

# JGCONSULTING

## Superintendent Search Summary Report

**June 22, 2020**

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## AUSTIN ISD COMMUNITY ENGAGEMENT STRATEGY

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### Synopsis

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JG Consulting has facilitated community-based meetings including staff (all) and student organizations (virtually and/or telephonically) during the executive search process. These meetings began in early April and the search firm met with groups and individuals to develop the Leadership Profile. Organizations or individual representatives of the community can be referenced here for ongoing collaboration: [Austin ISD Comprehensive Community List](#).

## Communication Channels & Priorities

1. Weekly communication (email, phone and virtual) with the Board of Trustees and JG Consulting to discuss the progress of the superintendent search
2. Austin ISD will provide regular updates for community, staff and students
  - District's Search Page: <https://www.austinisd.org/board/superintendent-search>
  - Social Media: Facebook, Twitter and other commonly used platforms
  - Email
  - Automated Phone Calls & Text Messages: district's messaging system
  - Postal Communication (if applicable)
  - Media Outlets: newspaper, radio and television

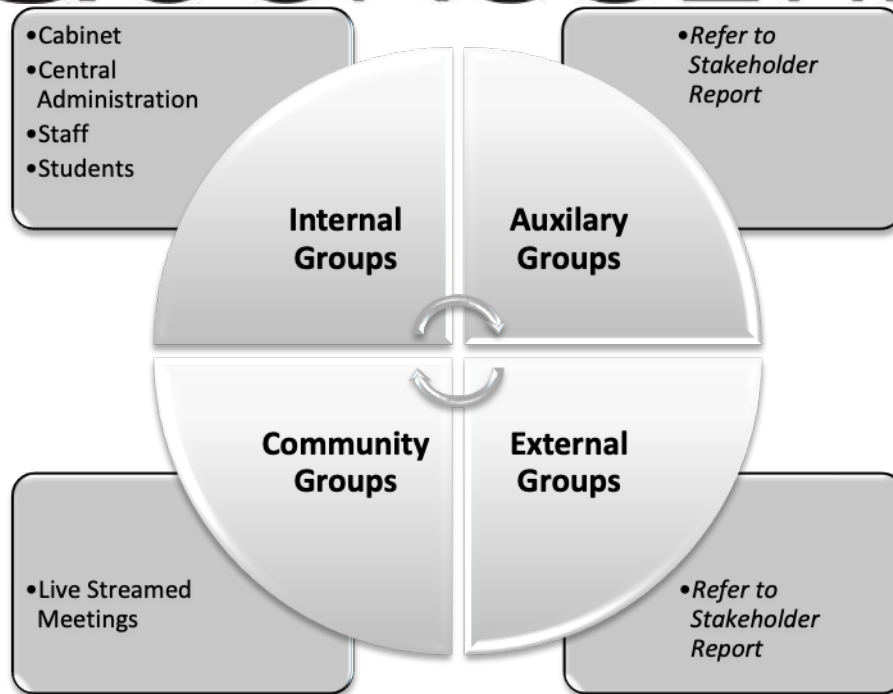
## Original Recommendations

The Austin ISD Board of Trustees and JG Consulting shall create a consistent message when communicating with the community, staff and students with regard to the superintendent search. Additionally, the Board of Trustees should consider appointing a designated representative(s) in an effort to address any and all media requests. These requests are typically managed by the School Board President, but each Trustee shall commit to communicating the same message relative to the stage of the superintendent search process. JG Consulting will provide a weekly status report (every Friday) to the Board of Trustees during the search process in anticipation of the following Board Meeting(s). Furthermore, JG Consulting will participate in the Board Meetings to provide weekly updates for the community, staff and students. Ongoing communication will ensure transparency and inclusivity during each stage of the superintendent search. Lastly, it is the recommendation of JG Consulting to facilitate a live streamed update (Facebook and public access TV) for the purpose of soliciting a dialogue with the community, staff and students. A district staff representative (Chief of Staff or communications team member) will assist the search firm by serving as a moderator.

