

JGCONSULTING

Superintendent Search Summary Report



September 30, 2021

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Synopsis

JG Consulting has facilitated 48 community-based meetings including staff, students and community organizations (in-person, telephonically and Zoom) during the executive search process. These meetings began the week of September 13 and concluded September 29. The search firm held 11 in-person town hall meetings and 5 virtual town hall meetings.

Communication Channels & Priorities

1. Weekly communication (email, phone and in-person) with the Board of Trustees and JG Consulting to discuss the progress of the superintendent search.
2. SDUHSD will provide regular updates for community, staff and students
 - a. District's Website
 - b. Social Media: Facebook, Twitter and other commonly used platforms
 - c. Email
 - d. Automated Phone Calls & Text Messages: district's messaging system
 - e. Postal Communication (if applicable)
 - f. Media Outlets: newspaper, radio and television (if applicable)

Original Recommendations

The SDUHSD Board of Trustees and JG Consulting have created a consistent message when communicating with the community, staff, and students regarding the Superintendent search. Communication protocols are typically managed by the School Board President, but each Board Member shall commit to communicating the same message relative to the stage of the superintendent search process. Ongoing communication will ensure transparency and inclusivity during each stage of the Superintendent search.

Online Surveys

[SDUHSD - Superintendent Profile Survey | English](#)

[SDUHSD - Superintendent Profile Survey | Spanish](#)

JG Consulting has garnered approximately 700 completed surveys as of September 28. Each completed survey has engendered a rich and robust set of feedback representing a broad group of community members including SDUHSD staff and stakeholders to solicit input as it relates to the qualifications of the next Superintendent to serve the district.

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SUPERINTENDENT EXECUTIVE SEARCH: PROPOSED TIMELINE

Proposed Activities	Proposed Timelines
Planning discussion to initiate the Superintendent search with each Board Member	September 13 – 15
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.	September 13 and 30
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.	September 14 – October 4
JG Consulting candidate screening; includes online interviews	September 14 – October 5
Application due date	October 4
Prepare and present pre-screened applicants for the Board of Trustees in a reporting format and with access to the online interview videos	October 6
<u>Candidate Interviews: Round I</u> Final Round of Interviews	October 8 October 9 – 10
Name the Lone Finalist	October 14
Superintendent Begins Service	TBD

Synopsis

The Board of Trustees collectively agreed on several facets pertaining to the executive search needs with regard 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 SDUHSD Superintendent.

Five Objectives:

1. Serving the academic needs of all students including expanded learning opportunities
2. Community engagement with clear and concise communication
3. Intentional focus to implement renewed plan to galvanize the district and community
4. Supports diversity, equity and inclusion
5. School Board and Superintendent collaboration

Recommendations

The SDUHSD Board of Trustees should consider requesting a 90-day entry plan from the newly hired Superintendent that is responsive to the collective feedback received by the search firm from the community for the purpose of building trust with constituents. 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 SDUHSD is currently committed to (district goals and priorities). 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 townhall(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 with expanded learning opportunities;
- Implement new strategies for communication to grow productive district relations;
- Promote community inclusion with consistent messaging for all;
- Implement a renewed plan for engaging new and existing community partners to galvanize support for delivering equitable resources during COVID-19.

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SDUHSD COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

Trustees	Staff	Community ¹
<ul style="list-style-type: none"> • Seeking a transparent and collaborative Superintendent who communicates effectively; • A professional leader who has education experience; • Ability to motivate and develop a high-performing team; • Familiarity and experience serving in school system with similar challenges (i.e., staff retention, finances, diversity and equity); • An advocate for robust programs similar to the campuses within SDUHSD; • Forward thinking and progressive – a visionary; • Proven track record of academic success for all students including early childhood, ELL, SPED, SEL and whole child support; • Community inclusion including parental engagement with a continued focus on public/private partnerships; • Open to a national search but wants an experienced professional with a strong academic background, understands the role of governance with an expectation of excellence across the organization. 	<ul style="list-style-type: none"> • Wants a leader who is approachable and is an exceptional communicator • Prefer to work with someone who has been an educator including a teacher, principal and someone with Superintendent experience, preferred; • Would prefer to have someone who has worked in a school system like SDUHSD addressing similar challenges; • Ability to improve morale and is visible amongst all staff members; • An open-minded educator who values diversity, equity and inclusion; • A servant leader; • Available to the staff and promotes leadership development while setting clear expectations with the Board; • Someone who will continue to hire competent leaders for necessary leadership roles and support them; • Someone who is willing to be a bold and visionary leader and defend unpopular decisions; • Can improve community relations and continue parental involvement; • Continued effort to serve all students in a diverse community; • A highly qualified educator knowledgeable of curriculum, instruction, and assessment • A leader who is contemplative, patient, reflective, honest and genuine. 	<ul style="list-style-type: none"> • Prefers a Superintendent who is available to the public with ongoing communication; • A leader who is willing and capable of making difficult decisions; • Innovative and focused on academics for all children; • Clear communication related to high-level initiatives (academically focused, COVID updates, etc.); • Wants the Board & Superintendent to collaborate; a Superintendent who knows good governance • Promotes specific academic support for campuses relative to the needs of each campus; • A Superintendent who views things through an equity lens and supports DEI initiatives; • Desires a Superintendent who has experience working in similar communities; • Experience working with budget issues; • Visits the schools regularly and networks with the students. • Would like someone who will improve parental involvement and embrace the diversity of our communities; • Someone who can offer incentivized programs to improve staff morale and employee retention • A Superintendent who knows the education code and is able to work with city governments and state leaders.

