

## Superintendent Search Summary Report



**April 22, 2023**

# JGCONSULTING

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## KILLEEN ISD COMMUNITY ENGAGEMENT STRATEGY

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### Synopsis

JG Consulting facilitated community-based meetings which included staff, parents, and community members to inform the executive search process. These meetings were held between March 16 and April 14, 2023. The executive search team also met with all trustees to develop the Leadership Profile. JG Consulting will continue to engage with the community stakeholders during the superintendent search process to the extent permissible by the Board.

### Communication Channels & Priorities

1. Weekly communication (email, phone, and in-person) with the Board of Trustees and JG Consulting to discuss the progress of the superintendent search.
2. Killeen ISD will provide regular updates for the community, staff, and students using some combination of the following communication channel options:
  - District's Website
  - Social Media: Facebook, Twitter, LinkedIn, and other commonly used platforms
  - Email
  - Automated Phone Calls & Text Messages: District's messaging system
  - Postal Communication (if applicable)
  - Media Outlets: Newspaper, radio, and television

### Initial Search Recommendations

The Killeen ISD Board of Trustees and JG Consulting shall create a consistent message for communicating with the community, staff, parents, and students about the superintendent search process. Additionally, the Board of Trustees should consider appointing a designated representative(s) to address all media requests. These requests are typically managed by the School Board President, but each Trustee shall commit to communicating the same message relative to the stage of the superintendent search process. JG Consulting will provide a weekly status report (every Friday) to the Board of Trustees during the search process in anticipation of the upcoming Board Meeting(s). Furthermore, JG Consulting will participate, as needed, in Board Meetings to provide updates to the community, staff, parents and students. Ongoing communication will ensure transparency and inclusivity during each stage of the superintendent search.

## COMMUNITY, STAFF AND BOARD MEETINGS

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Killeen ISD Board President Williams conducted a press conference on Tuesday, March 28 to announce the survey, town halls, and stakeholder meetings. JG Consulting conducted three (3) Town Hall meetings on April 3, 6, and 10, 2023. Approximately 42 internal and external stakeholder meetings occurred between March 16 – April 14. These meetings engendered a positive and productive conversation representing a diverse group of parents, Killeen ISD staff and community stakeholders to solicit input as it relates to the qualifications of the next Superintendent to serve Killeen ISD. The firm interviewed all members of the Board of Trustees.

Breakdown of stakeholder groups:

<p style="text-align: center;"><b><u>Internal Groups</u></b></p> <ul style="list-style-type: none"> <li>• Executive Team (Cabinet)</li> <li>• Teachers</li> <li>• Principals</li> <li>• Students</li> <li>• Special Education Personnel</li> </ul>	<p style="text-align: center;"><b><u>Auxiliary Groups</u></b></p> <ul style="list-style-type: none"> <li>• University/College Partners</li> <li>• Killeen Education Assn. (KEA)</li> <li>• Killeen Education Foundation</li> </ul>
<p style="text-align: center;"><b><u>External Groups</u></b></p> <ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Business Leadership/Owners</li> <li>• Chambers of Commerce</li> <li>• Rotary Club</li> </ul>	<p style="text-align: center;"><b><u>Community Groups</u></b></p> <ul style="list-style-type: none"> <li>• Faith-Based Organizations</li> <li>• Civil and Human Rights Organizations</li> <li>• Town Hall meetings</li> </ul>

Breakdown of the number of meeting attendees:

<b>Board Members</b>	7
<b>Town Hall Meetings</b>	~80
<b>Internal &amp; External Stakeholders</b>	~250
<b>TOTAL</b>	<b>~337</b>