## **COMMUNITY & STAFF MEETINGS**

### **Meetings Grouped by Relevance**

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## Outcome

- (1) Consistent message created
- (2) Designated media representatives: James Guerra from firm and President Geronimo Rodriguez from the Board of Trustees. The Board's Legal Counsel, Christine Badillo, serves as the board's primary contact with the firm.
- (3) Weekly status update through email at the end of each week has occurred.
- (4) The firm has been available during each board meeting for questions or further clarification of the work
- (5) Livestreamed community "Listening" sessions occurred on May 27 in Spanish and May 28 in English.

## Online Surveys

[Austin ISD Superintendent Profile Development - English Version](#)

[Austin ISD Superintendent Profile Development - Spanish Version](#)

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<sup>1</sup> JG Consulting will facilitate town hall meetings (if allowed) during the executive search process. Each town hall may take place at district venues (school auditoriums, performing arts centers, etc.) recommended by the Board of Trustees.

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JG Consulting has conducted more than 80 community engagement meetings since the middle of April. Each community meeting has engendered a rich and robust conversation representing more than 2,000 community members including AISD staff and students. The executive search firm conducted outreach to approximately 190 constituents and organizations to solicit input as it relates to the qualifications of the next Superintendent to serve AISD. The district garnered approximately 630 community engagement surveys.

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## SUPERINTENDENT EXECUTIVE SEARCH: PROPOSED TIMELINE

Proposed Activities	Proposed Timelines <sup>1</sup>
Planning discussion to initiate the Superintendent search with each Trustee	April 20 – 24

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<sup>1</sup> All dates will be aligned to meet the deliverables of the School Board.

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Internal and External Community-related meetings:	April 28 – July 2
<ul style="list-style-type: none"> <li>a. <u>April 20</u>; Search firm introduction during regular Board Meeting</li> <li>b. <u>April 28 – July 2</u>; virtual meetings conducted by the search firm (Modern Hire, Zoom, and Conference Calls)</li> <li>c. <u>Ongoing</u><sup>2</sup>; Online survey (duration of the executive search) and in-person meetings (when allowable)</li> <li>d. Engagement meetings to solicit feedback for the desired characteristics and traits of the next Superintendent can continue during each phase of the executive search</li> </ul>	
Present formal scope of work and preliminary job profile to the Board of Trustees during executive session for approval and/or necessary modifications, research recruiting channels within PreK-12 and external networks; define marketing and recruiting strategies.	May 18
Candidate Application Portal is Open; Marketing and Recruiting Activities; Local, state, regional and national publications; Other education publications and websites; Campaigns: E-mails, calls and virtual meetings and in-person recruitment.	May 19 – June 18
JG Consulting candidate screening; includes online interviews	Present – June 18
Application due date	June 18
Prepare and present pre-screened applicants in a reporting format and with access to the online interview videos	June 29
<u>Candidate Interviews: Round I</u> Final Round of Interviews	July 15 – 16 July 20 – 21
Name the Lone Finalist	By the end of July
Superintendent Begins Service	August 17

## SUMMARY OVERVIEW OF STAKEHOLDER MEETINGS TO DATE<sup>3</sup>

Adisa Communications	E3 Alliance	Student Groups
Original L. C. Anderson High School Alumni Assoc.	Elected Officials <sup>4</sup>	TAMSA

<sup>2</sup> In-person engagement meetings are contingent upon current pandemic restrictions.

<sup>3</sup> Please refer to the supplemental documents for all community engagement related meetings.

<sup>4</sup> Various roles (i.e.; city council, constables, county commissioners, state representatives, etc.)

