

SUPERINTENDENT SEARCH PROFILE

Bucyrus City School District

March 16, 2019



Prepared for the Board of Education



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Bucyrus City School District
Superintendent Search Profile Report

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This report presents the summary of findings from the Superintendent Search Profile forums conducted by K-12 Business Consulting, Inc. (K-12), on March 14, 2019 and from 35 written search profiles submitted from various stakeholder groups. Once the Board of Education selected K-12 to conduct the superintendent search, a Search Profile Assessment document was created to solicit input from various stakeholders in the community. The Board and administration developed a broad list of community stakeholders to solicit input from as well as a general community wide invitation to meet with K-12 staff members Chris Mohr and Karel Oxley to discuss the characteristics in greater depth. Any stakeholder who had a desire to express an opinion was welcome to submit a search profile and personally meet with K-12 at the open forums that were held at the district administrative offices, the high school and elementary schools on March 14, 2019. The information obtained through these sources, and summarized below, should be used to assist the Board in identifying characteristics requested of superintendent candidates.

The Search Profile Assessment form was made available to the district staff, identified stakeholders, plus all individuals who attended the focus group sessions. In addition to the 35 individuals who returned written online search profiles, there were 64 individuals who participated in interviews and community forums facilitated by K-12. The results of the written Search Profile Assessment forms are included in this report along with several comments received in face to face discussions held at community forums.

In accumulating the data used in this report K-12 sought opinions, recommendations and general comments with respect to preferred candidate characteristics, traits, qualifications and personal demeanor, as well as district strengths, weaknesses, issues and concerns which may have a bearing on future leadership strengths for your next superintendent. At the request of the Board, K-12 sought the views of a broad range of individuals represented in the district to assist in the search process. It was determined that K-12 would report the findings to the Board without revealing the identity of any citizen or staff member who provided information, thus equipping the Board with unbiased data to use as it proceeded to define the search profile for the next superintendent.

A Search Profile Assessment form was used to provide a framework for reporting the information compiled by K-12. Broad themes were highlighted in each question area into five (5) response groups (school board, administration/central office, teaching staff, support staff and community/parents). Under each question in the report the response group's common themes were identified. The first category titled as "Consistent" are comments which were frequently heard from all or nearly all five of the response groups. The responses noted under "Consistent" for any of the response groups are noted with the highest frequency first then descending to less frequently heard. It is important to note that the data compilation is not a scientific sampling, nor should it necessarily be viewed as representing a majority opinion of those interviewed in the response group.

K-12 would like to commend the Board of Education for its efforts to include many stakeholders of the school district in the development of the superintendent search profile. Many respondents expressed positive feelings about being involved in this process and the opportunity to help shape the Bucyrus City School District. We would also like to thank Mr. Ryan Cook, CFO/Treasurer for the professional way all arrangements were made, including mailing invitations and Search Profile Questionnaires, as well as contacting and scheduling the focus groups that made this profile possible.

STRENGTHS OF THE DISTRICT

Question #1: What do you consider to be the two or three most significant strengths of the district?

CONSISTENT THEMES

- We have a dedicated, experienced and caring staff.
- The District has many added educational programs to assist families and students.
- Students have quality well maintained facilities.
- There is community involvement with the support of such programs like the “Leader in Me”.
- The District has a stable financial five-year forecast

BOARD

- We have a dedicated, experienced, and caring staff.
- Bucyrus City Schools enjoys quality facilities.
- We have added excellent educational programs such as “Leader in Me”, the Arts and Gifted educational programs.
- Children are valued and feel a sense of belonging.
- The district has a stable financial situation.

ADMINISTRATORS

- The district has a stable financial situation.
- Supportive BOE who wants to improve education.
- Community involvement and support of programs such as the “Leader in Me”.
- Relationship to community safety services personnel is very positive.
- We have a teaching staff that is open to new instructional theory and practice.

TEACHERS

- We have a dedicated, caring, and committed staff to address the many needs of our students.
- Wonderful students with great potential.
- Support services for students and families such as the “Leader in Me”, Family Engagement Activities, Resource Back Packs, After School Programs.
- Quality facilities with resources, such as resource officers, to promote safety.
- Great history; alumni come back to work here.

SUPPORT STAFF/CENTRAL OFFICE STAFF

- Dedicated, caring, and loyal staff willing to embrace change.
- Comprehensive and diverse course and support offerings to students.
- A community that is involved and supportive of the school.
- We have a stable financial forecast with a staff and a treasurer that are assets.
- A very visible presence of the current administrators – they are at everything.

COMMUNITY/PARENTS

- Teachers and administrators care about the students.
- The “Leader in Me” program is excellent and supported by the community.
- Bucyrus has great students with lots of potential.
- The technology utilized is outstanding.
- A district that families have chosen with great pride for the education of their children.

IMPORTANT ISSUES FACING DISTRICT

Question #2: What do you consider to be the two or three most important issues facing the district?

