



Florida School Boards Association

THE VOICE OF EDUCATION IN FLORIDA

Dec. 8, 2022

Chair Susin and School Board Members:

Your next Superintendent must be a catalyst for shaping your school district's mission-driven system and inspire a culture of excellence. This is why hiring a Superintendent is such a critical function for you, especially during this very challenging education environment.

The search for your next Superintendent can be time-consuming, challenging, and complex. The Florida School Boards Association (FSBA) has highly specialized, professional assistance ready to design a well-organized search that will attract quality candidates and adhere to the highest standards of ethics and effective school governance. We have unparalleled knowledge of state laws affecting all aspects of the hiring process; positive and ongoing relationships with upcoming and developing leaders; a deep understanding and respect for your local community, its high expectations, and the district's way of work; as well as extensive experience with best practices in school district leadership and productive Board/Superintendent relations.

FSBA offers the best protection for the interests of your School Board; we are the only search firm whose primary concern is your School Board's successful match with a Superintendent who will meet your unique needs. We are also heavily invested in ensuring that your new governance team continues to flourish long after the initial hiring process is complete.

FSBA has a proven track record of providing exemplary leadership development services to School Boards throughout Florida. As the professional association for School Boards, FSBA has a stake in your School Board and district's effectiveness. Finding an effective Superintendent to collaborate with your School Board as part of the governance team is paramount; it is likely the most important decision your School Board will ever make. FSBA is a participating member of the National Affiliation of Superintendent Searchers (NASS) which gives our organization an extensive national network of applicants and keeps us abreast of the best practices in Superintendent Searches.

FSBA is uniquely positioned to understand the serious challenges facing your district and the leadership qualities necessary during this challenging time. We are prepared to be your partner in your selection of your next Superintendent, and pleased to indicate our interest. We hope that you will give us the opportunity to work with your Board to customize a process which can include pre-search analysis of needs, identification of district priorities, community engagement, recruitment of candidates, application procedures and processes, identification of process for selecting candidates, interview activities and support, selection of final candidate, and onboarding your new Superintendent.

The Florida School Boards Association (FSBA), located at 203 S. Monroe Street, Tallahassee, FL, is the membership organization Florida School Board members have trusted since 1930. We have specialized in providing Superintendent Search Services to Florida School Boards for over 35 years. We have led over ninety (92) successful Superintendent Searches, many over the last several years.

FSBA-led Florida Superintendent Searches, past 5 years

District & Student count	Applicants	States Represented	Dr. Degrees	Current Supt's	Community Panel Members	Search Timeframe
Alachua 27,000	45	15	29	5	10	October 2016 – June 2017
Flagler 13,000	36	19	8	6	20	February 2017 – June 2017
Brevard 73,000	16	5	11	3	N/A	May 2018 – July 2018
Volusia 61,602	37	14	22	7	25	July 2019 – Dec. 2019
Flagler 13,184	35	18	20	12	20	Sept. 2019 – March 2020
Sarasota 44,000+	34	14	18	10	25	Feb. – July 2020
Martin 18,495	45	21+DC	33	5/12 former	27	October 2019 - October 2020
Escambia 40,500	27	15+DC+Kuwait	20	2/6 former	22	April 2019 - Oct. 2020
Polk 101,120	51	24 + Canada	36 +1 Honorary	7/13 former	36	Aug. 2020 – July 2021
Pinellas 96,623	19	10 + Great Britain	15	6/4 former	N/A	Jan. – June 2022
Orange 206,246	15	7	9	5	15	March 2022 – June 2022

Experience and qualifications of firm and key staff members

We offer a multi-faceted team comprised of a former School Board member, former Superintendent, and former district Human Resources Executive Director. Providing these three perspectives ensures a well-rounded consideration of issues throughout your search. Additionally, FSBA has support staff in our Tallahassee offices who contribute to the workload associated with conducting executive searches.

Andrea Messina is the Chief Executive Officer of the Florida School Boards Association and has led, since 2015, the successful Superintendent search processes in Osceola, Sarasota, St. Johns, Alachua, Flagler (2), Brevard, Volusia, Flagler,

Sarasota, Martin, Escambia, Polk, Pinellas, and Orange counties as well as for the Lake Wales Charter School System.