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Andy Roddick Foundation	Elementary Principals	Travis County Democratic Party
Austin Community College	Environmental Stewardship Advisory Committee	United Way
Austin Council of PTA's	Facilities & Bond Planning Advisory Committee	University of Texas
Austin Area Public School Administrators	Former Trustees	Vertical Teams <sup>5</sup>
Austin Area Research Organization	Hispanic Quality of Life Commission	Educators in Solidarity
Austin Association for Bilingual Education	Investment Partners	St. David's Foundation
Austin Justice Coalition	Las Comadres	Local Family Foundations
Austin Partners in Education	Leadership Austin	Austin Community Foundation
Austin Urban Tech. Movement	LULAC	Whole Kids Foundation
Austin Voices for Education and Youth	Minorities for Equality in Employ., Ed., Liberty, Jus.	H-E-B
Baptist Ministry Union	Neighborhood Associations	Community Advocacy and Healing Project
Central Administration	Paradigm Shift	Ann Richards School Foundation
Child Inc.	Parent Support Specialists	Impact Dyslexia
Coalition for Special Education Equity	Pride of the Eastside	Integrate Austin ISD
Faith Based Groups	PTA's	Mayor Adler
Decoding Dyslexia	Reframe the Game	Texas State University
Dove Springs Proud	Schulman, Lopez, Hoffer, & Adelstein	District Advisory Committees
East Austin Coalition	Success by 6 Coalition	Live Streamed Events English
Urban League	Middle School Principals	Live Streamed Events Spanish
Education Austin Executive Board	High School Principals	Chamber of Commerce

## AUSTIN ISD TRUSTEE INTERVIEWS

### Synopsis

<sup>5</sup> Ongoing effort across the district.

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The Board of Trustees collectively agreed on several facets pertaining to the executive search needs with regards to the Superintendent profile development. JG Consulting identified five important objectives consistent with each member of the School Board during the interview process that will, ultimately, support the campaign for a successful superintendent search. The team of consultants recommends that the Board of Trustees commit to these shared beliefs to serve as the primary objectives to ensure an effective executive search during each phase of the recruitment process leading to the selection of the Austin ISD Superintendent.

## Five Objectives:

1. Serving the academic needs of all students while supporting the whole child
2. A commitment to providing educational equity for all students
3. Intentional focus to implement the district's strategic plan
4. Community engagement with clear and concise communication
5. School Board and Superintendent collaboration

## **Recommendations**

The Austin ISD Board of Trustees should consider requesting a 90-day entry plan from the newly hired Superintendent for the purpose of supporting the strategic planning process consistent with the collective feedback received by the search firm and Studer Education. The purpose of the 90-day entry plan is to support the current goals with continuous monitoring and reporting to the Board of Trustees as it pertains to the specific objectives Austin ISD is currently committed (mission statement; equitable access roadmap; community and parental involvement, etc.). It is recommended that the Board of Trustees and Superintendent engage in a team building exercise (retreat, workshop, etc.) to develop communication and district management protocols as a foundation for operational workflow. Finally, it is recommended that, during the transition and annually, the district host a community town hall(s) to support two-way communication and solidify community ownership in the education of its students.

## Goals:

- Continuous improvement of academic performance of each student, PreK-12;
- Implement new strategies for communication to grow productive district internal and external perceptions/relations;
- Promote community inclusion with consistent messaging;
- Implement a renewed plan for engaging new and existing community partners to galvanize support for delivering equitable resources during COVID-19.

