

**Inspire 2025:
A Promise for Progress**



“Finding a Leader for Frederick County Students’ Success”

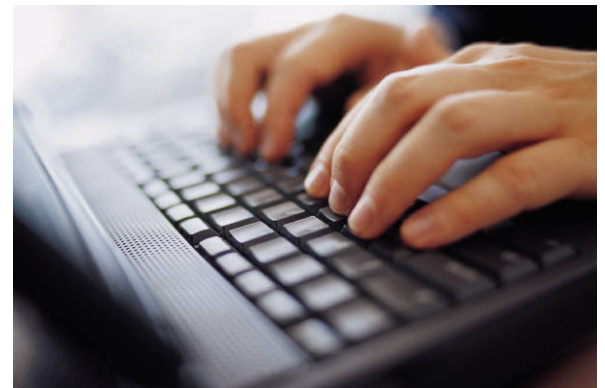
**Schools Board Presentation
November 1, 2022
BWP Associates
Dr. Kevin Castner & Dr. E. Wayne Harris**

Frederick County School District Community Engagement Objectives

- Build community understanding and support for the Superintendent search process.
- Ensure the broadest possible community participation in the Superintendent Search process.
- Identify experiences, qualities, and characteristics the next Superintendent should possess and demonstrate.
- Identify the perceived strengths and challenges of FCPS.

Structure of Engagement Activities

- BWP & Associates facilitated the community engagement process on October 10 - 12.
- Community engagement included 36 meetings with school board members, school and county employees, students, parents, elected officials, and community leaders.
- Over 235 people participated in conversations and 35 emails were received.
- The online survey received 2,030 responses.



Frederick County Search Survey Results

Top three strengths of FCPS:

1. Excellent teachers and staff - 65%
2. Supportive community – 28%
3. Educational options and programs – 23%

The three most important issues or concerns facing FCPS in the next five years:

1. Funding – 45%
2. Overcrowding in schools – 44%
3. Growth – 37%

- (4.) Student mental health/ Personnel – 31%

Top three important skills you would like to see in next Superintendent:

1. Communication skills – 75%
2. Community engagement– 46%
3. Good judgement – 36%

- (4.) Teambuilder – 32%

Search Survey Results Continued

Three most important characteristics you would like a superintendent to exhibit:

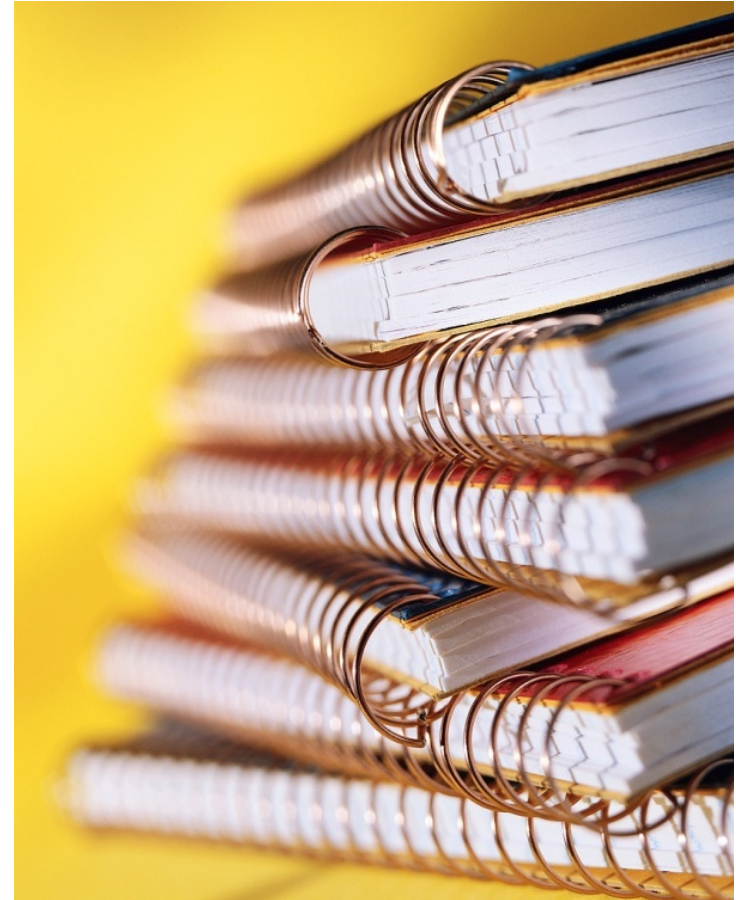
1. Honesty, integrity and character – 78%
2. Commitment to students – 71%
3. Good judgement – 36%
- (4.) Team builder – 32%

Experience desired in Superintendent – (Extremely important/important)

1. Experience in instruction – 89%
2. Experience in strategic planning – 88.0%
3. Experience as a supt. with a proven record of success – 84%
- (4.) Experience as a classroom teacher – 82%

Engagement Meetings and Interviews

- Recorded responses from approximately 235 people who participated in meetings or sent emails;
- Looked for themes and patterns that were uniquely relevant and insightful.
- These “prominent responses” are listed in the report and the following slides provide highlights.



