applicant files and communicate with applicants regarding the status of their files.
- ❖ Distribute electronic brochure to California schools and to national organizations.
- ❖ Place and pay for all advertisements.
- ❖ Enlist TCG members to actively recruit candidates.
- ❖ Proactively identify and recruit outstanding candidates who have not applied.
- ❖ Create a Panel of Experts in school district administration to screen and identify the most qualified applicants. Material will be developed which will describe and assess the finalists.

- ❖ Provide status report to Board

### **PHASE 3: SELECT APPLICANTS TO INTERVIEW**

- ❖ Screen all materials from all applicants. Extensive reference checks will be conducted through a process of telephone conversations, appraisal of materials, and preliminary references.
- ❖ Conduct initial reference checks.
- ❖ Convene Panel of Experts to identify most qualified candidates.
- ❖ Complete thorough reference checks on most qualified candidates.
- ❖ Prepare a status and summary report for the Board that will include the qualifications of all of the applicants and those applicants recommended for interview.
- ❖ Arrange for Board review of application materials and background information of applicants and recommendations for interviews.
- ❖ The Board selects and approves candidates for interviews.
- ❖ Complete compensation study of districts selected by the Board.

### **PHASE 4: THE INTERVIEW PROCESS**

- ❖ Confirm interview dates and process with the Board.
- ❖ Contact and schedule interviews of Board-selected candidates.
- ❖ Present a preliminary list of questions for Board review and approval.
- ❖ Schedule candidate interviews to be conducted in closed session.
- ❖ Schedule and assist with a second set of interviews of the top candidate(s).
- ❖ Schedule and assist with Board selection and confirmation of the finalist.

### **PHASE 5: APPOINT THE NEW SUPERINTENDENT**

- ❖ Arrange a site visitation to the district of the selected finalist.
- ❖ Coordinate the official appointment of the successful candidate by the Governing Board.

- ❖ Assist the Board, as directed, to negotiate an employment contract.
- ❖ Facilitate a free transition meeting for the new Superintendent and Board of Education.
- ❖ If so desired, assist the Board in announcing the new Superintendent of Schools for the Solana Beach School District.

## **SUPPORT SERVICES**

Within twelve months of the formal appointment of the new superintendent, TCG will:

- ❖ Provide free ongoing, on-call, mentoring for twelve months from both retired and active superintendents to the newly selected superintendent.
- ❖ Provide a workshop for the new Superintendent and the Board.

## **OPTIONAL SERVICES**

- ❖ For an additional fee, The Cosca Group will be available to the Board and Superintendent for additional consultation service that may include goal setting, evaluations, Board-Superintendent relations, role and functions of the Superintendent and the Board, and more. Please visit [www.TheCoscaGroup.com](http://www.TheCoscaGroup.com) for a complete list.

# QUESTIONS AND ANSWERS

## STAKEHOLDER INPUT

**Specifically how is input summarized for the board and for the full community?**

TCG's standard practice is a three step input collection process, usually augmented by an online survey.

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Step 3. Meet with the Board to review and analyze the information generated in group and individual meetings and collected by the survey. The Board will have the opportunity to reexamine, modify and prioritize its lists of district strengths, needs/critical issues, and preferred characteristics. Using the data, TCG will craft a profile and criteria for an electronic brochure to be presented to the board for final approval.

## SCOPE OF SEARCH

**Will candidates be sought beyond the Southern California region?  
Outside of California?**

**How does the firm outline its recommendations for the extent of the search?**

While many districts prefer candidates with California backgrounds because they are grounded in the state's unique policies and culture, in some cases boards prefer to reach out across the country to seek a fresh approach or a unique talent, or to cast a wider net.

TCG's standard practice is to base a search scope on the district's unique needs, challenges and preferences.

## APPLICANT SCREENING

**What is the specific process by which applicants are screened?**

TCG's standard practice includes the following:

A panel of experts representing the district's administration will be identified to screen and select the most qualified applicants using the board-adopted candidate criteria; applications will be assessed for candidate capacity to meet the district's needs.

Reference checks will include appraisal of materials, preliminary reference verifications, internet background reviews, TCG network contacts, and personal telephone research.

A report will be developed for the board that will include all applicants and describe and assess the candidates recommended for consideration to interview.

## **INTERVIEW QUESTIONS**

**How are questions selected to help the board determine "best fit"?**

TCG's standard practice is to help to facilitate the development of questions with the Board TCG will present the board with potential questions carefully selected for the purpose of revealing the applicants' background, experience, style, and personal traits relevant to the district and board's needs and preferences.

## **DISTRICT CONTACT(S)**

**Who is the contact for logistics, meetings with employees, community, etc.?**

Typical search firm practice is to contact the Board President for information and clarifications and a district-assigned staff member for scheduling, logistics, and basic operational assistance. TCG's standard practice is to confirm these assignments with the board.

## **WRITING PROMPT**

**Do you add a writing prompt?**

TCG's standard practice is to propose the option to the Board. If included, TCG will include recommendations for Board consideration at the same time the Board determines what questions will be included in candidate interviews.

## **STAKEHOLDER COMMUNICATION PROCESS**

**Description of internal and external communication processes used to help the board inform and update full community, especially all employees**

TCG's standard practice is to collaborate with the Board and the district staff to identify what processes and procedures are currently utilized in the district and craft an approach and schedule that most effectively and conveniently informs all of its stakeholders regarding opportunities for input and craft announcements to keep the full community informed. Most districts opt to regularly post updates on the district website.