



HYA Executive Search
Hazard, Young, Attea & Associates

NORTHWEST ISD

LEADERSHIP PROFILE

April 18, 2016

Peter Flynn, Nola Wellman and Rick Berry

Northwest ISD Leadership Profile

- **MEETING OBJECTIVES:**
- Members of the Board of Trustees will:
 - have detailed knowledge about the process and outcomes of the **community engagement activities**
 - **finalize and approve the Leadership Profile**
 - review the **ad content** for use in the Recruitment Phase.

Questions Anytime

Northwest ISD Leadership Profile

PROCESS OVERVIEW

- **DISTRICT RESEARCH**
- **INVITATIONS TO PARTICIPATE**
- **POST and ANALYZE THE SURVEY**
- **INTERVIEWS and MEETINGS**
- **DATA COMPILATION AND ANALYSIS**
- **REPORT PREPARATION and PRESENTATION**

Northwest ISD Leadership Profile

PROCESS DETAIL

DISTRICT RESEARCH

- **CONSULTANTS STUDIED PUBLICLY AVAILABLE INFORMATION**

INVITATIONS

- **EXTENDED BY**
 - **Josh Wright, Jennifer Carlisle and Jerhea Nail**
 - **ON BEHALF OF BOARD**
- **OFFICE STAFF SCHEDULED**
 - **INTERVIEWS**
 - **MEETINGS**

Northwest ISD Leadership Profile Online Surveys

February 21, 2016 through March 31, 2016

Stakeholder Group

	Frequency	Percent
Administrator	86	7.3
Board Member	6	.5
Community Member	53	4.5
Parent	504	43.0
Student	50	4.3
Support Staff	109	9.3
Teacher	365	31.1
Total	1173	100.0

Percentages may not add to one hundred percent due to rounding.

Northwest ISD Leadership Profile DATA ANALYSIS

LEADERSHIP COMPETENCIES - SURVEY

Top-rated Competencies – All respondents selected:

- 1. Listen to and effectively represent the interests and concerns of students, staff, parents, and community members. (CE)**
- 2. Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators. (CC)**
- 3. Be visible throughout the District and actively engaged in community life. (CE)**
- 4. Hold a deep understanding of the teaching/learning process and of the importance of educational technology. (IL)**
- 5. Have a clear vision of what is required to provide exemplary educational services and implement effective change. (VV)**

Northwest ISD Leadership Profile

LEADERSHIP COMPETENCIES- SURVEY

Top rated Competencies- Board Members:

- Listen to and effectively represent the interests and concerns of students, staff, parents, and community members. (CE)
- Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators. (CC)
- Have a clear vision of what is required to provide exemplary educational services and implement effective change. (VV)
- Lead in an encouraging, participatory, and team-focused manner. (CC)
- Develop strong relationships with constituents, local government, area businesses, media, and community partners. (CE)

Northwest ISD Leadership Profile

LEADERSHIP COMPETENCIES - SURVEY

1. Listen to and effectively represent the interests and concerns of students, staff, parents, and community members. (CE)
2. Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators. (CC)
3. Be visible throughout the District and actively engaged in community life. (CE)
4. Hold a deep understanding of the teaching/learning process and of the importance of educational technology. (IL)
5. Have a clear vision of what is required to provide exemplary educational services and implement effective change. (VV)
 - Lead in an encouraging, participatory, and team-focused manner. (CC)
 - Develop strong relationships with constituents, local government, area businesses, media, and community partners. (CE)

Northwest ISD Leadership Profile

LEADERSHIP COMPETENCIES - SURVEY

Is there a management competency in the top ten?