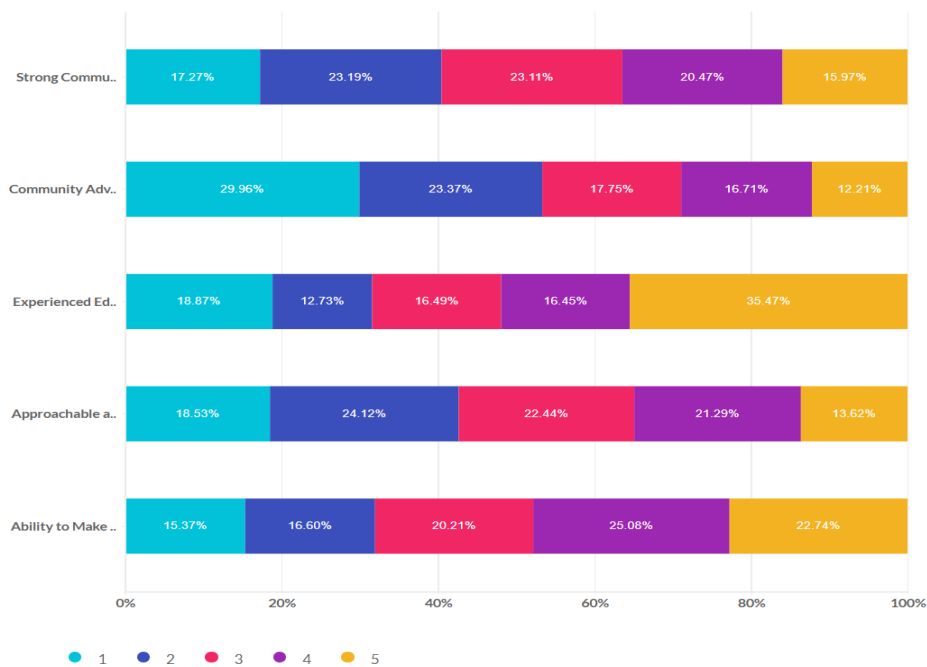
## ONLINE SURVEYS

The district garnered **2,687** anonymous engagement surveys in English, Spanish, German, and Korean from March 29 – April 14, 2023. Approximately 2,680 English, 5 Spanish, 1 German, and 1 Korean survey responses were submitted. The results of the survey and the breakdown of participants are in the following charts\*:

- [Killeen ISD Community Engagement Survey – English, Spanish, German, & Korean](#)

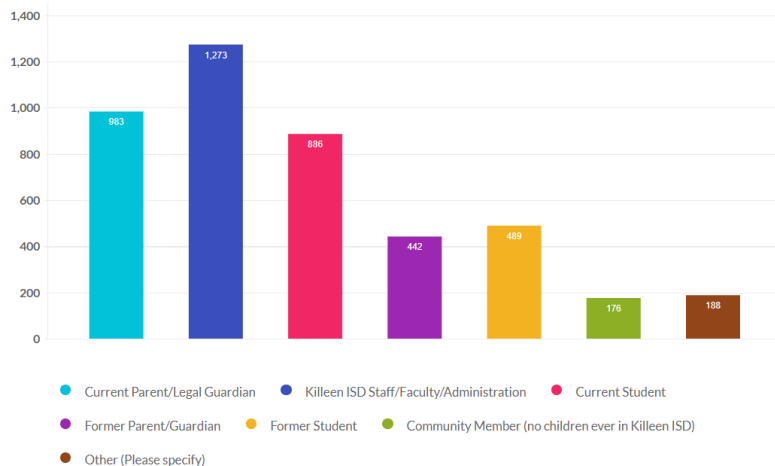
1. Please rank each of the following qualities in order of importance to you. 5 (most important) to 1 (least important).

