

Draft Plan of 95 Day Search Plan for Superintendent by the Las Cruces Public School Board

*The timeline set forth in this draft plan assumes Board adoption on March 28th, 2023, and adopted a revised timeline on April 28, 2023.

March 28, 2023

Superintendent Search Plan

1.0 Purpose

The purpose of this plan is to establish a deliberate, well planned, and professional process for the Board to follow as it undertakes the search for a new district superintendent. The plan also describes the mechanisms by which the Board will seek and utilize input from the community and staff as the process is conducted.

2.0 Duration

This plan shall be in effect from the time of adoption until the time at which the new superintendent has signed his/her initial contract with the district.

3.0 Process

A six-phase search process is outlined in the sections below. Each section contains a description of the activities to be undertaken during that phase, key dates related to the phase and the date by which the phase will be completed.

As a preliminary step, the day following the adoption of this plan an announcement of the Superintendent vacancy shall be shared by the LCPS Communications Department via the District's communication channels (website, social media, press releases, etc.) noting that the vacancy posting will be modified following the development and approval by the Board of the criteria described in Section 3.2 below.

3.1 Planning to Search

The Board shall select a Search Consultant to perform the duties indicated in this plan. The Search Consultant may be an independent contractor, the Interim Superintendent, or an Interim Superintendent designee. The Search Consultant shall be chosen by the Board at a Board meeting on April 11, 2023.

The Board shall establish a Superintendent Search Advisory Committee consisting of five categories of constituents internal to the district and four categories of constituents external to the district. These are identified below in Table 1

Table 1
Categories of Superintendent Search Advisory Committee

Internal	External
Students	Business
Parents	Post-Secondary Education
Certified Staff	Government
Classified Staff	Health and Social Service
Administrators	
Equity Council	

Except for certified Staff and Classified Staff, each Board Member shall identify two members for each category from Table 1 to serve as the Superintendent Search Advisory Committee. The Certified Staff and Classified Staff members shall be selected by their respective union president¹. Individual Board members and the Association Presidents shall identify superintendent Search Advisory Committee members by Tuesday, April 11, 2023. Their names shall be posted on the LCPS website.

This search plan outlining what the roles and expectations of the Committee Member shall be created to help the Board Members in their recruiting efforts. The Superintendent Search Advisory Committee shall advise the Board on two important issues related to the search: the criteria desired in a new superintendent, generate interview questions from the stakeholder perspective to be asked of the finalists in a Facilitated Public Forum, and provide structured written feedback regarding impressions the finalists made on the committee members during interviews. Any records reflecting the Committee Member's opinions including their impressions of the finalists during the Facilitated Public Forum are subject to public inspection and will be provided to requestors in a timely manner as required by the Inspection of Public Records Act (IPRA). Any meetings of the Superintendent Search Advisory Committee shall be facilitated by the Search Consultant and livestreamed and recorded for observation by the public and individual Board members. No Board members shall attend in-person. The Superintendent Search Advisory Committee shall only be privy to public information. Neither Board members nor the Board Search Consultant shall share with members of the Superintendent Search Advisory Committee confidential information including opinions of individual references or the Board. The Superintendent Search Advisory Committee recommendations shall be advisory only, and nonbinding on the Board. The Superintendent Search Advisory Committee will remain constituted until the individual selected by the Board has signed his/her first contract with the district.

3.2 Setting the Criteria

The Board Search Consultant shall meet with the Superintendent Search Advisory Committee to identify and clarify, from the Committee's perspective, the desired

¹ See NEA-LC Collective Bargaining Agreement (CBA), Article 2B, ¶ C.

characteristics the new superintendent shall possess. This meeting² will be held on Wednesday, April 12, 2023 (5 days from selection of Advisory Committee members). The Board Search Consultant shall interview each Board member concerning his or her perceptions of the desired characteristics the new superintendent shall possess. The Board Search Consultant shall work with the Human Resources Department to compile a draft of these criteria in the form of an advertisement outlining minimum requirements, desired characteristics, and a salary range for consideration and approval by the Board at its meeting on April 28, 2023.