Prior to serving as Chief Executive Officer, Andrea was FSBA's Director of Leadership Development and was the go-to person in Florida on the issue of School Board and Superintendent relations, providing coaching and leadership support to district governance teams and their members. In that role, she assisted in Superintendent searches as an FSBA staff member as well as participated in Superintendent searches while serving as a School Board member in Charlotte County. Her insight into the search process as a former Florida School Board member is a crucial element in FSBA's Superintendent Search offering.

Dr. Bill Vogel, retired, served as Superintendent of St. Lucie and Seminole County, Florida school districts. Since his retirement, Bill has continued his work with Florida Association of District School Superintendents (FADSS) as a mentor and co-developer of their revised CEO-Leadership Development Program and led 22 FL Superintendents through the certification (2018 to present). He has worked with FSBA (2014 to present) conducting Superintendent Searches and specialized trainings.

Additionally, through FADSS, Bill conducts financial, human resources, personnel, and payroll in-depth studies. Bill has been an Adjunct Professor for the University of Central Florida and is presently Chief Negotiator for the Manatee County School District. His professional experience, honors and awards, organizational affiliations, and work with past advisory committees and educational and business collaborations are too numerous to list.

His ability to bring individuals together to envision the future, and his sincere efforts to ensure others achieve their goals has built his reputation of honesty and credibility, and a leader who is committed to achieving desired results. His insight into the search process as a former Florida school district Superintendent is a crucial element in FSBA's Superintendent Search offering.

John Reichert has worked with FSBA conducting Superintendent Searches since 2012, serving as the point person on several searches. He knows how to navigate district systems and work effectively and efficiently with district staff to ensure all logistics are handled with skill. John retired as Executive Director of Human Resources and Professional Standards (Seminole) in 2013 but has continued to serve school districts and the state through FADSS district studies and consultancies with over half of Florida's counties. As a staff member in Seminole County School District, John was the district contact on two previous Superintendent Search processes and designed and led their Superintendent Search efforts until his retirement.

John's extensive growth opportunities have kept him on the forefront of his educational understandings. He has presented to new Florida school Superintendents pertaining to duties and requirements pursuant to Florida Statutes, Human Resources Management, Professional Standards and Labor Relations. His ability to relate to people and break down complex theories has made him a sought-after consultant. His insight into the search process as a former Florida school district Human Resources Executive Director is a crucial element in FSBA's Superintendent Search offering.

Methodology used to attract qualified candidates/recruitment strategy

FSBA collaborates directly with the School Board to determine the types of candidates they would like to target and then, together, we develop a roadmap to ensure targeted candidates apply. Placement of advertisement, either digitally or in print, contains proprietary information that may be redacted but will be shared either during interview or other verbal communication if desired:

- Based on the job description and position requirements, and in collaboration with the School Board, a compelling advertisement is developed for print and digital distribution.
- Venues and platforms are identified for distribution of advertisement, depending on district needs.
- District advertisement is digitally sent to identified platforms. Several State School Boards Associations have reciprocal agreements with FSBA for inclusion on their job search portals.
- District digital advertisement is sent to identified sources, depending on appropriateness. This includes all Florida School Board Members and Superintendents for distribution statewide, as well as with other national partners.
- Both digital and print advertisements are sent to various national leadership development organizations and direct telephone follow-up occurs with organizations and prospective applicants.
- FSBA direct outreach to our extensive database of experienced candidates is made, in addition to outreach to other potential applicants of interest.
- FSBA team targets state and national leaders who would reasonably be considered a good fit with the district's job description and position requirements; FSBA direct outreach occurs to these leaders who are encouraged to apply.
- FSBA team conducts direct outreach on referrals from School Board members and referrals from the Brevard community.
- FSBA identifies and attracts candidates from non-traditional sources—such as private firms, non-profit organizations, military, or other governmental agencies.
- The FSBA search team currently works with nearly all Florida school districts and has built strong relationships with high-performing qualified candidates with whom we communicate on a regular basis. We perform direct outreach to these aspiring Superintendents.
- The team's reputation for being available to applicants by phone, text, or email in an on-demand basis has proven successful in recruiting and retaining quality state and national applicants and gives FSBA continued access and recruiting leverage.
- FSBA maintains a network of national contacts through the Consortium of State School Boards Associations, state School Board Associations' Executive Directors, CEOs, and the National Affiliation of Superintendent Searchers (NASS) who know and have worked with many of the applicants, allowing us to gain valuable insight into candidates, information that no other search firm can access.