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SDUHSD COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

SDUHSD Students

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| <ul style="list-style-type: none">• A Superintendent who we can be proud to represent us!• An enthusiastic, active, and vibrant leader who supports and encourages students to become more involved;• Someone who creates a safe environment for students and teachers so people feel supported, heard, and respected;• An innovative leader willing to implement programs for students who struggle in school;• Prefers a Superintendent who has education, administrative, and managerial experience;• A Superintendent that values and has a commitment to diversity, equity and inclusion (DEI); | <ul style="list-style-type: none">• A leader who values transparency so students understand decisions being made on their behalf;• Wants the Superintendent to collaborate with all students;• A leader who can effectively communicate in a timely manner with diverse stakeholder groups;• A Superintendent who is visible, accessible, and communicates openly with students;• A leader who values the mental health and well-being of both students and staff; | <ul style="list-style-type: none">• An educator who knows and appreciates DEI curriculum and is committed to celebrating the multicultural and diverse communities in our district;• A Superintendent who knows how to work with the board; knows governance and is able to facilitate productive meetings;• An educator who understands the trials of a pandemic and works to ensure the safety of students and staff when making decisions about reopening schools;• A Superintendent who is passionate about education and loves children. |
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QUALIFICATIONS

This is a confidential search. Only the Lone Finalist will be revealed

The San Dieguito Union High School District (SDUHSD) Board of Trustees is seeking a highly qualified educational leader to serve as the Superintendent. The successful candidate should possess the following characteristics and qualifications:

- A professional, educator, and/or administrator with executive-level leadership experience, preferably five (5) or more years of experience (Doctoral Degree desirable);
- A thoughtful leader who can build consensus yet make and take responsibility for difficult decisions that are in the best interest of all students and the district;
- A proven instructional leader with a track record of success proving academic growth for all students in a diverse community;
- A team builder who has the interpersonal skills to work collaboratively in partnership with the Board of Trustees, students, teachers, staff, administrators, parents and community to build a climate of transparency, mutual trust and respect, and cooperation;
- An exceptional communicator with the ability to convey communication effectively and efficiently in writing and verbally;
- An open, approachable, and ethical leader who is actively and enthusiastically involved and visible within the district and community;
- Knowledge of school finance, budget management, curriculum and human resources, as well as the ability to maintain and increase outside funding sources;
- Experience in strategic planning and sound management practices, with appropriate planning, analytical and decision-making skills, who sets clear expectations, delegates authority, but remains knowledgeable and accountable for the district's overall progress;
- A progressive leader who is committed to serving the district and community for the long term;
- A visionary leader who builds and strengthens relationships within the community and with local institutions and affiliations.

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ADVERTISING PLAN

Direct Recruitment of Administrators (National)	<i>Ongoing</i>	Included
Association of Latino Administrators & Supts. (ALAS)	<i>Length of Search</i>	Included
National Alliance of Black School Educators (NABSE)	<i>Length of Search</i>	Included
JG Consulting Website, Twitter & Facebook	<i>Length of Search</i>	Included
LinkedIn	<i>Length of Search</i>	Included
Association of CA School Administrators (ACSA)	<i>Length of Search</i>	Included
EDJOIN	<i>Length of Search</i>	Included
The Scoop Newsletter	<i>Length of Search</i>	Included
American Association of School Admin. (AASA)	<i>Length of Search</i>	Included