

KOONS, WILLIAM G., Ph.D., December 2004 EDUCATIONAL ADMINISTRATION
K – 12 LEADERSHIP

THE DEVELOPMENT OF A STRUCTURED INTERVIEW BASED ON THE
AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS' EIGHT
STANDARDS FOR A SUPERINTENDENT (268 pp.)

Co-Directors of Dissertation: Ralph A. Waltman
Stephen B. Thomas

The purpose of this dissertation was to develop a structured interview based on the American Association of School Administrators' (AASA) eight standards for a superintendent. Two hundred Ohio school districts were randomly selected to be surveyed. From these school districts, the superintendent, five school administrators, and five school board members were asked to complete a survey. The survey asked six demographic questions about the respondent and eight demographic characteristics about the school district, and asked the respondents to rate the eight AASA standards for a superintendent. The rate of return was 41%. The results of the surveys were tested for significant variance through linear regression and ANOVA.

Five of the eight AASA standards were found to have significant variance. The AASA descriptors and indicators of these five standards were entered into Behavioral Technologies SkilMatch computer program to create the structured interview for school superintendents. This process was found to be user friendly resulting in the recommendation that a school board seeking to employ a new superintendent not use the developed structured interview but instead allow the researcher to create a structured interview based solely on the ratings of the employing board of education. This would

allow a structured interview to be created that would meet the specific and often unique needs of the employing board of education.

Regardless of what type of selection tool is used to employ a new superintendent, the nebulous “fit” of the personalities of the superintendent and school board members is still the key element in the selection process.

It is also recommended that further research be conducted with the data gathered from the demographic and district characteristics questions from the survey. Differences were discovered according to the survey respondent’s age, gender, per pupil expenditure, and size of school district. A general description of the typical survey respondent was created but this appears to be an area of needed research.