

# Superintendent Profile Development Process

## Participant Instructions

### Welcome!

We, the Mansfield ISD School Board, have asked the firm of Horn, Smith, Wood and Preston, Educational Consultants, LLC to consult with all the stakeholders in our school district to develop the profile for our new superintendent. We will use your observations and suggestions to finalize the profile. This is your opportunity to have your voice heard and help influence the type of superintendent that will ultimately be selected. Your best ideas and suggestions are sincerely sought and valued.

We Need Your Input in Two Ways:

### **First: Choose the Top Ten Characteristics You Want to Suggest**

A form is attached with 20 characteristics, from our consultants' experience in developing profiles and from research on what is needed to successfully lead school districts.

Please rank your top 10 priorities by placing the number for your choice in the box to the left of the description. The number 1 indicates your first choice on 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 Mansfield ISD.*** Be sure to mark the name of your group (Administrators, Teachers/Campus, Support Staff, or Community) in the box at the top of the form.

### **Second: Give Your Observations about the Successes and Challenges of Mansfield ISD**

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

If there are some 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 (Administrators, Teachers/Campus, Support Staff, or Community) on the form.

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**Please return all forms to the office at your child's school or Administration Building 200 by close of business on Wednesday, October 29, 2008.**

You can also mail them to: Mansfield Independent School District  
Attn: Communications Department  
605 East Broad Street  
Mansfield, TX 76063

Thank you for your time, and more importantly for your thoughts and suggestions. Your input will be tallied and compiled by the consultant group, then will be reported back to us so we can be clear about what our district needs in its new superintendent.

Sincerely,

The Mansfield ISD School Board

Mansfield Independent School District Board of Education  
**SUPERINTENDENT PROFILE DEVELOPMENT: CHARACTERISTICS**

**Who Are You?** Please mark one of the following:

Teacher/Campus \_\_\_\_\_ Administrator \_\_\_\_\_ Support Staff \_\_\_\_\_ Community \_\_\_\_\_

Below are 20 characteristics from the consultants' experience in developing profiles and from research on what is needed to successfully lead school districts. Place the number for your rank in the boxes below. The number 1 indicates your first choice on 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 Mansfield ISD.**

Rank	Characteristic	Description
	<b>Alliances</b>	Understands & values community & regional partnerships, works for good state policies, skilled at managing political aspects of decisions/actions
	<b>Communication</b>	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
	<b>Continuous Improvement</b>	All processes, systems, and people can improve, open to new ideas, supports encourages experimentation, supports professional development
	<b>Curriculum &amp; Instruction</b>	Good working knowledge of, understands what engages students, conditions for teachers and students to perform in extraordinary ways
	<b>Diversity</b>	Appreciates and celebrates 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
	<b>Effective Listener</b>	Willing to understand and consider all points of view, open door policy regarding the concerns, suggestions and comments from others
	<b>Employees/ Colleagues</b>	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
	<b>Ethical/ Moral</b>	Exhibits deep commitment to, honors, values, keeps word, always seeks out the right thing to do, open and honest with the Board and staff
	<b>Finances/ Business</b>	Strong command of school finance requirements, processes, etc., good controls, connects dollars to goals & priorities
	<b>Goal Oriented</b>	Clear about, commits to, driven by, helps others achieve, 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
	<b>Growth/ Bonds/ Facilities</b>	Plans ahead, can manage enrollment projections, keep facilities maintained, safe, conducive to learning, understands debt financing
	<b>History/ Tradition</b>	Will learn about our history and our traditions before making changes, helps frame new and better futures while respecting the past
	<b>Human Relations</b>	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
	<b>Involved/ Visible</b>	Visible in schools, student activities, and in community, civic leader/worker, community builder
	<b>Leadership</b>	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
	<b>Learner/ Knowledge</b>	Reads widely, has technical knowledge of instruction, effective management, asks questions, keeps current, learns from experience and others
	<b>Organization/ Systems</b>	Understands systems impact how people work, are the sources of capacity to succeed, focuses on building culture and structures to sustain improvements
	<b>School Board Relations</b>	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
	<b>Student Oriented</b>	Passionate about educating every child to his/her full potential, 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
	<b>Teamwork</b>	Creates conditions for success, gives credit to others, takes blame, fosters collaboration, keeps purposes clear, empowers to act, expects results

**All of these characteristics should be considered as vitally important.  
 Your ranking of the top ten is strictly for priority and emphasis.**

## Supplementary Observations

**Who Are You?** Please mark one of the following:

Teacher/Campus \_\_\_\_\_ Administrator \_\_\_\_\_ Support Staff \_\_\_\_\_ Community \_\_\_\_\_

Please list at least three things that you believe to be unique about your school district that need to be considered:

1.

2

3.

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

1.

2.

3.

Comments: