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## Meeting of the Board of Education Park Ridge – Niles School District 64

Special Board Meeting Agenda  
Monday, February 11, 2019  
Jefferson School – Multipurpose Room  
8200 Greendale Avenue  
Niles, IL 60714

*On some occasions, the order of business may be adjusted as the meeting progresses to accommodate Board members' schedules, the length of the session, breaks and other needs.*

### TIME

### APPENDIX

- 6:00 p.m. **Meeting of the Board Convenes**
- Roll Call
  - Introductions
  - Opening Remarks from President of the Board

#### **Pledge of Allegiance**

#### **Public Comments**

#### **Presentation and Discussion of New Superintendent Profile** -- School Exec Connect

A-1

#### **Adjournment**

Next Regular  
Meeting:

**Monday, February 25, 2019**  
Closed Session - 5:30 p.m.  
Regular Board Meeting – 7:00 p.m.  
**Jefferson School – Multipurpose Room**  
8200 Greendale Avenue  
Niles, IL 60714

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To: Board of Education  
Dr. Laurie Heinz, Superintendent  
From: Dr. Joel Martin, Assistant Superintendent for Human Resources  
Date: February 11, 2019  
Re: Presentation and Discussion of New Superintendent Profile

At the Board of Education meeting on January 14, 2019, search consultants Dr. Harry Rossi and Dr. Gary Zabilka of School Exec Connect worked with the Board to reach consensus on a specific timeline for the search; parameters for advertising the vacancy to prospective superintendent candidates; community engagement activities leading to the development of a New Superintendent Profile; dates for candidate interviews; and other key elements of the search process.

At tonight's meeting, Dr. Rossi and Dr. Zabilka will share the New Superintendent Profile with the Board. Because of the extension of the deadline for community participation into this week, their report will be delivered to the Board at the meeting to allow them time to complete their analysis. The report will subsequently be placed on the D64 website.

### **Community Engagement for New Superintendent Profile**

The first step in creating the Profile was a community engagement effort, including both in-person as well as online components. It was launched immediately following the January 14 meeting.

Activities included:

- Focus group meetings were conducted by Dr. Rossi and Dr. Zabilka on January 15, January 29, and February 6 (rescheduled from January 30 due to inclement weather). They met with: PTO/A Presidents; middle school teachers, assistants and staff; elementary school teachers, assistants and staff; central office staff; building administrators; central office administrators; special education administrative team; middle school WEB/SOARS/Student Council members; Park Ridge Education Association (PREA) leadership; Park Ridge Teacher Assistants Association (PRTAA) leadership; and Support Staff Council (SSC) leadership.
- Although two evening forums open to all members of the community were planned, only one was conducted on February 6 due to two, separate cancellations for inclement weather.
- The online survey was open continuously from January 15 and was extended through February 6 due to the rescheduled timeline.
- In addition, the School Exec Connect representatives also conducted individual phone interviews with Board of Education members and met in person with Dr. Heinz.

An extensive publicity campaign about these opportunities was conducted throughout the community and was repeated due to the rescheduled events and extended survey deadline. The effort included D64's own communications channels (eNews, direct emails, websites, staff portal, social media, printed flyers); paid advertising on Facebook; liaison with school PTO/As; liaison with D207; liaison with three non-public schools in Park Ridge (Mary Seat of Wisdom, St. Paul of the Cross, St. Andrew's Lutheran); liaison with Park Ridge and Niles-Maine District public libraries; liaison with Village of Niles; liaison with Park Ridge Kiwanis and Rotary; liaison with Park Ridge and Niles Chambers of Commerce; and liaison with other community organizations, such as Go Green Park Ridge.

### **Next Steps**

As a reminder, the upcoming dates for the search process include:

- February 25, 2019 - Board will meet in closed session in advance of the regular monthly meeting to review the candidate slate from School Exec Connect and for the Board to select those to be interviewed.
- March 4 and 5, 2019 - Board will interview selected candidates in closed session. Interviews will be conducted at 5:30 p.m.- 6:30 p.m.; 6:50 p.m.- 7:50 p.m.; and 8:10 p.m.-9:10 p.m. The Board also agreed to remain longer each evening for discussion to reach consensus on which candidates should return as finalists, and to consider the contract and financial package that it would be prepared to offer its final candidate for the superintendency.
- March 11 and 12, 2019 - Stakeholder/Confidential group (*described below*) will interview finalists and provide written feedback to the Board prior to its interviews of finalists in closed session. The Board agreed on the following schedule with one candidate each day: 4:00 p.m. - 5:15 p.m. Stakeholder/Confidential committee interview; 5:30 p.m.-6:00 p.m. Board reviews written feedback from the committee; 6:00 p.m.-6:20 p.m. candidate presentation to Board; 6:30 p.m.-7:15 p.m. Board dinner with candidate; 7:15-8:30 p.m. Board final questions/interview with candidate. The Board's decision-making for its final choice could occur following the second interview on March 12, or an additional closed session could be scheduled.
- March 18, 2019 - (rescheduled regular monthly meeting from March 11) If the selection process is completed and agreement has been reached on contract terms, an action item to approve a new superintendent will be included at the open meeting and the superintendent will be introduced to the community.

