



Learning for Life

Leadership Profile Report Summary

February 4, 2023

The “why” drives the entire process

- Our **Goals**
 - To understand the unique history and traditions of the school district and community
 - Learn your exceptional strengths and challenges
 - Hear stakeholders’ diverse perspectives
 - Deepen our knowledge of the attributes, characteristics, qualifications, expertise, and experience necessary to lead the district
 - Use what we have learned to create a customized ***Leadership Profile Report and Desired Characteristics***

The **Leadership Profile Outcome** enables us to:

- **Recruit excellent applicants who are a great fit for CCSD 89**
- **Develop interview questions for screening and for the Board members who interview the candidates**
- **Provide the most current and relevant information to the new superintendent and the Board for development of the new leader's 100-day plan and annual performance goals**

And concluded with the understanding that

- **The opinions of all participants in focus groups and forums are important and were heard.**
- **The following summary presents what we heard and learned but it may not necessarily be a representative sampling.**
- **Despite the caveats, participants and respondents provided a wealth of data for recruiting and interviewing applicants and for assisting in an effective, successful transition.**

The Survey Says: Strengths of the District

Survey results and focus groups identified similar strengths. The top five in the survey were:

- **Technology is integrated into the classroom.**
- **Facilities are well maintained.**
- **District schools are safe.**
- **District technology infrastructure is sufficient to support use of technology in the classroom.**
- **The District employs effective teachers, administrators and support staff in its schools.**

The Survey Says: Top-rated Priorities for the Future:

- **Foster a positive, professional climate of mutual trust and respect among faculty, staff and administrators**
- **Establish a culture of high expectations of all students and personnel**
- **Provide transparent communication**
- **Recruit, employ and retain effective personnel throughout the District and its schools**
- **Demonstrate a deep understanding of educational research and emerging best practices and implement strategies**

Focus Group/Interview Strengths:

- Strong community support
- Fiscally sound and stable
- Excellent teachers, support staff and administrators
- Attracts families who value a high quality of education for their children
- Schools are safe and secure
- Outstanding opportunities for students to get involved in extracurricular activities
- Supportive parents
- Strategic plan is in place
- Community has opportunities to be engaged in the district

Strengths cont....

- **Student board members**
- **Pandemic was managed with grace**
- **Positive reputation in the region**
- **Small town feel**
- **Family liaisons provide support to help new families feel welcome**
- **High performing academically**
- **Analytical approach to teaching and curriculum development**
- **District is very student centered**
- **Support for students with special needs**
- **Communication**
- **Great kids!**
- **Technology integrated into the classrooms**
- **Social emotional learning in the classrooms**

Focus Groups/Interviews: Challenges and Issues

- Transition of new superintendent
- The relationship between the Administration and the Association
- Student achievement in general, and the achievement gap between subgroups of students
- Assuring that the Board or new Board practice best governance practices
- Addressing societal changes and managing those changes
- Addressing the increasing social emotional needs of students
- Behavioral and disciplinary issues in the schools
- Changing demographics
- Disproportionality findings
- Implementing new ELA curriculum effectively
- Navigating the full continuum of political issues and political divisiveness impacting school districts

Challenges and issues continued....

- Assuring that all stakeholders' voices are heard
- Providing multiple opportunities for community engagement
- Public accessibility to the Board and administration
- Differentiating instruction for all students
- Communication between teachers and administration
- Transparency in decision making
- Keeping a healthy balance between students and data
- Mentoring and coaching employees at all levels
- Growing safety concerns in the classrooms

What are the immediate and future priorities?

- **Addressing academic gaps influenced by the pandemic, as well as before, and supporting the social and emotional needs of *all* staff and students**
- **Building trust, relationships and mutual respect with the Association leadership and members**
- **Developing a clear, compelling shared vision for the future**
- **Maintaining high quality staff**
- **Build relationships with parental community and find ways to engage them in conversations**
- **New superintendent will need to be highly visible in the schools and community in order to get to know staff, students and their families**
- **Evaluate the internal culture and climate**
- **Listen and learn before making any changes or major decisions**
- **Research perceptions and/or accusations regarding student discipline to determine a future direction**
- **Develop clarity of roles and responsibilities in the district and share with staff**
- **Authentically and meaningfully connect with all stakeholders; communicate frequently, clearly, thoughtfully; and listen and observe actively and deeply**
- **Monitor the implementation of the goals in the strategic plan**

Focus Groups/Interviews: Desired characteristics of the next superintendent

1. A visible relationship builder who is student focused, personable, approachable, and relates well to all diverse groups
2. Highly collaborative, inclusive and skilled at empowering others
3. A strategic thinker who has the ability to thoughtfully engage all voices in important decisions
4. Trustworthy and caring leader who demonstrates integrity, honesty, humility, compassion and a sense of humor
5. An excellent communicator, a strong public persona, and an immersive presence who enjoys being visible and highly interactive in schools, classrooms, at activities, with parents and in the community
6. Courageous, brave, confident, inspirational and transparent, both personally and professionally

... and more,

- 7. Demonstrates the ability to attract, support, and retain exceptional staff and to highly value teachers and support staff**
- 8. Positivity and sincere passion for teaching and learning that is contagious and contributes to strengthening and sustaining high morale**
- 9. Must be apolitical but politically astute in order to navigate the full continuum of political voices**
- 10. Must be a unifier in engaging all stakeholders to support a shared vision of excellence**
- 11. A diligent, persistent, resilient leader who works hard to achieve goals**
- 12. A good listener who supports staff, teachers, and principals while balancing the district needs**
- 13. Has high expectations and standards for all stakeholders and is skilled at resolving conflicts and problems, both past and present.**

and more.

14. An experienced educator and instructional leader who understands data and is able to analyze data in order to inform decisions that impact student learning and achievement

15. Has a diversity, equity and inclusion mindset when addressing student and staff needs

16. An authentic servant leader who regularly keeps in contact with employees at all levels of the organization

17. An innovative leader who is also a great team builder able to coach and mentor others

18. Has an excellent track record and proven success in previous positions and truly desires to serve the District 89 learning community

19. Listens to the concerns of staff, and supports their desires to problem-solve behavioral and discipline issues with students

What is coming next?

- **Complete the analysis of the qualitative responses from the interviews, focus groups and forums**
- **Prepare the Leadership Profile Report and Desired Characteristics**
- **Continue recruiting candidates**
- **Contact candidates (recruited and recommended)**
- **Collect applications, continue screening candidates, and reference checks**
- **Present the slate to the Board of Education (2/21/23)**
- **Schedule interviews of slated candidates (closed session)**
- **At a future meeting discuss contract and compensation**
- **Select next superintendent late March 2023**

Respectfully submitted,

We work **for** you and **with** you to assure your students, staff, and community have a leader who shares your core values and is the right fit for your district's current needs and future aspirations.

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Questions?