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# **WEST CENTRAL CUSD #235**

## **New Superintendent Profile Report**

May 19, 2021



**CONSULTANT: Ms. Diane Robertson**

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# THE BOARD REQUESTED THE CONSULTANT TO:

- **Conduct Focus Groups with a wide variety of stakeholders**
  - **Conduct an On-line Survey to gather input from school staff, parents, students and community members**
  - **Create a *New Superintendent Profile* based on information gathered from these sources**
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# HOW PROFILE REPORT WILL BE USED

- The Board and Consultants will use the *New Superintendent Profile* as they screen and conduct interviews with candidates.
  - The Profile Report may be used to develop interview questions for the candidates.
  - The Board of Education may use this Profile Report to find out more about the thinking of the District's constituents.
  - The candidates and the community may use this Profile Report to find out about the strengths and challenges of the District.
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# SUMMARY OF DATA COLLECTION

- **Focus Groups/Forums: 55 Attendees**  
(8 Focus Groups and 1 Open Forum)
  - **On-line Survey: 77 Responses**
  - **Due to sampling methods, the resulting report is not a scientific study and provides only the perceptions of those who responded or participated**
  - **In the survey report, percentages are rounded**
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# FOCUS GROUP/SURVEY QUESTIONS

- **What are your District's greatest strengths and attributes? (Why would a new superintendent want to come to this District?)**
  - **What are your District's greatest challenges? (What should a new superintendent know before he/she accepts this responsibility?)**
  - **What should the priorities be for the new superintendent?**
  - **What are the most important characteristics and skills the new superintendent needs to possess to be successful in this District?**
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# FOCUS GROUPS/OPEN FORUMS

## **8 Focus Groups ( 54 Attendees)**

**Parents, Community Members, Students, Certified and Non-Certified Staff,  
Building and District Administrators and the Board of Education**

## **1 Open Forum ( 1 Attendee)**

**District Staff Member**

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# DISTRICT STRENGTHS

- **Community supports the school, parents and organizations step up to provide and/or fund services for and needs of the students**
  - **Strong, sound financial position**
  - **Small, close-knit community, help each other, welcoming**
  - **Strong teachers and staff, support each other, good relationships**
  - **1:1 technology district-wide, awesome tech staff, ahead of the curve**
  - **Administrators are strong and supportive**
  - **Good location, close to Burlington, Monmouth, Quincy and Quad Cities, lots of amenities**
  - **Grow your own program, students return to teach**
  - **Very active parents, good support for kids and the schools**
  - **Buildings have been maintained, recent improvements**
  - **Secure campus**
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# DISTRICT STRENGTHS

- Own a farm
  - Numerous extracurricular opportunities for students
  - Good communication from school to staff, parents and community
  - Superintendent is personable, caring and visible at events
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# DISTRICT CHALLENGES

- High rate of low income families, kids have a lot of weight on their shoulders
  - Majority of students don't go to college, need better preparation, more AP and dual credit classes
  - Better trades and job training opportunities for non-college bound students
  - Declining enrollment, low competition
  - Social/emotional needs are great, need more counselors/social workers
  - Employees need to be held accountable to do their jobs, insubordination, low staff morale
  - Recruitment and retention of teachers and staff, upcoming retirements
  - Middle school building in bad shape, still need it?, centralize all schools, hard decision
  - North and South division still exists in the community
  - Better vertical and horizontal curriculum alignment
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# FOCUS AREAS IN FIRST YEAR

- **Develop relationships with community and staff, become a familiar face**
  - **Bring staff together, improve accountability, improve morale**
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# DESIRED SKILLS/CHARACTERISTICS

- **Excellent communicator**
  - **Confident**
  - **Decision-maker**
  - **Finance background**
  - **Gets to know the students**
  - **Transparent**
  - **Approachable**
  - **Visible**
  - **Friendly**
  - **Follows through**
  - **Personable**
  - **Respects differing opinions**
  - **Invests in the community**
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# SURVEY DEMOGRAPHICS

