

Casa di Mir Succession Plan

The Head of School committee is presenting this Succession Plan to the Board at Casa di Mir to fulfill one of its key objectives: to be as prepared as possible when the time comes for the Head of School to retire. Below are the main steps of the process as well as other important considerations. As displayed on Appendix 2, The Timeline, this progression is expected to take at least a year and a half to be completed. The Board should therefore be aware of the HOS retirement plans with at least two years notice.

1. Form a search committee:

The size of the search committee can be anywhere from 5-12 members. It is ad-hoc and not a standing Board committee. It should work with consensus as much as possible and not on votes. It should be representative of the community and perceived to be representative and nimble, meaning present, able to meet, do the job and make decisions. An example of a committee might be:

- Co Chair- Officer of the board and parent
- Co Chair- Board member and parent
- Alum parent or past board member
- Program Administrator
- Reps from UE, LE, Primary, MS programs
- Someone who brings experience to the hiring process

The make-up of the committee should reflect the culture of our school. The members of the committee may include parents, faculty, alumni as well as board members. (The current HOS would not serve on this committee but could be an advisor.)

Tasks of the Search Committee:

- Support the Search firm in getting to know the community
 - Arrange meetings of the different constituency groups
 - Tour the Search firm
- Review Job Description
- Pre-research Montessori head of school salaries as there are often differences in salary levels from mainstream schools
- Protects confidentiality
- Review the candidate resumes and give feedback to the Search Firm
- Provide the welcoming of finalists by organizing dinners off site and teas to bring people together to meet the finalists.
- Makes sure that due diligence is done by verifying education and credentials, referencing (which should happen throughout the process and start early), and background checks. Either the Search Committee or the Search Firm can do this, but

the committee needs to see that it is done- and early on. Background checks should go back 7-10 years in every county that the candidate has worked in.

- Recommends to the board the candidate of choice

2. Hire consultant firm:

Research the firm and understand the items included in the contract. Responsibility for this would be on the Business Manager, HOS, and CFO. Be sure to compare firms based on the exact same services they would be providing. Services we would expect to see as part of the contract:

- Interviewing of different constituencies to get a clear picture of who we are as a school, our culture and what attributes we want to see in the candidates. This will support the strategies for the search. These strategies should include a target for compensation and clarity on benefits.
- Broad placement of ads or well placed ads
- Interview several candidates, which may involve travel. All initial interviews should be offsite
- Filter many applications down to 2 or 3 potential candidates (This can be done with the Search Committee or just within the firm itself).
- Presentation of final candidates to the Search Committee.
- Bring Finalists to the school for a longer visit, allowing an opportunity to connect with the community.
- Once a candidate is chosen, the search firm could help with a term letter and hammer out the compensation, benefits, etc.

Interviewing for the right firm is really important. Be sure you know how much they really do, whether they recommend a candidate to more than one school, that you have a designated representative from the firm. Do they negotiate the final terms of the contract for you working with what the Board has authorized? Ask good questions.

Costs:

Search Firm fees (2014) range anywhere from \$60K to \$150K which includes consultant or candidate expenses.

3. Announce retirement to community:

Important aspects of communication:

- Make announcement in person to faculty and staff first, and then community
 - Board has already planned for the transition and is actively managing the process
 - Assure community that board leadership has not been surprised by announcement

- Present in a positive and constructive way due to anticipated shock and anxiety of community
- Emphasize that the succession plan has been in the works for several months and that search committee has already been formed
- Present prospective timeline for the search
- Announce that consultant firm has been hired and they will be seeking input from a range of our community/stakeholders.
- Make it clear that although there will be as much transparency as possible, much will be going on behind the scenes due to confidentiality requirements of prospective candidates
- Follow up with letters from head and board chair via email and print

4. Search Process

- Search consultant spends at least two days on campus meeting the search committee and interested stakeholders to review varying views of the schools needs going forward (appendix 1).
- Search consultant drafts a profile to guide the search, submits it to search committee for review, adverts go out.
- Prospective candidates are developed. Consultant should not just consider those candidates responding to adverts, but proactively canvass country whether or not potential candidates are presently seeking a change.
- Search committee and consultant meet to review backgrounds of prospective candidates
- Consultant travels and interviews promising prospects (off-site interviews to minimize disruption)
- Consultant presents semifinalists and meets with committee to facilitate decision on whom to interview
- Committee conducts confidential interviews with semifinalists
- Finalists are invited (possibly with spouses) to school to engage in public sessions with various school stakeholders. Search committee recommends one of the candidates to the board.
- Board and successful candidate come to an agreement, and appointment is announced to community.
- See Appendix 2 for timeline

5. Transition

Create a Transition Committee, which could be a subset of the Search Committee that will continue to support the new HOS. This could also be our Welcoming Committee to bring the HOS's whole family into the community.