The application shall contain a statement regarding references as follows: "Please note that LCPS Board will be conducting in-depth reference checks of interviewees, and they (individually, as a group, or through their designee) may contact persons who are not among your listed references, including current employers and board members." The application shall also contain an applicant's acknowledgment and agreement, authorization, waiver and release, with respect to references. The acknowledgment and agreement, authorization, waiver and release must be signed by the applicant for the application to be complete.

3.3 Advertising

The Interim Superintendent shall designate the departments or individuals responsible for advertising. The Interim Superintendent's designee(s) shall work collaboratively with the Search Consultant to ensure timely advertising. The superintendent's position shall be advertised nationally in the American Association of School Administrators (AASA) Job Bulletin and in the classified section of Education Week. In addition, the position shall be advertised through the Association of School Administrators organizations in New Mexico, Arizona, Colorado, and Texas, and the New Mexico School Boards Association. The position shall also be posted on the LCPS Web site. Advertising shall call for applications to be received no later than Sunday, June 4 (37 days from identification of criteria and posting of ad). The advertisement shall inform potential applicants that job applications and applicant resumes are public records, subject to public inspection, and will be provided to requestors in a timely manner as required by the Inspection of Public Records Act (IPRA). The advertisement shall further inform potential applicants that Protected information within the application (e.g., protected personal identifier information) shall be redacted before being released.

3.4 Screening

A three-step approach shall be utilized for screening.

3.4.1 Initial Applicants

The first step shall be to review all applications. The Board Search Consultant shall inform the Board weekly of the total applicant pool. The Board Search Consultant shall then

² Livestreamed and recorded for observation by the public and individual Board members.

review all applicants and eliminate incomplete applications or those who do not meet the minimum qualifications established by the Board. The Board Search Consultant shall notify the Board which applicants have been rejected and the basis for rejection. The Board will consider whether any rejected applicants should be invited to complete the application packet. Those remaining in the pool of applicants at this stage shall be identified as qualified applicants. This review will be held by Friday, June 9, 2023 (5 days after application deadline). The Board Search Consultant shall notify all applicants who are rejected at this step.

3.4.2 Candidate Review

The second step will identify from the pool of qualified applicants a pool of semi-finalist applicants to undergo checks and interviews. The Board will meet with the Board Search Consultant on Friday, June 9, 2023, in executive session and identify from the pool of qualified applicants a pool of semi-finalists for reference checks and interviews. The Board Search Consultant shall extend invitations to those identified and prepare for the Board a list of individuals who have accepted the invitation to participate in the semi-finalist round. That list shall be a public record, subject to public inspection, and will be provided to requestors in a timely manner as required by the Inspection of Public Records Act (IPRA). The Board may expand the list at any time during the semi-finalist stage (3.4.2 and 3.4.3) to include any of the qualified applicants.

3.4.3 Semi-finalists Interviews

The third step will reduce the pool of semi-finalist applicants to a pool of finalists by using interview questions, reference checks, and specific interrogatories. The Board Search Consultants shall provide the Board with standard questions, and the Board may submit additional questions for the semi-finalist interviews, which will be reviewed by Board Legal Counsel. The Board Search Consultant will contact references before the Board meets in executive session. to interview the pool of semi-finalists for the purpose of reducing to a pool of finalists. Neither the Board Search Consultant nor any Board member will accept or consider anonymous references. Any references, whether among the references listed by the candidate or not, shall be documented by the Board Search Consultant and/or individual Board member to be shared with the rest of the Board in executive session. A quorum of the Board may contact references together in a properly noticed executive session. References shall be documented. All references contacted, including opinions of the references, shall be shared with the entire Board. No opinions provided by individual references shall be released to the public. Opinions of individual references contained within a public record shall be redacted from the public record before it is released to a requestor under the Inspection of Public Records Act (IPRA).

The Board will meet with the Board Search Consultant in executive session June 17 (7 days after pool of semi-finalists are selected) and reduce the pool of semi-finalists to a pool of finalists. The Board Search Consultant will notify all unsuccessful semi-finalists. The names of the finalists shall be released to the public.