77 TOTAL RESPONSES

■ Parent	37	48%
■ Staff Member	33	43%
■ Community/Business Member	5	6%
■ Student	2	3%
■ Other	0	0%

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# EDUCATIONAL STRENGTHS

- **Quality of Teaching Staff** **57%**
  - **Use of Technology for Learning** **57%**
  - **School Learning Environment** **34%**
  - **Quality of Administrators** **22%**
  - **Opportunities for Students Outside the Classroom** **21%**
  - **Preparing Students to be Productive Citizens** **21%**
  - **Instructional Methods That Engage Students** **21%**
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# NEEDED EDUCATIONAL IMPROVEMENTS

- **Challenging, Quality Curriculum** **58%**
  - **Readiness for Next Educational Level** **39%**
  - **Preparing Students to be Productive Citizens** **32%**
  - **Opportunities for Students Beyond Classroom** **31%**
  - **Quality of Administrators** **27%**
  - **Instructional Methods that Engage Students** **27%**
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# ORGANIZATIONAL AND MANAGERIAL STRENGTHS

- **Communication with Parents and Community** 52%
  - **Student Safety** 48%
  - **Stewardship of Financial Resources** 39%
  - **Community Support of Education** 23%
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# NEEDED ORGANIZATION AND MANAGERIAL IMPROVEMENTS

- **Student Conduct and Discipline** 49%
  - **Image of the District** 43%
  - **Staff Morale** 43%
  - **Community Support of Education** 42%
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# PRIORITIES FOR NEW SUPERINTENDENT

- Student Growth and Achievement 55%
- Facilities Improvement 49%
- Student Well-being (Emotionally Safe and Confident) 38%
- Image of the District 35%



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# CHARACTERISTICS/SKILLS NEEDED FOR NEW SUPERINTENDENT

- Builds good teams; brings out best in others 57%
  - Clear vision for leading; inspires others 56%
  - Has warm people skills; approachable 55%
  - Understands finance and business side of District 52%
  - Visible in the school and community 49%
  - Hold others accountable 47%
  - Deep knowledge of curriculum and learning 46%
  - Is child centered 46%
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# EMERGENT THEMES

- **Relationships**
  - **Accountability and personnel management**
  - **Student needs**
  - **Facilities**
  - **Educational programming**
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# ***NEW SUPERINTENDENT PROFILE***

## **The New Superintendent Should Be a Person Who:**

- **Is friendly, personable, approachable, transparent, confident and open-minded.**
  - **Is highly visible in the schools and community, attends events, and becomes vested in the District and community.**
  - **Understands poverty, its related issues, and their impact on learning.**
  - **Possesses a strong academic background; is knowledgeable about curriculum, instruction and how students learn, and is dedicated to the education of the whole child; seeks to provide a wide variety of opportunities for all students to ensure readiness for college and/or career.**
  - **Has a solid understanding of school finance and sound fiscal management practices; is creative and can think outside the box.**
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## ***NEW SUPERINTENDENT PROFILE***

### **The New Superintendent Should Be a Person Who:**

- **Is a forward-thinking, visionary leader who develops authentic relationships with all stakeholders and works to unify the staff and unify the community.**
  - **Is a team builder with high expectations who hires well and delegates effectively; is supportive and collaborative.**
  - **Models high standards and holds others accountable in a fair and consistent manner.**
  - **Is an excellent communicator who listens actively, writes well, speaks articulately and can deliver clear, consistent messages to both internal and external audiences utilizing a variety of methods; works to improve the image of the District.**
  - **Leads the Board and community in developing a long-term facilities plan.**
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# NEXT STEPS

- **Consultant recruits, conducts interviews and makes reference checks using the *New Superintendent Profile***
  - **Consultant recommends candidates to the Board; conducts interview workshop; prepares salary/benefits comparisons**
  - **Board conducts first interviews; chooses finalists**
  - **Board holds second interviews; hears candidate presentations; interview committees also interview candidates**
  - **Board makes selection of finalist; conducts reference checks, negotiates the contract**
  - **New Superintendent begins duties on July 1, 2022**
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