## **AUSTIN ISD COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE**

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Trustees	Staff	Community <sup>6</sup>
<ul style="list-style-type: none"> <li>• Seeking a transparent and collaborative Superintendent who communicates effectively;</li> <li>• A leader who has teaching and administrative experience with a strong academic acumen;</li> <li>• Ability to motivate and develop a high-performing team;</li> <li>• Familiarity and experience serving in a large, complex school system with similar challenges (i.e., equity and declining enrollment);</li> <li>• A systems-level thinker with a change management mindset;</li> <li>• Forward thinking and progressive – a visionary;</li> <li>• Proven track record of academic success for all students including early childhood, SPED, SEL and whole child support;</li> <li>• Community inclusion including parental engagement with a continued focus on public/private partnerships;</li> <li>• Open to a national search but wants an experienced chief executive with a strong academic background, understands the role of governance with an expectation of excellence across the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Wants a leader who is approachable and is an exceptional communicator;</li> <li>• Prefer to work with someone who has been an educator including a teacher, principal and someone with Superintendent experience, preferred;</li> <li>• Would prefer to have someone who has worked in a school system similar to AISD addressing similar challenges;</li> <li>• Ability to improve morale and is visible amongst all staff members;</li> <li>• Available to the staff and promotes leadership development while setting clear expectations with the Board;</li> <li>• Someone who will continue to hire competent leaders for necessary leadership roles;</li> <li>• Someone who is willing to be a bold and visionary leader and defend unpopular decisions;</li> <li>• Can improve community relations and continue parental involvement;</li> <li>• Continued effort to serve all students;</li> <li>• A leader who provides equitable access to resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Prefers a Superintendent who is available to the public with ongoing communication;</li> <li>• A leader who is willing to initiate an equity audit;</li> <li>• Innovative and focused on academics for the ‘whole child’ and those with special needs;</li> <li>• Clear communication related to high-level initiatives (superintendent search, strategic plan, school closures, etc.);</li> <li>• Wants the Board &amp; Superintendent to collaborate;</li> <li>• Specific academic support for campuses relative to the needs of each campus;</li> <li>• Desires a Superintendent who has experience working in similar communities with declining enrollment and budget issues;</li> <li>• Values teachers and staff across the district;</li> <li>• Would like someone who will embrace the community while improving parental involvement;</li> <li>• Someone who has experience working in challenging legislative circumstances with charter growth.</li> </ul>

## Qualifications Listed on Job Advertisement

<sup>6</sup> Includes macro, micro and online survey data.

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- A proven leader who has served in a large, complex organization with preferably five (5) or more years of experience serving as an executive-level leader (Doctoral Degree preferred);
- Expertise and knowledge in academic policy and pedagogy and its impact on student academic achievement (teaching and campus administration preferred);
- A track record of successfully seeking and implementing best practices to maximize the success of the entire organization with an emphasis on raising the academic achievement of all students;
- An unwavering commitment and dedication to supporting and growing a culture of inclusion and equity across a diverse district and community setting;
- A successful record of implementing systems-based practices to address current and future demands as the district's leader (i.e.; crisis management, nutrition, technological outputs, school safety, modernization of facilities, etc.);
- A leader who embraces and advances the district's innovative programs including but not limited to Social Emotional Learning (SEL), the district's Creative Learning Initiative (CLI), the district's dual language program and the district's early college high school programs;
- A commitment to strengthen the district's practice and performance in serving students with special needs including students with cognitive and developmental disabilities, learning differences and/or learning challenges;
- Ability to communicate authentically and work collaboratively alongside the School Board, with a diverse body of students, teachers, staff, administrators, parents, and community to build a climate of transparency, mutual trust, respect and cooperation;
- A team builder who has the management style and interpersonal skills to hire, develop, motivate and maintain a highly effective executive team and who can set clear expectations and delegate authority while remaining knowledgeable and accountable for the district's overall progress and activities;
- Knowledgeable in budget management, and the Texas school finance system and adept at legislative engagement and advocacy.

## **ADVERTISING PLAN**

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Direct Recruitment of Administrators (National)	<i>Supts./C-Level Admin.</i>	Included
Association of Latino Administrators & Supts. (ALAS)	<i>30-Day listing</i>	Included
National Alliance of Black School Educators (NABSE)	<i>30-Day listing</i>	Included
TexasISD.com	<i>Length of Search</i>	Included
JG Consulting Website, Twitter & Facebook	<i>Countless Views</i>	Included
LinkedIn	<i>60-Day listing</i>	Included
Texas Association of School Administrators (TASA)	<i>30-Day Listing</i>	Included
Council of Great City Schools (CGCS)	<i>30-Day Listing</i>	Included
American Association of School Admin. (AASA)	<i>60-Day Listing</i>	Included