

Garden City Union Free School District

Leadership Profile Report

October 11, 2017



HYA Executive Search
Hazard, Young, Attea & Associates

Introductions

- **Hazard, Young, Attea and Associates:
Executive Searches**
 - National Recruitment
 - Regional/Local

 - **Consultants:**
 - Deborah Raizes
 - Robert J. Roelle, Ed.D.

Purpose of the Profile

- **Input from the school/community**
- **Recruitment – Alignment of candidates with profile**
- **Developing criteria for candidate selection**

Developing the Profile Report

- **Engaging the Community**
 - **Focused Group Meetings and Individual Interviews**
 - **On Line Survey**

- **Focused Groups & Individual Meetings:**
Questions -- What are the
 - **Strengths of the District?**
 - **Challenges and Issues Facing the District?**
 - **Preferred Characteristics Desired in the next Superintendent?**
 - **And, any candidate you would recommend?**

Participants:

Focus Groups

– Board of Education Members --	4
– Interim Superintendent	1
– Secretary to the Superintendent	1
– Central Office Administrators	5
- Administration & Faculty	23
– Support Staff	7
– Parents and School/Community	26
– Students	7
Total - “Face-to-Face” Meetings	74

Summary Responses: Combined Groups

- **Major Strengths:**

- ✓ **Strong Public School Governance**

- ✓ **A “Destination” School District**

- ✓ **A Professional Learning Environment**

- ◆ *A High Performing District: Rigorous Curriculum*

- ◆ *Strong Faculty and Administration*

- ◆ *“Students Come First”*

- ✓ **Outstanding Students**

Summary Responses: Combined Groups

Additional Strengths of the District

- **Highly educated and involved parents with high expectations**
- **Strong cultural arts, athletic and activity opportunities for students**
- **High level of confidence in the business operations**
- **Well maintained school district facilities**
- **Garden City School District is a good place to work**

Challenges Facing the District

- **Tax Cap: Maintaining Excellence**
- **Monitoring Student Enrollments**
- **Aging School Facilities**
- **Leadership Challenges**

Additional Challenges Facing the District

- **Supporting parents, yet be able to respectfully articulate a contrary view**
- **Working collaboratively with bargaining units**
- **Review technology needs**
- **Maintain & expand STEM – especially for females**

Preferred Characteristics

- **An Instructional Leader**
 - ✓ A vision for excellence
 - ✓ A collegial problem solver
- **An Experienced Leader**
 - ✓ Superintendent experience desirable
 - ✓ Significant central office experiences
- **A Leader with Strong Interpersonal Skills**
 - ✓ Promotes a climate of trust and respect

Additional Preferred Characteristics

- **A visible and approachable leader**
- **A good listener and observer – someone who can convey a genuine interest in what people have to say, even when he/she will need to present a contrary response**
- **A good communicator – oral and written – with confidence to respond to well informed parents**
- **A leader who is technology savvy and can advance the use of technology within the schools**
- **A strong manager and motivator who can move the instructional goals forward**
- **A governance leader – someone who will work well with and provide leadership for the Board**

Candidate Referrals

- **Referrals from HYA consultants**
- **Referrals from other sources**
- **Consultants Review All Suggestions**

Community Survey--599

<i>Group</i>	<i>Frequency</i>
<i>Administrators</i>	<i>15</i>
<i>Faculty</i>	<i>145</i>
<i>Support Staff</i>	<i>60</i>
<i>Parents/Community</i>	<i>366</i>
<i>Students</i>	<i>13</i>
<i>Total</i>	<i>599</i>

Community Survey

Top Rated Characteristics

- **Foster a positive, professional climate of mutual trust and respect among faculty, staff and administrators**
- **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**
- **Provide transparent communication**
- **Establish a culture of high expectations**

Garden City School District

Superintendent of Schools - Desired Characteristics

- ***A visible and approachable leader who can develop a level of trust in the Board and the administration***
- ***A good listener and observer – someone who has a genuine interest in what people have to say, even when he/she will need to present a contrary response***
- ***A good communicator – oral and written – with confidence to respond to well informed parents***
- ***An instructional leader who is “a visionary” in his/her thinking, but not a rapid change agent***
- ***A leader who is technologically savvy***

Desired Characteristics (Continued)

- ***A strong manager and motivator who can move the instructional goals forward***
- ***A problem solver – someone who can anticipate issues and address them before they become problems***
- ***A governance leader – someone who will work well with and provide leadership for the Board***
- ***A person who will make a long term commitment to the District***

The successful candidate will:

- ***Have experience as an accomplished central office administrator***
- ***Be certified as a superintendent, or capable of gaining certification, in New York State***

Garden City Union Free School District

Leadership Profile

With Appreciation

Board of Education

Students

Faculty, Staff and Administration

Parents and Community Members

And a special thank you to:

Cindy Morris