Answered: 2687 Skipped: 0



4. My perspective on Killeen Independent School District comes from being a (check all that apply).

Answered: 2655 Skipped: 32





## SUPERINTENDENT EXECUTIVE SEARCH: TIMELINE

Search Activities	Timeline <sup>1</sup>
Board meeting to initiate the Superintendent search	March 6
Internal and External Community-related meetings: <ul style="list-style-type: none"> <li>• Interviews with each Trustee</li> <li>• Community outreach meetings to solicit feedback for the desired characteristics and traits of the next Superintendent</li> </ul>	March 16 – April 14
Present formal scope of work and preliminary job profile to the Board of Trustees for approval and/or necessary modifications	April 18
Candidate Application Portal is Open <ul style="list-style-type: none"> <li>• Marketing and recruiting Activities</li> <li>• Local, state, regional, and national publications</li> <li>• Other education publications and websites</li> <li>• Campaigns: virtual meetings and in-person recruitment</li> </ul>	April 22 – May 12
Application Deadline	May 12
Prepare and present pre-screened applicants in a reporting format and with access to the online interview videos	May 18
<u>Candidate Interviews:</u>  Round 1 & Round 2 Interviews	May 22 – June 5

<sup>1</sup> All dates are aligned to meet the deliverables of the Board of Trustees and are subject to change.

## KILLEEN ISD STAKEHOLDER INTERVIEWS

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### Synopsis:

The members of the Board of Trustees collectively agreed on many concepts pertaining to the executive search process and development of the Superintendent profile. JG Consulting identified four over-arching objectives consistently mentioned by stakeholders during the community-input process, focusing the campaign for a successful superintendent search. The team of consultants recommends the Board of Trustees commit to these shared beliefs and uses them as the primary objectives during the recruitment process leading to the selection of the Killeen ISD Superintendent.

### Four Over-Arching Objectives:

1. Serving the academic requirements, well-being, safety, and security needs of ALL students, including the focus on reducing the achievement gap, the need for additional counseling services for students and an improved Special Education Program, and to continue to inspire and prepare students for future career opportunities through local and state partnerships with institutions of high learning, businesses, the military, and service-related industries
2. Building multiple opportunities for robust parent engagement and parent participation in student learning and success
3. A commitment to establish and maintain effective and frequent lines of communication with all stakeholders (students, parents, staff and the community) to change the perception of the lack of communication and transparency by the administration with the ability to speak freely
4. To review current practices and develop new strategies regarding student discipline

### **Recommendations for the transition to a new Superintendent:**

The Killeen ISD Board of Trustees should consider requesting a 90-day entry plan from the newly hired Superintendent. The purpose of the 90-day entry plan is to allow the new leader space to learn about the district's current goals and to set up processes for continuously monitoring progress toward those goals and reporting results and outcomes to the Board of Trustees. It is recommended that within the first 90 days, the Board of Trustees and Superintendent engage in a strategic planning exercise (i.e., teambuilding retreat, workshop, etc.) to identify and develop an ongoing shared vision, goals, and priorities and to establish agreed-upon expectations and methods for board/management communication and operational workflow protocols. Finally, it is recommended that, during the transition and annually, the district host a community town hall(s) to support two-way communication and establish community ownership in the education of its students.



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## Goals:

- Continuous improvement of the academic performance of all students with emphasis on reducing the achievement gap and strengthening the Special Education Program at KISD, understanding the inherent transient student population
  - To develop strategies to not only retain KISD's current teachers and staff but to also attract new, highly-quality talent to ensure the district is fulfilling the needs of its students. These strategies should also address staff shortages and salary reviews in various departments throughout Killeen ISD
  - To develop a Killeen ISD Strategic Plan to better serve all students, staff, and community and to align everyone around a shared mission and vision
  - Implement new strategies to break down silos for better internal communications to grow productive relationships within district departments and campuses and with new and existing community partners to galvanize support for district initiatives
  - To develop more formalized policies and procedures across all divisions of KISD
  - Grow trust and transparency through commitments by all Trustees and the Superintendent to hold each other accountable for high expectations and behaviors singularly focused on student achievement, safety and well-being
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## COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