CONSISTENT THEMES

- We need to address our academic progress and Local Report Card status.
- Open enrollment out of the district and the perception of Bucyrus City Schools needs to be addressed.
- Changing social and economic issues in the community present challenges that need continued support for families, students, and staff.
- Special education concerns and teacher supports need to be reviewed.
- Setting clearer expectations for staff and students and execute a plan for improvement.

BOARD

- We need to address our academic rigor and Local Report Card status.
- The perception of our district needs to be addressed and study conducted on the impact of Open Enrollment on the district.
- Our changing social and economic status presents challenges as does an increased number of students with learning difficulties; we need to continue to help children/staff address these issues.
- Expectations for staff and students not high enough.
- Staff morale needs to be addressed.

ADMINISTRATORS

- There is a lack of focus for addressing improvement in education and instruction.
- Special education concerns and support for staff needs to be reviewed.
- Poor morale exists among the staff and administration.
- Staff is faced with increased external factors which impact the education of the student.
- Open enrollment out of district is an issue as families chose other educational options are in very close proximity to Bucyrus.

TEACHERS

- Increased number of students and families who are facing economic and family factors that impact their educational learning.
- Lack of needed support to help improve test scores and the district report card.
- Community perception of the district not being comparable to adjoining districts; therefore, open enrollment departures become an issue.
- Retaining good teachers and support staff.
- Too many new programs being implemented with no follow through.
- Clearer expectations of students, dress code, phone usage, respectfulness etc.

SUPPORT STAFF/CENTRAL OFFICE STAFF

- Struggling to meet the expectations of the State and the Local Report Card.
- Open enrollment out of the district is a concern; the perception of the district needs to be addressed.
- Getting more students to participate in extra-curricular activities.
- Need to hold our students more accountable for their actions and address the discipline issues.
- Community faces additional external factors that impact a child's education and need to address.

COMMUNITY/PARENTS

- Declining enrollment due to open enrollment students leaving the district.
- Need to focus on strategies to assist low income families and families in crisis.
- Create a mentality that “learning is for all” and place students a head of staff.
- Weak communication between community and school.

CHARACTERISTICS OF NEW SUPERINTENDENT

Question #3: Please tell us your two or three characteristics that you think the Board should look for in a new Superintendent.

CONSISTENT THEMES

- A respectful leader who is an open communicator with strong interpersonal skills.
- A leader who is vested in the school, staff, and community and wants to stay at Bucyrus to make a difference.
- A person with strong leadership and communication skills who can set clear expectations with administration, staff, and students.
- Someone who is charismatic and engages with the community.
- A leader who can motivate staff and students to increase levels of learning and has a true understanding of curriculum and instruction.

BOARD MEMBERS

- Strong interpersonal and public relations skills are desired.
- Seeking a person who can actively engage the community.
- A person with strong leadership and communication skills who can set clear expectations with administration, staff, and students.
- Previous administrative experience as a superintendent preferred but not required.
- A person who has enough educational experience to really understand educational theory, practice and especially needed literacy components.

ADMINISTRATION

- A leader who will work to put a plan in place to improve academics at all levels.
- Hold high expectations and accountability for all within the organization.
- Positive energy with a charismatic personality.
- Ability to work with everyone to create a vision and communicate how we will get there.

TEACHERS

- A leader who is a positive thinker, a good listener and not afraid to make tough decisions.
- Vision to focus on needed programs and then follow through to make sure they are successful.
- Committed to the whole district, not just segments of the district.
- Someone who really understands the educational needs of the district and who has a strong literacy, teaching background.
- A leader who is very visible within the school community and committed to staying.
- Someone who has a strong moral compass.

SUPPORT STAFF/CENTRAL OFFICE STAFF

- A leader who is vested in the school and community and wants to stay at Bucyrus.
- Someone who is humble and of high moral integrity.
- A person who is visible, approachable, transparent, and caring about students, staff, and the community.
- A leader that listens and communicates in a clear, transparent fashion.

COMMUNITY/PARENTS

- An instructional leader who can focus on monitoring instruction and holding people accountable for results.
- Some experience with Special Education and how to serve the needs of those identified students.
- Ability to rekindle the pride of choosing Bucyrus City Schools for a child's education.
- Someone who can address the Open enrollment issues and re-build a positive perception of Bucyrus City Schools.
- Looking for a superintendent that is a strong leader, communicates clearly and puts the district's needs first while holding a vested interest in the community.