#6 Overall:

- Recruit, employ, evaluate, and retain effective personnel throughout the District and its schools.
(M)

Northwest ISD Leadership Profile

COMMUNITY ENGAGEMENT LISTENING SESSIONS

- **BOARD INTERVIEWS** - 7 Meetings, 7 Trustees
- **ADMINISTRATORS** - 5 Meetings, 45 People
- **COMMUNITY** - 6 Meetings, 40 People
- **FACULTY** - 4 Meetings, 72 People
- **PARENTS** - 3 Meetings, 28 People
- **STUDENTS** - 4 Meetings, 57 Students
- **SUPPORT STAFF** - 1 Meeting, 75 People

Northwest ISD Leadership Profile

LISTENING SESSIONS

Strengths of Northwest ISD

- 1. Staff and Teachers**
- 2. Parents and Community**
- 3. Growth – Destination District**
- 4. Technology**
- 5. Programs and Extra-curricular**

Northwest ISD Leadership Profile

LISTENING SESSIONS

Strengths of Northwest ISD

- 6. Facilities**
- 7. Communication**
- 8. Forward Thinking/Innovative**
- 9. Professional Development**
- 10. Resource Rich**

Northwest ISD Leadership Profile

LISTENING SESSIONS

CHALLENGES, CONCERNS, ISSUES

- 1. Growth and Issues That Come With It**
- 2. Size and Complexity of the District**
- 3. Diversity**
- 4. Staffing**
- 5. Transportation, ELL and Finances**

Northwest ISD Leadership Profile

DATA ANALYSIS – LISTENING SESSIONS

LEADERSHIP QUALITIES

Attributes

- 1. Student-focused (4)***
- 2. Integrity (4)**
- 3. People Person (4)**
- 4. Approachable (3)**

**Indicates the number of categories of respondents that mentioned these items as a top characteristic.*

Northwest ISD Leadership Profile

DATA ANALYSIS – LISTENING SESSIONS

LEADERSHIP QUALITIES

Expertise

- 1. Communicator (7)**
- 2. Instructional Leader (6)**
- 3. Growth/Transition Manager (3)**
- 4. Financial Management (3)**
- 5. Executive Leader (3)**

Northwest ISD Leadership Profile

DATA ANALYSIS – LISTENING SESSIONS

LEADERSHIP CHARACTERISTICS

Style

- 1. Collaborative (5)**
- 2. Visible/Present- Schools & Community (4)**
- 3. Trust and Value Staff (4)**

Northwest ISD Leadership Profile

SURVEY DATA

+ LISTENING SESSIONS

LEADERSHIP PROFILE DRAFT

Northwest ISD Leadership Profile

Suggested Leadership Criteria

After seeking input from, administrators, community members, faculty, parents, students, and support staff, the Northwest ISD Board seeks a **student-focused** individual with **integrity**, who is an effective **communicator** with all stakeholders. This professional is a **people person**, who is passionate about providing excellent **education for all students**, while delivering **instructional leadership** based upon a career of **classroom teaching** and school district administration.

Northwest ISD Leadership Profile

Suggested Leadership Criteria

In addition, the successful candidate will have demonstrated effective high-level **management** in a **fast-growing school district** with the necessary **financial management** skills. The next leader of Northwest ISD will be a **visionary** who is **authentic** and grounded in a **realism** that understands the pace of change while continuing to lead the **improvement of a highly-regarded school district** that is becoming more diverse.

Northwest ISD Leadership Profile

Suggested Leadership Criteria

This outstanding **collaborative leader openly** seeks the input of others, demonstrating a **value of the staff**. The administrative style of the next superintendent of Northwest ISD will include a **visible presence in schools and the community** in an **approachable** manner.

Northwest ISD's next executive leader will exemplify a **technique** that **delegates, empowers and encourages** with **accountability, but without micro managing**. This approach will show the superintendent's **trust** in the competent employees placed **through an outstanding human resources approach of seeking and developing talent**. The next team leader of NISD will be a **team builder** for the district and the community it serves through an **open and transparent** approach.

Northwest ISD Leadership Profile

Suggested Leadership Criteria

Further, the Northwest ISD seeks a superintendent who will:

- Listen to and effectively represent the interests and concerns of students, staff, parents, and community members.
- Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators.
- Be visible throughout the District and actively engaged in community life.
- Hold a deep understanding of the teaching/learning process and of the importance of educational technology.

Northwest ISD Leadership Profile

Suggested Leadership Criteria

- Have a clear vision of what is required to provide exemplary educational services and implement effective change.
- Recruit, employ, evaluate, and retain effective personnel throughout the District and its schools.
- Lead in an encouraging, participatory, and team-focused manner.
- Develop strong relationships with constituents, local government, area businesses, media, and community partners.

