

# **SCHOOL LEADERSHIP, LLC**

*Supporting Leadership For America's Schools*



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## **SPECIFICATION DEVELOPMENT REPORT SUPERINTENDENT OF SCHOOLS SEARCH**

### **EAST ROCHESTER UNION FREE SCHOOL DISTRICT**

February 25, 2020

#### **METHODOLOGY:**

On February 03, 2020 consultants from School Leadership, LLC met with school and community groups which represent many of the major stakeholders in the East Rochester Union Free School District. The purposes of the meetings were to supplement information received earlier from the Board of Education at a planning meeting and to encourage direct, broad-based participation in the development of the specifications which will guide the Superintendent search process. Participants were encouraged to share views and perceptions about the District, its leadership challenges, and about the professional experiences and personal characteristics to be sought in candidates for the position. The meetings, attended by a total of fifty-seven (57) people, were also meant to provide the consultants with an opportunity to learn, first-hand, about the District through the eyes of those who serve and are served by it, and to gain a sense of the culture, traditions, and qualities which make the District and the East Rochester community unique. Additional information was gathered through February 14, 2020 by the use of an online survey.

Richard Stutzman, Interim Superintendent, and Kristen Adler, District Clerk and Secretary to the Superintendent provided invaluable assistance in scheduling and advertising the meetings and extending invitations to these focus groups identified by the Board of Education. We are most appreciative of their efforts.

It is important to state that the process used was not intended to represent an in-depth analysis of the District, nor was it meant to seek solutions to any specific issues or problems. Rather, it was designed to gather general information in a qualitative way regarding how the educational and lay communities view the current condition of the District and attempt to identify some of the challenges and expectations as they relate to the Superintendent search process.

## **MEETING FORMATS:**

The Board of Education identified focus groups with which the consultants should meet, resulting in the following scheduled meetings. The number of participants for each meeting is indicated in parentheses:

District Administrators and Bard Clerk (9)  
Faculty and Staff (20)  
Community Forum (7)  
Alumni Foundation (6)  
High School Students (15)

## **ONLINE SURVEY:**

In addition, the Board of Education approved an online survey which was made available through a link on the District's web site. A total of three hundred and thirty-six (136) persons responded to the survey. Appendix 2 includes the tabulated data.

## **QUESTIONS ASKED:**

In general, the focus groups sought to elicit responses to three broad questions:

- ✓ What is it about East Rochester schools and the larger community that would attract a proven educational leader to the District?
- ✓ What are the immediate as well as the longer term leadership challenges that the next Superintendent will face?
- ✓ What are the desired professional experiences and personal characteristics that you would like to see the next Superintendent bring to the position?

A presentation of the responses to these questions will be found in Appendix 1, noting where the responses were "heard often". Together with the online survey results, all of the data collected suggest that the District stakeholders are generally united in their views of the District, its challenges, and the qualities it seeks in its next Superintendent of Schools.

## **SUMMARY:**

The following are the major characteristics which the input would suggest the Board of Education should be seeking and screening for in candidates for the position, and which might be used in any advertising of the vacancy.

*The ideal candidate will be:*

- ✓ A respected and successful educator with classroom teaching and building and/or central office administrative experiences, who has demonstrated the ability to collaborate and communicate effectively with all constituencies, making decisions grounded in the best interest of students and the school community.
- ✓ A school administrator with an understanding of the finance and human resource functions who can advise, oversee and/or conduct related activities providing ongoing leadership by charting a reasonable and thoughtful approach to challenges in both areas facing the District.

- ✓ A creative thinker and visionary who will work with the Board of Education and the school community to facilitate a strategic planning process for determining priorities and focus for the work of the staff.
- ✓ A proven instructional leader who will embrace cultural as well socio-economic diversity and one who will work closely with staff to provide multiple learning opportunities for students and lead sensible improvements and innovations in curriculum and instruction building upon the academic successes of the District.
- ✓ An energetic educator of the utmost integrity and character who will become an integral part of the school community, be regularly visible and will lead in an atmosphere of mutual respect and accountability.

As discussed at the planning meeting, the next step will be for the Board of Education, at its February 25 meeting, to formally receive this report and then authorize the use of the results for the advertising of the vacancy.

Respectfully submitted in collaboration with Mr. Daniel White, District Superintendent, Monroe One BOCES,

Howard S. Smith, Ed.D.  
Associate  
**School Leadership, LLC**