SUPERINTENDENT CHARACTERISTICS BY RANKING

1 = MOST IMPORTANT TO 10 = LEAST IMPORTANT

CRITERIA	BOE	ADMIN	TEACHERS	SUPPORT STAFF	PARENTS & COMMUNITY
Ability and willingness to deal fairly with faculty, staff, students and parents	5	8	1	1	5
Effective at creating and implementing a vision for the district	3	6	7	10	4
Expertise in design and implementation of instruction and curriculum	2	5	10	7	7
Effective with both written and verbal communication	1	1	5	5	2
Successful experience as a superintendent	8	10	6	8	3
Experience with socially and economically diverse student populations	4	7	2	3	1
Fiscal management expertise	10	2	8	9	10
Effective organizational and management skills	9	3	9	6	8
Personal involvement and interest in the community	7	4	4	4	9
A leader with strong interpersonal and public relations skills	6	9	3	2	6

RANKING OF TOP AND BOTTOM FIVE (5) IMPORTANT CHARACTERISTICS ALL GROUPS

RANK

TOP 5 CHARACTERISTICS

- 1 Effective at both written and verbal communications
- 2 Ability and willingness to deal fairly with faculty, staff, students, and parents
- 3 Experience in socially and economically diverse student population
- 4 A leader with strong interpersonal and public relations skills
- 5 Personal involvement and interest in the community

RANK

BOTTOM 5 CHARACTERISTICS

- 6 Effective organizational and management skills
- 7 Expertise in design and implementation of instruction and curriculum
- 8 Successful experience as a superintendent
- 9 Effective at creating and implementing a vision for the district
- 10 Fiscal management expertise

SUMMARY

The information gathered through surveys and interviews bears strong similarity across all groups with respect to the Bucyrus City School District's strengths, issues and concerns facing the district, as well as the characteristics desired in the next superintendent.

Clearly, all groups and individuals expressed that Bucyrus's *greatest strengths* include district's (A) The loyal, dedicated, caring, and hard-working staff; (B) There is community support for such programs as the "Leader in Me". (C) The schools have many strong educational programs to assist students and parents; (D) There is a stable financial forecast for the district; and, (E) Student's possess great potential. In short, the Bucyrus City School District has a rich history and can be a school of choice with a renewed focus on academic improvements which will help lead to a more positive perception of the district as a whole. The district has many reasons to be proud of the schools and the community.

The *top concerns* facing the Bucyrus City Board of Education and the new superintendent in the future – all of which surfaced repetitively through focus group sessions and from the written Superintendent Search Profiles that were submitted individually – included: (A) The need to address the academic progress of the district and the Local Report Card concerns; (B) Open enrollment out of the district and district perceptions; (C) Changing social and economic issues of the community need continued school supports; (D) Setting clearer expectations for staff and students with a defined implementation plan; (E) Special education concerns and supports need to be addressed.

It is important to note that Bucyrus City Schools afford students the opportunity to experience 'Growing the Whole Child'. They offer extended supports for both children and families. They care deeply about a child's well-being. Bucyrus City Schools wants to re-ignite their reputation as a school of choice throughout the area. The District and staff are very concerned and interested in students selecting to Open Enrollment out of the district. The new leader will need to understand these dynamics and develop an inclusive plan to improve academic standing and to engage all staff in the importance of student success.

It was difficult to capture all the characteristics that respondents were looking for in a new superintendent. It is certain that no one person could possibly embody all that was mentioned for attributes of the next superintendent.

In reconciling the many concerns and *characteristics sought in a superintendent* for the Bucyrus City School District, the vast majority respondents expressed the need for the person to have these characteristics: (A) A respectful leader who has excellent communication skills along with strong collaborative and interpersonal skills; (B) A leader who is vested in the school, staff, and community and who wants to stay at Bucyrus to make a difference; (C) A person with strong leadership skills who can set clear expectations with administration, staff, and students. (D) A leader who can motivate staff and students to increase levels of learning and who truly understands educational needs; (E) Someone who is charismatic and engages with the community.

The new superintendent should be visibly active in the schools and the community, serve as a role model personally and professionally to students and staff, be sincere, approachable, and exhibit trustworthiness and integrity. The fact that Bucyrus City Schools desires to be a school of choice in the community means great attention to increasing the positive aspects of its services for students and families.

We believe the Bucyrus City School District is approaching an important period of transition in the years ahead. Difficult decisions will be required of the new superintendent to balance stakeholder expectations of increasing academic achievement while keeping a realistic eye on available resources for students and their families. This individual will need to possess effective communication skills, establish a vision and long-range plan collaboratively with all factions of the school and community. A skillful superintendent will have the opportunity to help the district navigate through challenging issues, and the district must do so if it is to thrive and continue to improve student success and continue to engender community support. We will look for this key set of skills, and ones that complement each other, in candidates for the next superintendent.

The Bucyrus City School District is a community that is full of historic pride and hope for their school district's increased academic and extra-curricular successes. We believe that the right candidate for superintendent will recognize the opportunity this environment has for them to really be involved in making a difference in the lives of children. We believe we will find the right candidate(s) who have the attributes outlined herein, possess the skills and energy needed to address the issues and concerns expressed by respondents, and who will be happy to be a part of leading Bucyrus City School District to higher academic successes.

Respectfully submitted:

K-12 Business Consulting, Inc