References

Each person listed below served as chair of their School Board during the FSBA search process.

Rob Hyatt, Alachua County School Board Member (former)
352-378-9903

Janet McDonald, Flagler County School Board Member (former)
386-852-9014

Carl Persis, Volusia County School Board Member
200 N. Clara Avenue, DeLand, FL 32720
Cpersis@volusia.k12.fl.us or 386-316-3600

Jane Goodwin, Sarasota County School Board Member (former)
941-786-4738

Marsha Powers, Martin County School Board Member
500 SE Ocean Blvd, Stuart, FL 34994
powersm@martinschools.org or 772-260-6891

Patty Hightower, Escambia County School Board Member
75 N Pace Boulevard, Pensacola, FL 32505
phightower@escambia.k12.fl.us or 850-469-6121

Lori Cunningham, Polk County School Board Member
1915 South Floral Ave., Bartow, FL 33830
Lori.cunningham@polk-fl.net or 863-534-0529

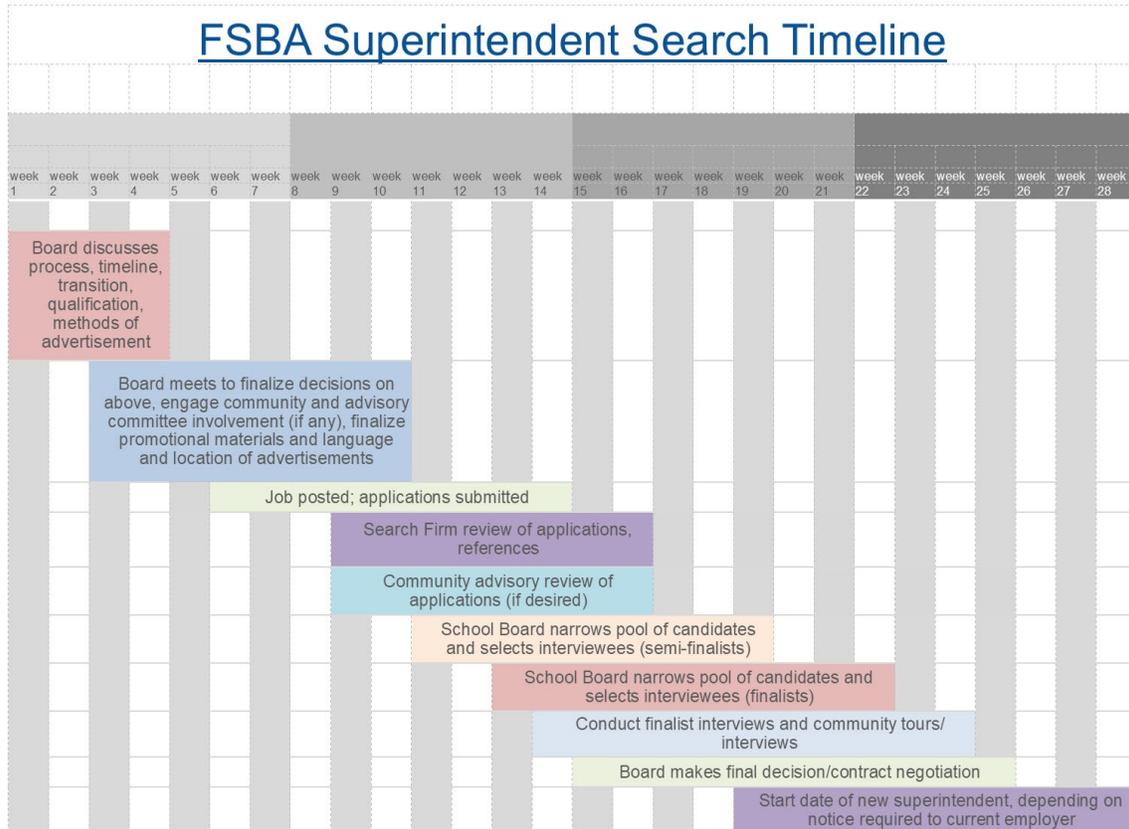
Eileen Long, Pinellas County School Board Member
301 4th St SW, Largo, FL 33770
longe@pcsb.org or 727-953-2977