Northwest ISD Superintendent Search

NEXT STEPS

- Questions on the Report?
- Board Consensus on Profile
- Review Ad Content
- Release of Information (Report on Web site?)
- Continue with:
 - Aggressively Solicit and Recruit Applicants
 - Review Applicants and Nominees compared to profile
 - Interview Selected Candidates
 - Further Background and Reference Checks
 - Present Slate of Top Candidates to Board on June 6th

Draft

Superintendent of Schools Profile Desired Qualities

Draft

After seeking input from, administrators, community members, faculty, parents, students, and support staff, the Northwest ISD Board seeks a **student-focused** individual with **integrity**, who is an effective **communicator** with all stakeholders. This professional is a **people person**, who is passionate about providing excellent **education for all students**, while delivering **instructional leadership** based upon a career of **classroom teaching** and school district administration.

In addition, the successful candidate will have demonstrated effective high-level **management** in a **fast-growing school district** with the necessary **financial management** skills. The next leader of Northwest ISD will be a **visionary** who is **authentic** and grounded in a **realism** that understands the pace of change while continuing to lead the **improvement of a highly-regarded school district** that is becoming more diverse.

This outstanding **collaborative leader openly** seeks the input of others, demonstrating a **value of the staff**. The administrative style of the next superintendent of Northwest ISD will include a **visible presence in schools and the community** in an **approachable** manner.

Northwest ISD's next executive leader will exemplify a **technique** that **delegates, empowers and encourages** with **accountability, but without micro managing**. This approach will show the superintendent's **trust** in the competent employees placed **through an outstanding human resources approach of seeking and developing talent**. The next team leader of NISD will be a **team builder** for the district and the community it serves through an **open and transparent** approach.

Draft

Superintendent of Schools Profile *Part 2*

Draft

Further, the Northwest ISD seeks a superintendent who will ...

- Listen to and effectively represent the interests and concerns of students, staff, parents, and community members.
- Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators.
- Be visible throughout the District and actively engaged in community life.
- Hold a deep understanding of the teaching/learning process and of the importance of educational technology.
- Have a clear vision of what is required to provide exemplary educational services and implement effective change.
- Recruit, employ, evaluate, and retain effective personnel throughout the District and its schools.
- Lead in an encouraging, participatory, and team-focused manner.
- Develop strong relationships with constituents, local government, area businesses, media, and community partners.

DRAFT

Superintendent Vacancy Northwest ISD, Fort Worth, TX

DRAFT

Upon the retirement of Dr. Karen Rue, the Board is searching for a visionary individual to lead the school district to its next level of excellence. This is a unique opportunity to lead a fast-growing, high achieving school district in the Dallas-Fort Worth Metroplex.

The Board of Trustees of Northwest ISD is seeking a superintendent who has the ability to lead a dedicated staff of almost 2,200 members and a highly involved community. The superintendent will serve the educational needs of approximately 21,000 students in 28 schools. The district is projected to have 35,000 students by 2025.

The Board seeks an individual who has demonstrated the ability to improve academic achievement and is a student-focused individual with integrity, who is an effective communicator with all stakeholders.

This professional is a people person, who is passionate about providing excellent education for all students, while delivering instructional leadership based upon a career of classroom teaching and school district administration.

DRAFT

Superintendent Vacancy

DRAFT

It is preferred that the successful candidate will have experiences that qualify an individual for a superintendent level position in a large fast growing school district similar to Northwest ISD. This outstanding collaborative leader seeks the input of others while focusing, as the instructional leader, on student growth and achievement.

The next superintendent will exemplify a visible and approachable style in the schools and community. A superintendent is sought, who will be involved and engaged in the schools, the district and its community.

(Plus the top eight competencies?)

Regionally competitive compensation. Screening in May and the new superintendent is expected to begin on August 15th or sooner if possible. For additional information about the District, go to www.nisdtx.org

For application information, go to www.hyasupersearches.com