



Highlands School District 106

*By empowering students as partners
in learning, the District 106
community fosters academic
ownership, dynamic learning
experiences, and empathetic citizens.*

Superintendent Candidate Profile

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Superintendent Candidate Profile Background

- Describes desired characteristics/experiences based on stakeholder data from school board interviews, focus groups, and an online survey
- Used to screen applicants to determine “match” for school district needs
- Provides guidance to the Board of Education in selecting new superintendent

Highlands School District 106 Candidate Profile



- An ethical, collaborative, approachable, and visible leader who will develop strong, trusting relationships throughout the school district and in the community at large
- A team builder who will unify the district following unique challenges presented by COVID
- An excellent, proactive communicator in all forums
- A hands-on leader who will implement and execute plans that are consistent with the strategic plan
- An active listener who will promote voice and agency from all stakeholder groups
- A strong, child-centered decision maker
- A systems thinker who will lead continuous improvement by building upon the current success of the district
- An instructional leader who will recognize and support best practices in all programs and grade levels of the district
- A leader who understands and embraces the success of all learners, including those with diverse needs
- A leader with a track record of success who is committed to Highlands School District

Data Sources Used to Develop Candidate Profile

- Focus Groups: 77 Participants
- Survey: 587 Respondents
- Interviews: Board of Education Members

Focus Groups/Board Member Interviews

- Approximately 83 stakeholders representing the groups below identified Highlands School District Strengths and Challenges, and their desired Characteristics of Superintendent Candidates.
 - Parents/Community Members
 - Teachers/Staff
 - Administrators
 - PTC/Foundation Representatives
 - School Board Candidates
 - School Board Members

What We Heard: Strengths

- Great students
- High quality teachers and staff who are flexible, dedicated, and student-centered
- Student-centered leaders who are accessible and visible
- Involved and supportive parents and community members
- Financial stability
- Small, one building district provides excellent opportunities for involvement and responsiveness
- Robust curriculum that addresses individual student academic and social emotional needs
- Responsive Board of Education
- Strong technology services
- Strong sense of school and district community
- Strategic Plan in place
- Excellent facilities
- Professional support for teacher learning and growth
- Small class sizes and full day kindergarten
- Strong special education program with emphasis on inclusion
- Highly rated schools where students are well-prepared for LT
- A variety of after school opportunities for students

What We Heard: Challenges

- Need for purposeful, clear, proactive and transparent communication - a need that has been accentuated with COVID
- Divided district community – need to re-establish trusting relationships with staff, parents, and community members
- COVID Transition:
 - Healing divided community
 - Attending to learning and social emotional needs
 - Concrete Planning for the new normal
- School Board Transition
- Growth in enrollment and the impact on facilities.
- Implementation/Execution of Strategic Plan
- The need for support and appreciation for teaching staff that feels thinly spread
- Achievement gap
- Labor relationships need mending
- Replacement of leaders who will be retiring
- The need for collaboration with surrounding LT districts

What We Heard: Characteristics

- A leader who can unify the district and re-establish trusting relationships throughout the district
- Honest, transparent, collaborative, responsive, and dedicated leader who is visible and approachable
- A leader who will attend to the day to day details of district while also providing visionary leadership for the future.
- Excellent, proactive communicator in all forums
- Active listener who seeks voices of all groups
- Expert in teaching and learning with solid teaching and administrative experience
- A leader who can address the achievement gap
- Financial steward who can address the impact of growing enrollment on facilities
- A systems leader who can act strategically and tactically
- A leader that can execute the Strategic Plan
- A leader who is committed to Highlands School District and will provide leadership stability
- A servant leader who understands the importance of promoting the agency of teachers and administrators
- Experience - or ability to adapt -in a small district
- Strong decision maker who acts in the best interests of students
- A listener, learner who will building upon the things that are in place in the district

Survey Responses: Demographics

587 Responded to Survey

- Employees (120)
 - Teachers (51)
 - Support Staff (31)
 - Administrators (8)
 - Others (30)
- Parents of Current Students (352)
- Parents of Former Students (192)
- Non-child Household (58)
- Retirees (51)
- Students (4)
- Highlands School District Residents (491)
- District Volunteers (83)
- Elected Official (6)

Highlands School District Strengths Summary from Survey

1. Excellent teachers and staff
2. Available resources
3. Supportive community
4. Reputation of the district
5. Academic achievement
6. Technology
7. Size of district
8. Supportive parents
9. Facilities
10. Educational options and programs



Highlands School District Opportunities/Concerns Summary from Survey

1. Education options and programs
2. Curriculum
3. Community relations
4. Instruction
5. Personnel
6. Enrollment growth
7. Facilities



Highlands School District Candidate Traits/Skills from Survey



1. **Communication Skills**
2. **Good Decision Maker/Problem Solver**
3. **Integrity/Trust**
4. **Managerial Skills**
5. **Interpersonal Skills**
6. **Organizational Skills**
7. **Child-Centered**
8. **Committed to Community**
9. **Skills with School Board**

Highlands School District Candidate Experiences/Background from Survey



1. Experience as superintendent
2. Experience in strategic planning
3. Experience as teacher
4. Experience with instruction
5. Experience as principal
6. Experience with personnel
7. Experience as district level administrator
8. Experience as superintendent is similar-sized district
9. Experience with technology

Next Steps

- **Early March: Glenn and Mark screen candidates**
- **Board of Education conducts first round interviews 3/12 & 3/13**
- **Board conducts final interviews 3/15 and 3/19**