Teresa Jacobs, Orange County School Board Chair
445 W. Amelia St. Orlando, FL 32801
Teresa.Jacobs@ocps.net or 407-965-6062

Scope of services provided

Any search for a school district's chief executive must be tailored to meet the needs of each individual school district. FSBA will work with the Brevard County School Board to design a search both in scope and timeframe to meet *your* School Board's needs. We personalize every executive search we conduct. We have conducted searches that exceed a year in scope (elected to appointed, early retirement announcement) as well as searches that have been concluded in a matter of 3 months. We will identify the desired start date and work within the existing meeting schedule to best utilize the School Board and staff time, energy, and effort. The ideal search timeline (with minimum and maximum

best practices) is below. We are prepared to accommodate a fast-paced timeline or a normal paced process. See the timeline below for suggestions that include both.



In conjunction with the School Board, we are prepared to:

- begin our search process with a pre-search interview workshop designed to focus on the district's current needs and priorities, immediate and pressing issues, long-term considerations that need thoughtful planning, protocols presently used by the Superintendent and Board, transition planning, desired time frame, and stakeholder engagement.
- conduct input sessions (internal and external to school district) utilizing both physical and electronic input strategies.
- develop recruitment materials, application procedures, and advertising.
- target and recruit potential high-quality candidates.
- determine process for selecting candidates for interview phase(s) and final selection.
- provide on-site representation and facilitation at community meetings and other meetings associated with the search and attend Board meetings, as requested.
- assist on-site during interviews and selection meetings.
- assist with contract and agreement of selected candidate and support on-boarding activities.
- collaborate with staff and community as needed throughout.

Our candidate evaluation and screening process is as follows:

- Review Board job description and applicant’s qualifications to determine if the applicant is qualified.
- Review all applications and resumes to determine compatibility with Board priorities.
- Review online data and news information about the applicant.
- Contact references submitted as well as others who may personally be able to speak to skills of applicants including other educators, community leaders, or state association staff.
- Check the FLDOE Professional Practices for any discipline against educator licenses and other state databases, per individual state law.
- Review qualified applicants with a community screening committee if desired by the Board.
- Obtain a copy of the applicant’s personnel file, if state law permits.
- Submit a list of semifinalists, if desired by the Board, or develop with the School Board a semi-finalist vetting process.
- Once semifinalists are determined, conduct Accurint background searches. This search will reveal any legal actions against the candidate (current or past), social media accounts, news articles, and more. Upon discovery of any questionable information, FSBA will follow up directly with candidate to determine if a reasonable explanation is available. Depending on the results of this search, FSBA will work directly with district legal staff to contact each Board member to inform them of findings.
- Ensure full background searches are conducted by the school district upon offer of employment.

Rate Sheet

FSBA Consultation Fee (same for both fast paced or traditional)		\$35,000
Direct Expenses to district/estimated		
Advertising	Depending on venues selected	\$2000-5000
Screening	\$150/finalist Accurint background check (estimate 10)	\$1500
Interviewing costs—direct to district	On-site events (receptions, etc.), travel for finalists, depending on scope	\$4000
Travel BV, JR, ADM	Based on previous search billing/actual could be lower based on physical or virtual attendance at workshops, meetings, other logistics, as determined by the Board. All consultants live in Florida.	\$3000 - \$4000

Why FSBA?

- FSBA has experience in leading over ninety-two (92) successful Superintendent Searches.
- FSBA protects the best interests of the School Board while supporting and protecting the integrity of candidates.
- FSBA has experience recruiting and working with in-state, out-of-state, and non-traditional candidates.
- FSBA knows your School Board members, your community, and Florida's education and legislative landscape.
- FSBA offers on-call availability to all candidates, the School Board, and media.
- FSBA staff and associates have extensive experience with Florida public records, Sunshine Laws, and media outlets.
- FSBA's staff and associates' proximity reduces travel and lodging costs.
- FSBA offers additional inclusive services such as:
 - working with the Superintendent and your School Board during the transition phase to develop and put into action an on-boarding plan, and
 - merging your School Board's expectations and state accountability expectations with the Superintendent's performance and evaluation instruments.

We will be proud to partner with you to conduct a broad-based search using our extensive national network of contacts with educational and business leaders. We can also discuss any alterations to this outline to meet the personalized needs of your unique situation.

Thank you for this opportunity.



Andrea Messina | Chief Executive Officer
Florida School Boards Association

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