Three Questions Posed to Participants

1. What are the strengths of FCPS?
2. What are the greatest issues, concerns, and challenges facing FCPS?
3. What experiences, qualities and characteristics will the next superintendent need to possess and demonstrate?



Frederick County Public Schools “Strengths”

- Excellent teachers and staff.
- Supportive community .
- Higher education support and community partnerships.
- Great students.
- Educational options and programs.
- Conservative values and community.
- Strong CTE and Arts programs.
- Forward thinking and innovative – Inspire 2025.

Frederick County Public Schools

Challenges-Issues-Concerns

- Funding Inadequate - Financial support lacking; Require additional funding to attract and retain diverse, talented teachers and operation staff.
- Growth – overcrowding in some schools; large pupil/teacher ratios at HS level.
- Recovering from COVID learning losses; staff shortages.
- Addressing needed academic improvement of several SOL scores.
- Fractured School Board – handling the backlash of the contentiousness of Board.
- Politics/personal agenda(s) of Board members interferes with focus on students.
- Tensions between School Board and Supervisors over recent budget process.
- Actions/attitudes of School Board and Supervisors indicate frayed relationship.
- Need expansion of CTE and other program options and choices for students.

Building the Leadership Profile

- After reviewing survey data and organizing prominent responses from community engagement feedback, the Search team drafted a Leadership profile which describes the experiences, qualities, characteristics, skills and knowledge the next Frederick County Superintendent must possess and demonstrate. This document helps clarify the type of leader who is the best match and fit to lead Frederick County Schools forward.

The Leadership Profile is organized into four areas:

- Visionary Instructional Leader,
- Effective Communicator,
- Collaborative Manager,
- Personal Qualities.

What follows is the ***Draft Leadership Profile*** for review and approval.

Leadership Profile

Overview

The Frederick County Board seeks an outstanding instructional leader who has a successfully demonstrated “Commitment to Excellence”. The successful candidate will be an innovative leader who has expertise in curriculum and instruction; building positive relationships among the community; supports higher education and intergovernmental partnerships; Expertise guiding the administration and organization of short-term and long-term strategic planning; will continue implementation of Inspire 2025; astute re: budgeting and finance, personnel and facility management; has strong communication skills; knowledge to procure additional funding; be visible and involved in community activities; and provide leadership that maintains a safe and orderly learning environment.

Demonstrated Qualities and Characteristics

“Visionary Instructional Leadership”

- A forward-thinking progressive leader who has a solid understanding of teaching and learning and will initiate multifaceted educational programs that prepare each student for post-secondary education and career readiness.
- Demonstrate support for and collaborate with school-based staff.
- Demonstrate courage to implement initiatives that expand students’ opportunities.

Demonstrate Qualities and Characteristics

“Effective Communicator”

- A visible and approachable leader, an effective communicator, who is committed to working cooperatively with the School Board, Supervisors, staff, students, parents, and community.
- An excellent communicator who will bring all segments of a diverse community together.
- An active listener who understands, and values transparency, and builds trust throughout the community.
- A confident decision-maker who will listen to divergent points of view before making a final decision.

Demonstrate Qualities and Characteristics

“Collaborative Manager”

- A leader with strategic planning expertise who will use all available resources to address growth and district infrastructure needs.
- A leader who is strategic, innovative and demonstrates the experience to build upon existing strengths, will enhance areas needing improvement, and will make sound decisions.
- A politically astute leader and manager, who can move Frederick County forward and navigate change by building and sustaining positive relationships with the School Board, County Board of Supervisors, parents, students, and the community.
- A leader who can create and implement a plan, which includes the necessary fiscal and human resources, designed to increase staff diversity at all levels, and establish programs and facilities that benefit all students.

Demonstrated Qualities and Characteristics

“Personal Qualities ”

- An approachable leader who is politically savvy and has successfully distributed resources that support the implementation of initiatives for all students.
- A transparent, personable leader who is a measured, thoughtful decision maker with the courage to address necessary issues for the benefit of all students.
- A student-focused leader who is ethical, dedicated, has authenticity, is thick-skinned and who is visible in the schools and extended community.

Planned Next Steps in FCPS Search Process

Specifications: Completed November 1, 2022

Board approves Leadership Profile

Recruitment/Assessment:

November 28, 2022, application deadline

BWP receives/reviews applications

BWP screens applicants/completes reference checks

BWP prepares slate of candidates/present recommendations May

Selection:

Board selects and schedules interviews with candidates

Board conducts 1st round of interviews – December

Board selects finalists – December

Board selects new superintendent/negotiates contract – January 2023

Board Introduces new superintendent to community – January

Superintendent begins on or before TBD