Bring the new HOS to our Board meetings once a month during the spring before stepping fully into the job. These visits can also include briefs on finances, facilities and any other

issues. If this is a first-time HOS, start finding out what isn't known or what professional development workshops, courses the person can take in this transition time. Every 4-6 weeks, new HOS visits school to meet with key people in school community, and attends school events.

HOS visits classrooms and attends staff meeting

The Transition Committee supports and acts sensitively to the outgoing HOS.

Other Roles

The *Board* will appoint funds for the Search Committee to do its job.

The *Board* interviews the finalists and can vote on the recommendation of the Search Committee.

Admissions Office helps the Search Firm by providing tours and does so to protect confidentiality.

Business Manager review contract with Search Firm, supports the creation of budget items for the cost of the Search Firm and additional fees, considers the compensation and benefits cost to the budget.

Additional Costs

May include site visits to the Finalists' current Schools

Visits to Casa for New Head and family throughout the Spring semester

Entertainment during interviews- food, restaurant

Printing costs

Executive coach for new Head

HOS Compensation Research

NAIS Stats Online

INDEX- Mid-sized schools group (MSBP) though we are not yet a mid-sized school

Forms 990 of other Non-profit schools in our area

AMS Compensation/Benefits Survey done every other year

Making the Deal

Some search/consulting firms do negotiate and do well in getting a win/win result. We need to decide whether we want the firm to negotiate or we have someone who will do this on our Search Committee.

The Compensation question:

- Salary
- Retirement
- Housing Assistance
- Tuition Assistance
- Professional Development
- Other expenses (car, cell phone)

The Board needs to approve a very broad package so that the firm has negotiating room.

A term sheet is best to work with first. This is a page or two that really defines the key points so that a timely decision can be made. A full contract can be then developed from these points later.

The Unexpected

Major items could be:

- Larger travel or interview expenses including candidates who come from afar, meal expenses
- Candidates visiting the campus confidentially (we don't even know they are checking us out).
- Possible extension of the search
- Changes in the timeline due to competitive conditions

Appendix 1

PRO-FORMA CAMPUS VISIT Search Consultant Meetings with Constituents (SAMPLE)	
Day 1	
8:00 – 10:00 a.m.	Search Committee
10:15 – 11:15 a.m.	Director of Advancement
11:30 – 1:00 p.m.	Lunch with Head of School
1:30 – 2:30 p.m.	Lower School Faculty
2:30 – 3:00 p.m.	Break
3:30 – 4:30 p.m.	Middle School Faculty
5:00 – 6:00 p.m.	Informal Session with Interested Trustees
6:30 – 7:30 p.m.	Plenary Session with Parents
Day 2	
8:00 – 8:30 a.m.	Director of Finance and Administration

8:30 – 9:00 a.m.	Director of Technology
9:00 – 10:00 a.m.	Director of Admission
10:30 – 11:30 a.m.	Plenary Session with Parents
12:00 – 1:00 p.m.	Lunch with Upper School Students
1:00 – 1:30 p.m.	Break
1:30 – 2:30 p.m.	Division Heads
2:30 – 3:30 p.m.	Upper School Faculty
4:00 – 5:00 p.m.	Wrap up with Search Committee

Appendix 2

The Search Timetable:

<u>Action step:</u>	<u>Month</u>
Form a search committee	September of previous year
The Firm's Site Visit and search Profile (gets to know Search team)	January (Feb-April if needed)
Development of Prospective Candidates	January- May (maybe into July)
Search Committee Reviews Prospective Candidates	May-June
Search Firm Interviews Prospective candidates	May- August
Search Committee Reviews Candidates	August
Search Committee Interviews Semifinalists	August – September
Finalists Visit	September- October
References on Finalists	August- October
Negotiate Agreement	September – October
Decision and Announcement of New Head of School	October
Transition Committee to support HOS	October - July
New Head of School begins	July of the next school year

Internal and External candidates are all treated the same and go through the same vetting process. It is important to be sure this process is confidential until the two final candidates are chosen, even if an internal candidate is being considered.