Trustees	Staff & Students	Community <sup>1</sup>
<ul style="list-style-type: none"> <li>• A leader that is an Organizational Motivator working with maximum efficiency</li> <li>• A leader who is skilled in engaging others, including the community</li> <li>• A leader who can recruit, retain, recognize, reward and develop qualified staff</li> <li>• A leader who has the ability to identify talent and place that talent in the right seat</li> <li>• A leader with a proven track record of working with students of color</li> <li>• A leader with a strong background in academics to improve student outcomes to close the achievement gap</li> <li>• A leader with outstanding communication skills</li> <li>• A leader with the ability to have courageous conversations</li> <li>• A leader who can change the current leadership, if necessary</li> <li>• A relationship-builder with experience working with a diversified student body and community</li> <li>• A risk-taker that has and can demonstrate organizational change in his/her DNA</li> <li>• A leader who has experience in running a large organization with demonstrated experience being “a closer”</li> <li>• A leader who is politically savvy but not politically active</li> <li>• Someone who acts ethically, has integrity, and is respectful of others</li> <li>• An even-keeled leader — not reactive</li> <li>• A leader with the quality of having a calming voice of reason</li> </ul>	<ul style="list-style-type: none"> <li>• The Superintendent needs to understand students at a higher level and not be a bureaucrat</li> <li>• Someone with previous teaching experience</li> <li>• Has administration and/or Superintendent experience</li> <li>• Someone who can be a better support mechanism and advocate for students and for employees/staff</li> <li>• Must display professionalism</li> <li>• Someone that has gained experience from within—not an outsider</li> <li>• Someone humble but determined</li> <li>• An advocate for and experience in working with lower-income students and schools</li> <li>• Someone unbiased to campuses</li> <li>• A working-class Superintendent</li> <li>• A person with “fresh” objectives—someone from the outside (perception that an internal person carries baggage)</li> <li>• Has the district’s “spirit”</li> <li>• Someone who is down to earth, involved, “on the ground”</li> <li>• A Superintendent who will celebrate district achievements</li> <li>• Has no criminal record</li> <li>• A good listener</li> <li>• Not a “self-interested” ladder climber</li> <li>• Someone who has no political agenda</li> <li>• A person who is willing to compromise</li> <li>• A Superintendent that focuses on “teacher” success</li> <li>• A unifier who is an advocate for “students’ voices”</li> <li>• A leader with a strong educational background and knowledge with curriculum</li> <li>• A leader with previous teaching experience</li> </ul>	<ul style="list-style-type: none"> <li>• A team-player who understands the educational and political landscape of KISD</li> <li>• Someone who is Inspirational, empowering and embraces the community</li> <li>• Someone who is conscious of and embraces the military, its history and the value it brings to KISD</li> <li>• A decisive leader with integrity and humility</li> <li>• Someone who is merciful and compassionate</li> <li>• An intuitive individual that understands the struggles of our educators, staff, students and the community</li> <li>• A team builder with prior teaching and district administration experience</li> <li>• A candid and honest individual who is inspired by the adversity he/she has overcome</li> <li>• A person who is family oriented, is of faith, and is diplomatic</li> <li>• A visionary and critical thinker who is a problem solver</li> <li>• A people-person with Special Education knowledge and experience who can develop a quality Special Education Program</li> <li>• An innovative leader who has experience with cultural pedagogy and can navigate the racial, ethnic and socioeconomic landscape of KISD</li> <li>• A visible, moral, and humble leader who likes being “in the trenches”</li> <li>• A creative individual that is up to date on best practices and has experience in “turning around” a district and improving academic ratings</li> <li>• Someone who is empathetic, ethical, and has a strong moral character</li> <li>• Someone with a positive attitude that can produce a body of work he/she has implemented in the past with success</li> <li>• An open-minded individual with experience in districts of similar size and is curious about KISD and the community</li> </ul>

<sup>1</sup> Includes macro, micro and online survey data.