3.5 Facilitated Forum and Interviews of Finalists

The Board shall prepare and provide the finalists, via the Board Search Consultant, several simulated situations to which they shall respond, and the work product from those simulations shall also become material for the Board to consider as the Board makes its selection. The Board shall review these processes and simulations in executive session between June 29, 30 and July 1.

The Board Search Consultant shall structure a set of processes whereby the Board and Superintendent Search Advisory Committee will be able to meet the finalists in a Facilitated Forum on Thursday, June 22, 2023 where Superintendent Search Advisory Committee Members will publicly ask questions they have developed. The questions will undergo legal review before being asked. The Facilitated Forum will take in a public setting and be broadcast online for the wider community. The Facilitated Forum shall comply with the requirements of the Open Meetings Act. The Board Search Consultant may seek structured written feedback from the Superintendent Search Advisory Committee regarding impressions the finalists made on the committee members during interviews. No anonymous impressions shall be accepted. Any records reflecting the Committee Member's opinions including their impressions of the finalists during interviews are subject to public inspection and will be provided to requestors in a timely manner as required by the Inspection of Public Records Act (IPRA).

The Board will conduct interviews of the finalists in Closed Executive Session Thursday, June 29 to Friday, June 30, 2023 (12 days after finalists are selected).

3.6 Selection**

***With Consultant recommendation, 3.6 can be amended following Board discussion and approval.*

The Board will meet in executive session on Saturday, July 1, 2023, wherein the Board will evaluate all the relevant interview data and other data to consider the selection of the new Superintendent. Legal Counsel shall also support the Board to negotiate a potential contract with the finalist(s). The Board shall make its final decision in public on July 1, 2023. (Total days from Board approval of plan until selection of new Superintendent, 95).

4.0 Spokesperson

The Communications Department for the Las Cruces Public School District will provide press releases to the local media. Requests for information will be sent through the Director. The Director will draft all releases, provide the drafts to the Board Search Consultant for concurrence, and answer questions with information previously approved by the Board. The Interim Superintendent shall ensure the Board is informed of any information released to the media.

The Interim Superintendent shall ensure that the Board is notified of any requests for information under the Inspection of Public Records Act (IPRA) related to the

superintendent search. The Interim Superintendent shall further ensure the Board is informed and provided copies of any responses to the requestor including any documents released.

5.0 Search Policy Modification

This plan will be formally adopted by the Board at an open meeting on March 28, 2023. By developing and adopting a formal search plan, the Board hopes to anticipate as many key events and contingencies as possible. If modifications or amendments to the plan become necessary, the Board will act in an open meeting to make the necessary adjustments to the plan. The Board President is authorized to approve minor adjustments to the plan, including dates, in a manner that does not materially change the plan.

Search Activities	Timeline ¹
Planning discussion to initiate the Superintendent search with Board Members and Search Committee	April 11
Internal and External Community-related meetings: <ul style="list-style-type: none"> • Meet with each board member individually • Search Committee meetings conducted by the search firm (in-person, Zoom, and conference calls) • Online survey (closed April 27) • Engagement meetings to solicit feedback for the desired characteristics and traits of the next Superintendent can continue during each phase of the executive search 	April 14 – April 27
Present formal scope of work and preliminary job profile to the Board of Education for approval and/or necessary modifications; research recruiting channels within PreK-12 and external networks; define marketing and recruiting strategies	April 28
Candidate Application Portal is Open <ul style="list-style-type: none"> • Marketing and recruiting activities • Local, state, regional, and national publications • Other education publications and websites • Campaigns: virtual meetings and in-person recruitment 	April 28 – June 4
Application Deadline	June 4
Candidate Review in closed session	June 9, Time TBD
<u>Candidate Interviews:</u> Round I in closed session Public Forum Final Round in closed session Deliberation & Names Superintendent	June 16 – 17, 9:00 AM June 22, 6:00 PM – 8:00 PM June 29 – 30, 5:00 PM July 1, 10:00 AM

All dates are aligned to meet the deliverables of the Board of Education and are subject to change.