As reached by Board consensus at the January 14 meeting, a Stakeholder/Confidential Committee will be established to interview the final candidates, and share written feedback with the Board. The Board agreed that the 16-person committee would consist of:

- Representative of PREA (Park Ridge Education Association)
- Representative of PRTAA (Park Ridge Teacher Assistant Association)

- Representative of SSC (Support Staff Council)
- Representative of school PTO/As
- Representative of D64 Elementary Learning Foundation (ELF)
- 3 D64 senior administrators consisting of the two Assistant Superintendents and the Chief School Business Official
- 2 principals consisting of one K-5 building and one 6-8 building administrator
- 4 parents, including one early childhood, one K-5, one 6-8 and one of a child with an IEP
- 2 community members

The Board further agreed that candidates for election to the D64 Board of Education on April 2 would be observers only on this Stakeholder/Confidential Committee.

The Board also reached consensus that those involved in the search would hold candidate names confidential throughout the process. Therefore, all committee members and candidates will be asked to sign a non-disclosure agreement in order to participate.

Dr. Rossi and Dr. Zabilka will review the steps needed to establish this committee with the Board at tonight's meeting.

# **PARK RIDGE-NILES DISTRICT 64**

## **New Superintendent Profile Report**

February 11, 2019



Dr. Harry Rossi and Dr. Gary Zabilka

# THE BOARD REQUESTED THE CONSULTANTS TO:

- **Conduct Focus Groups with the following stakeholder groups: District/Building Administrators, Teachers and Staff Members from all schools, Community Leaders, Students, Unions, Parents/Community members, PTO/A Leaders**
- **Conduct an On-line Survey to gather input from school staff, parents, and community members**
- **Create a *New Superintendent Profile* based on information gathered from these sources**

# HOW PROFILE REPORT WILL BE USED

- The Board, Interview Committees and Consultants will use the *New Superintendent Profile* as they screen and conduct interviews with candidates
- The Board of Education may use this *Profile Report* to find out more about the thinking of the District's constituents
- The Consultants will use the *New Superintendent Profile Report* to screen candidates and develop interview questions
- The candidates and the community may use this *Profile Report* to find out about the strengths and challenges of the District

# SUMMARY OF DATA COLLECTION

- **15 Focus Groups:** **135 Participants**
- **On-line Survey:** **821 Responses**
- Due to sampling methods, the resulting report is not a scientific study and provides only the perceptions of those who responded or participated
- In the survey report, percentages are rounded to the nearest whole number

# **FOCUS GROUP/SURVEY QUESTIONS**

- **What are the District's greatest strengths and attributes? (Why would a new superintendent want to come to this District?)**
- **What are the District's greatest challenges? (What should a new superintendent know before he/she accepts this responsibility?)**

# **FOCUS GROUP/SURVEY QUESTIONS**

- **What should the priorities be for the new superintendent?**
- **What are the most important characteristics and skills the new superintendent needs to possess to be successful in this District?**

# DISTRICT STRENGTHS

- **Great community steeped in traditions, connectedness, established families and a commitment to learning**
- **Attractive suburban location characterized by a stable community with generations of educated families present**
- **Engaged parents who like to be involved in their children's education and support quality education**
- **Excellent and talented staff consisting of committed, dedicated and passionate people**
- **Quality students who perform well and provided a variety of opportunities**
- **Fiscally sound district with a variety of resources**
- **A strategic plan that's in place but will need to be updated**

# DISTRICT CHALLENGES

- **Quality communication between and among all constituents ensuring better knowledge and understanding of district matters**
- **Instability at Board/Admin level due to elections and high turnover impacting quality leadership**
- **Roles of Board, admin, staff and parents/community becoming less defined**
- **Reactive environment to vocal minorities not necessarily representative of community at large**
- **Perception of too many curricular initiatives and add-on's impacting the focus on the whole-child**
- **Continuing to restore and rebuild trust in the Special Education program**
- **Need to continually address aging facilities, combined with focus on increasing space for increasing enrollment**
- **Exploring options to provide full-day kindergarten**

# NEW SUPERINTENDENT PRIORITIES

- Listen to everyone and learn about the district, its history, and its strengths/challenges before taking action
- Develop sincere, authentic quality relationships with ALL constituents and demonstrate that all are valued
- Create a clear, consistent communication plan that provides clarity for all stakeholders
- Be visible in all schools while assessing both the climate of the buildings and the quality of the programs and facilities
- Provide opportunities for Board Member Development that focuses on their roles and responsibilities to the ENTIRE community, and especially to the students