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Trustees	Staff & Students	Community <sup>1</sup>
<ul style="list-style-type: none"> <li>• A critical thinker who knows all areas of education, not just academics, including knowledge of school finance</li> <li>• A leader who can develop talent for both professional and non-professional staff</li> <li>• A leader that can be “comfortable being uncomfortable” but who needs to “become comfortable in a hurry”</li> <li>• A leader who works efficiently and effectively with others and creates a working environment where employees want to come to work and stay</li> <li>• A leader who is committed to equity and ensures all students have access to a quality education</li> <li>• Someone with a proven record as a leader, irrespective of whether the proven track record was in education</li> <li>• A leader who is aligned with the Board’s commitment to student outcomes and achievement potential</li> <li>• An authentic leader who enjoys being at KISD and advancing the district at a state and national level</li> <li>• A person that can be called a “full meal deal”--understands that KISD is unique and diverse</li> <li>• An innovative leader that embraces technology and can adjust to and handle rapid change</li> <li>• An approachable leader with high integrity, honesty, and a good listener</li> <li>• Someone who is fiscally conservative and works toward an annual balanced budget</li> <li>• Someone who has the skill set to address determined top priorities in a strategic manner</li> </ul>	<ul style="list-style-type: none"> <li>• A leader that embraces diversity</li> <li>• Someone who is not engaged in politics</li> <li>• An advocate for those employees with “boots on the ground”</li> <li>• A leader capable of understanding the uniqueness of the district</li> <li>• An individual is committed to longevity with the district</li> <li>• A leader capable of managing Board politics</li> <li>• An individual that has a vision for greatness</li> <li>• An individual that will be an advocate for principals</li> <li>• A leader that has the skill to empower others</li> <li>• An individual that is approachable, a good listener, and a good relationship builder</li> <li>• A Superintendent that is visible on the ground</li> <li>• A leader with a proven track record and is transparent</li> <li>• Someone from Texas and aware of Texas systems, processes, and TEA requirements</li> <li>• A Superintendent that puts the needs of the students, parents and the community first</li> <li>• Someone with the skillset to be able to prioritize</li> <li>• A visionary with a strategic plan for making KISD the district of choice and breaking down the silos that currently exist throughout the district</li> <li>• Someone with experience in working with an Education Foundation</li> <li>• A servant leader who is patient, calm and supportive</li> <li>• Someone humble, a good sport and with a great personality</li> <li>• A sitting Superintendent having worked in a multi-HS district</li> <li>• Has experience in managing equity across campuses</li> </ul>	<ul style="list-style-type: none"> <li>• A scholar, decision-maker, and goal-setter that is strong minded but humble</li> <li>• A fair individual who understands the concept of Collective Bargaining Agreements</li> <li>• Desirous of engaging and partnering with institutions of higher education in the area</li> <li>• Has a proven track record for effectuating change and motivating staff and the community</li> <li>• A good listener who ensures additional resources are provided to those students in need</li> <li>• Someone that “fits” KISD--the best candidate-- knowing he/she cannot be a subject matter expert in everything</li> <li>• An approachable leader willing to get to know everyone as much as possible, especially the students</li> <li>• A superintendent who will commit to the long-term</li> <li>• A leader who understands the importance of retaining employees by valuing their work and role in the district</li> <li>• A leader with experience working with student demographics like KISD as well as an ability to improve special education and dual language programs</li> <li>• A leader who can focus on filling teacher shortages and develop a strong staff</li> <li>• A leader who inspires students to be successful and to WANT to further their education beyond high school</li> <li>• A visionary who can help kids see the bigger picture of what is possible and what they are capable of</li> <li>• Someone who believes students should be “world-ready” when they graduate from high school</li> <li>• A good listener and willing learner with an ability to make tough decisions</li> <li>• Someone who acts fairly and equitably to all students and staff</li> <li>• An instructional leader with a proven track record of improving academic success among students who are in poverty and identified for special education</li> <li>• An African American Superintendent</li> </ul>

