

Superintendent Profile Development Process Participant Instructions

The Richardson ISD School Board has asked the firm of Horn, Smith, Wood and Preston to develop the profile for the new RISD superintendent. As a part of the development process, you are asked to provide your input for the Superintendent Profile. The Board will use the observations and suggestions to finalize the profile. Your best thinking and suggestions are sincerely sought and valued.

We Need Your Input in Two Ways:

First: Choose the Top Ten Superintendent Characteristics

A form is attached with 20 Superintendent characteristics needed to successfully lead school districts.

Please rank your top 10 priorities by placing the number for your choice in the box to the right of the description. The ***number 1 indicates your first choice*** through 10. Although all of these characteristics, abilities, orientations, should be considered vitally important, **please rank only those that you consider to be the 10 most important for Richardson ISD.** Be sure to mark the name of your group (Administrators, Teachers, Support Staff, or Community) in the upper left hand corner of the form.

Second: Give Your Observations about the Strengths and Challenges of Richardson ISD

You have a second form with two questions and space for your comments. Please write your observations for each question.

If there other matters you would like to mention, use the space at the bottom of the sheet. Again, be sure to mark the name of your group on the form.

Please return your form by OCTOBER 30 via U.S. mail to Horn, Smith, Wood & Preston, 12155 FM 2728, Terrell, Texas 75161 or email to hswp LLP@msn.com.

Thank you for your time and more importantly for your thoughts and suggestions. Your input will be tallied and compiled by the consultant group and will be reported to the board.

Supplementary Suggestions

Please list at least three things that you believe are significant strengths of the district:

1.

2

3.

Please identify three major challenges that you see on the horizon for the district:

1.

2.

3.

Group _____

Key	Profile Caption	Profile Description/Characteristic	Rank
A	Alliances	Understands & values community & regional partnerships, works for good state policies, skilled at managing political aspects of decisions/actions	
B	Communication	Adapts style and approach appropriately to the audience, communicates the vision, can explain and defend decisions, become the face & voice of the district, engages in efforts to improve and expand communications, cheerleader for the district, ability to positively interact with stakeholder groups.	
C	Continuous Improvement	All processes, systems, and people can improve, open to new ideas, innovative, supports encourages experimentation, supports professional development	
D	Curriculum & Instruction	Good working knowledge of, understands what engages students, conditions for teachers and students to perform in extraordinary ways, promotes 21st century learning	
E	Inclusive	Appreciates and embraces the diversity of thought and opinion throughout the district, respects/values cultural and other diversities, supports norms of mutual respect, sensitive to ethnic and gender composition of the staff and hire accordingly	
F	Effective Listener	Willing to understand and consider all points of view, open door policy regarding the concerns, suggestions and comments from others	
G	Employees/Colleagues	Able to hire quality staff, makes hard decisions, understands how to get things done through other people, holds accountable, genuinely cares about others appreciates, ability to accept criticism	
H	Ethical/Moral	Exhibits deep commitment to, honors, values, keeps word, always seeks out the right thing to do, open and honest with the Board and staff	
I	Finances/Business	Strong command of school finance requirements, processes etc., good controls, connects dollars to goals & priorities	
J	Goal Oriented	Clear about, commits to, driven by, helps others achieve, value/values and uses data, involves others in development, engages in strategic thinking & planning, able to move a large diverse organization to achieve a set of common goals	
K	Growth/Bonds/Facilities	Plans ahead, can manage enrollment projections, keep facilities maintained, safe, conducive/unique to learning, understands debt financing	
L	History/Tradition	Will learn about our history and our traditions before making changes, helps frame new and better futures while respecting the past	
M	Human Relations	Builds trust, supports, challenges, dependable, predictable, approachable, sense of humor, mature, patient, forgiving, humble, understanding, focused, sensitive to privacy of various issues, capable of conflict resolution, ability to allay concerns of individuals that may feel intimidated	
N	Involved/Visible	Visible in schools, student activities, and in community, civic leader/worker, community builder, servant leader	
O	Leadership	Ability to lead and motivate people to perform at their highest level or to a common goal, visionary thinker, establish and drive a strategic plan in support of the vision, sets high but realistic measurable expectations for all employees, capable of conflict resolution, can recognize and admit when something is not working	
P	Learner/Knowledge	Reads widely, has technical knowledge of instruction, effective management, asks questions, keeps current, learns from experience and others	
Q	Organization/Systems	Understands systems impact how people work, are the sources of capacity to succeed, focuses on building culture and structures to sustain improvements	
R	School Board Relations	Cultivates trusting relations, leads them educationally, encourages focus on values, vision, mission, goals, results, advocating for quality in the community, open and honest with the Board and staff	
S	Student Oriented	Passionate about educating every child to his/her full potential, initial desire to provide programs and resources to result in maximum student performance at all levels and in all subgroups, awareness of the importance of putting children first in all decisions, success of every student is top priority at all times	
T	Teamwork	Creates conditions for success, gives credit to others, takes blame, fosters collaboration, keeps purposes clear, empowers to act, expects results	
(All of these characteristics, abilities, orientations, should be considered as vitally important. The ranking is strictly for priority and emphasis.)			