# **NEW SUPERINTENDENT CHARACTERISTICS/ATTRIBUTES**

- **Develops a quality relationship with the Board of Education that is based on mutual respect and focused on what's best for all students**
- **A high-quality communicator who is empathetic to all, and a superb listener, speaker, and writer**
- **A collaborative team leader who builds strong relationships and develops a sense of community through consensus**
- **An experienced educator with a deep understanding of teaching at all levels of school district leadership, including special education**
- **A genuine, authentic, warm, and caring person who is approachable and trustworthy**
- **An active leader who prioritizes visibility in the schools and community**
- **A thick-skinned individual who doesn't get flustered by criticism or disagreement**

# SURVEY DEMOGRAPHICS

821 TOTAL RESPONSES

● Parent	63%
● Teacher	24%
● Community/Business Member	11%
● Support Staff	6%
● Other	4%
● Administrator	2%
● Student	2%
● Board Member	1%

# DISTRICT'S STRENGTHS

- **Quality of teaching staff** 64%
- **Community support of education** 39%
- **Use of technology for learning** 36%
- **School learning environment** 31%
- **Student Achievement** 29%
- **Communication w/parents, community** 28%
- **Student-centered learning** 23%
- **Fine Arts programs** 22%
- **Image of the District** 17%

# **GREATEST CHALLENGES/ BARRIERS**

- **Quality of District admin and principals** **37%**
- **Emphasis on mastery rather than test scores** **31%**
- **Diversity/Equity/Inclusion** **29%**
- **Board governance** **26%**
- **School facilities** **25%**
- **Fiscal management** **20%**
- **Interesting Instructional methods that engage** **20%**
- **Challenging and State of the Art Curriculum** **19%**
- **Communication w/ parents, community** **18%**
- **Collaborative environment** **17%**

# CHARACTERISTICS/SKILLS NEEDED FOR NEW SUPERINTENDENT

- Builds good teams & brings out best in others 53%
- Deep knowledge of C & I and student learning 44%
- Is student-centered 38%
- Empowers staff members 36%
- Is collaborative and includes others in decision-making 35%
- Holds self and others accountable 35%
- Has an inspiring vision for the future 26%
- Has warm people skills; is approachable 25%
- Has excellent communication skills 24%

# **PRIORITIES FOR NEW SUPERINTENDENT**

- **Being highly visible throughout the district and community and developing strong, authentic relationships that will serve as the foundation of quality collaboration.**
- **Evaluating all educational programs/practices and identifying those essential elements required for a quality educational program, including the consideration of Full-Day Kindergarten for all**
- **Assessing the overall quality of facilities, especially relating to enrollment increases and/or possibility of full-day kindergarten, as well as up-to-date learning spaces**
- **Creating cohesive teams of administrators/board members focused on working together in the best interests of student learning and the community-at-large**
- **Developing a quality communication plan that clearly articulates the vision of the district and the decisions that are made to support that vision**

# ***NEW SUPERINTENDENT PROFILE***

## **The New Superintendent Should Be a Person Who Is:**

- **Highly visible throughout the district and community and develops strong, authentic relationships that will serve as the foundation of quality collaboration.**
- **A genuine, empathetic, warm, and caring person who is approachable and can develop trust throughout the District—a people person.**
- **Able to communicate AND develop a communication plan that informs the appropriate people of what they need to know in a timely manner.**
- **A collaborative team leader who builds strong relationships and develops a sense of community through consensus.**

# ***NEW SUPERINTENDENT PROFILE***

## **The New Superintendent Should Be a Person Who Is:**

- **Providing opportunities for Board Development that focuses on their roles, responsibilities and their relationship with the new superintendent to move the district forward on behalf of the entire community, and especially the students.**
- **Able to review past District initiatives and programs and develop a process to evaluate them and assess their continued value/need.**
- **Listening to everyone and learning about the District, its history, and it's strengths/challenges before taking action.**
- **An experienced, student-centered educator with a deep understanding of learning at all levels of school district leadership; focuses first on what's best for students.**

# ***NEW SUPERINTENDENT PROFILE***

## **The New Superintendent Should Be a Person Who Is:**

- **Able to understand and balance the financial implications involved when striving to improve the quality of the District's facilities and programming.**
- **An active leader who prioritizes visibility in the schools and community, and who is thick-skinned enough not to get flustered by criticism or disagreement.**
- **Able to improve the image of the District by developing a vision that ALL stakeholders can embrace and strive to achieve.**

# NEXT STEPS

- **Consultants conduct interviews and reference checks using the *New Superintendent Profile***
- **Consultants recommend candidates to the Board**
- **Board conducts first interviews; chooses finalists**
- **Committee interviews and gives input to the Board**
- **Board holds second interviews**
- **Board makes selection; negotiates the contract**
- **New Superintendent begins duties on July 1, 2019**