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Trustees	Staff & Students	Community <sup>1</sup>
<ul style="list-style-type: none"> <li>• An assembler of top-notch staff and ensures staff are kept accountable</li> <li>• Someone capable of a re-organization, where necessary</li> <li>• A leader who creates and assists in developing a strong sense of purpose necessary for an organization to feel valued</li> </ul>	<ul style="list-style-type: none"> <li>• Someone willing and able to learn</li> <li>• Someone with knowledge of the legislative process</li> <li>• Someone with great communication skills and comfortable in front of the media</li> <li>• A leader with great moral character</li> <li>• Someone who is respectfully stern with the Board and Cabinet, when necessary</li> <li>• An individual that understands the challenges facing teachers, staff, and students</li> <li>• A team player that listens to and takes suggestions and input from teachers</li> <li>• A leader and not just an administrator</li> <li>• A leader with proven experience in recruiting an outstanding curriculum team to meet the needs of KISD students</li> <li>• Someone willing to “get into the trenches” with the teachers and is approachable</li> <li>• Someone who appreciates and can continue to nurture the “culture of family” we have built here in a very diverse community</li> <li>• A motivational leader who builds excitement and inspires students to learn and teachers to teach to their highest potential</li> <li>• A caring and trustworthy individual</li> <li>• Someone who will commit to continuously improving professional development opportunities for all staff</li> <li>• Someone who treats everyone with dignity and respect</li> <li>• Someone who is selfless and keeps students at the forefront of decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Someone who is a good mediator—can resolve conflict</li> <li>• Someone who learns, understands and works alongside our Fort Hood community</li> <li>• A female Superintendent</li> <li>• Someone who acknowledges the importance of empathy during these unprecedented educational times</li> </ul>

<sup>1</sup> Includes online survey data

## QUALITIES LISTED ON JOB ADVERTISEMENT

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The Killeen Independent School District (KISD) Board of Trustees is seeking a committed student-focused instructional leader to serve as the Superintendent (doctoral degree preferred). A successful candidate should possess the following characteristics and qualifications:

- The candidate shall be an instructional leader of the highest character and shall reflect a deep understanding of KISD's diverse demographic and be committed to working with the totality of KISD's community.
- The candidate must be committed to increasing academic achievement in all ethnic groups of KISD, must be able to focus staff on district goals, while holding staff accountable for their responsibilities, and must be able to articulate a focused organizational plan for this objective. Performance objectives must be clearly articulated with a goal of excellence in KISD student and staff performance.
- The candidate must be a visible, transparent and authentic *communicator* who can nurture the established family culture of KISD, effectively communicate with diverse parents, students and community members, and is committed to longevity in KISD.
- The candidate must develop a strategic plan which supports published goals of his/her administration, must be a *uniter* and cheerleader for KISD, and must be loyal to KISD while working collaboratively with our community. This is a long-term commitment.
- A candidate that is a motivational *team-builder* who actively maintains the pulse of the organization, and strives to work collaboratively with principals, teachers, parents, and the community to improve student outcomes
- A candidate who is a passionate and caring *consensus builder* who is approachable and trustworthy, who understands the needs of military and economically disadvantaged families, and who can, through word and deed, inspire students, teachers, staff, and the community to nurture and grow strong partnerships in order to achieve the full potential in all KISD students
- A candidate who is a highly visible, ground-engaged *competitor*, who is also a *courageous captain and ambassador*, who has the ability to grow and nurture parent and community involvement, to champion KISD as the "district of choice" and who fights zealously at the local, state, and federal levels on behalf of our students and staff
- A candidate who is a skilled *manager* who is knowledgeable in budget and financial management and the Texas school finance system, has a demonstrated ability to hire, place, grow and retain top-notch staff and faculty, who understands high-level organizational management functions, and is committed to a zero-defect school safety program

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## ADVERTISING PLAN

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Direct Recruitment of Administrators (National)	<i>Supts./C-Level Admin.</i>	Included
JG Consulting Website, LinkedIn & Twitter	<i>Countless Views</i>	Included
Texas Association of School Administrators (TASA)	<i>30-Day Listing</i>	Included
The Scoop Newsletter	<i>Length of Search</i>	Included
SuperintendentSearch.net	<i>Length of Search</i>	Included
TexasISD.org	<i>Length of Search</i>	Included
Other Job Boards	<i>Length of Search</i>	Included