

# JG CONSULTING

## Superintendent Search Summary Report



**February 10, 2022**

# JG CONSULTING

## CONTENTS

---

SAN ANTONIO ISD COMMUNITY ENGAGEMENT STRATEGY .....	3
COMMUNITY & STAFF MEETINGS.....	4
ONLINE SURVEYS.....	5-6
SUPERINTENDENT EXECUTIVE SEARCH: PROPOSED TIMELINE .....	7
SAN ANTONIO ISD STAKEHOLDER INTERVIEWS .....	8
COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE .....	9
QUALIFICATIONS LISTED ON JOB ADVERTISEMENT .....	11
ADVERTISING PLAN.....	12

# JG CONSULTING

## SAN ANTONIO ISD COMMUNITY ENGAGEMENT STRATEGY

---

### Synopsis

JG Consulting has facilitated community-based meetings including staff and community organizations (in-person, telephonically and Zoom) during the executive search process. These meetings began the week of January 21 and continued through February 8, and the search firm met with groups and individuals to develop the Leadership Profile. JG Consulting will continue to engage with the community stakeholders during the superintendent search process.

### 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. San Antonio ISD will provide regular updates for community, staff, and students
  - o District's Website
  - o Social Media: Facebook, Twitter, LinkedIn, and other commonly used platforms
  - o Email
  - o Automated Phone Calls & Text Messages: district's messaging system
  - o Postal Communication (if applicable)
  - o Media Outlets: newspaper, radio, and television

### Original Recommendations

The San Antonio ISD Board of Trustees and JG Consulting shall create a consistent message when communicating with the community, staff, and students about the superintendent search. 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 following Board Meeting(s). Furthermore, JG Consulting will participate in the Board Meetings to provide weekly updates for the community, staff, and students. Ongoing communication will ensure transparency and inclusivity during each stage of the superintendent search.

# JG CONSULTING

## COMMUNITY & STAFF MEETINGS

---

### Meetings Grouped by Relevance

#### **INTERNAL GROUPS**

- Executive Team
- Cabinet
- Teachers, Principals

#### **AUXILIARY GROUPS**

- Strategic Partners
- Advisory Committee
- University Partners

#### **EXTERNAL GROUPS**

- State, county, city officials
- Businesses
- Chambers

#### **COMMUNITY GROUPS**

- Faith-based
- Business leadership
- Town Hall meetings

### **Outcome**

- (1) Consistent message created
- (2) Designated media representatives: James Guerra from firm and Board President Martinez from the Board of Trustees.
- (3) Weekly status update through email at the end of each week has occurred.
- (4) The firm has been available and will continue to be available during each board meeting for questions or further clarification of the work
- (5) Town Hall Meetings occurred on January 24, 25, 26, 27, 28, February 2 and February 8.

# JG CONSULTING

## ONLINE SURVEYS

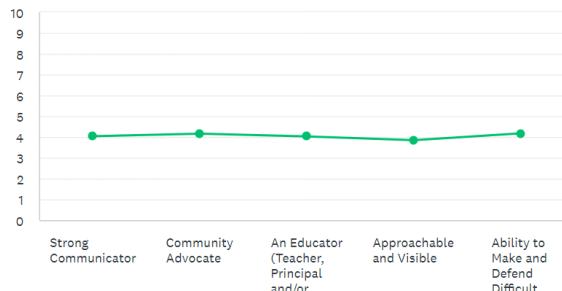
- [San Antonio ISD Community Engagement Survey – English](#)
- [San Antonio ISD Community Engagement Survey – Spanish](#)

JG Consulting has conducted approximately **56** community engagement meetings including seven (7) hybrid Town Hall meetings since January 21<sup>st</sup>. Each community meeting engendered a rich and robust conversation representing a broad group of community members, San Antonio ISD staff and stakeholders to solicit input as it relates to the qualifications of the next Superintendent to serve San Antonio ISD. The approximate number of participants in the stakeholder engagement meetings totaled **747 participants**, including seven (7) board member interview meetings.

The district garnered approximately **1,533** community engagement surveys in English and Spanish (February 9, 2022). A QR code was established to further engage stakeholders in the online survey, which increased participation significantly. Results of the survey and breakdown of participants are in the following charts:

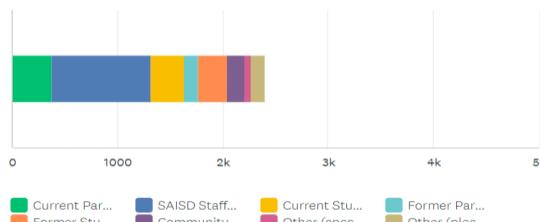
Rate each of the following in order of importance from 1 to 5: where 1 = low importance and 5 = high importance.

Answered: 1,514 Skipped: 0



My perspective on SAISD comes from being a (check all that apply).

Answered: 1,514 Skipped: 0



ANSWER CHOICES	RESPONSES
Current Parent/Legal Guardian	24.83% 376
SAISD Staff/Faculty/Administration	62.42% 945
Current Student	20.74% 314
Former Parent/Guardian	8.85% 134
Former Student	18.36% 278
Community Member (no children ever in SAISD Schools)	10.96% 166
Other (specify)	3.96% 60
Other (please specify)	8.39% 127
Total Respondents: 1,514	

# JG CONSULTING

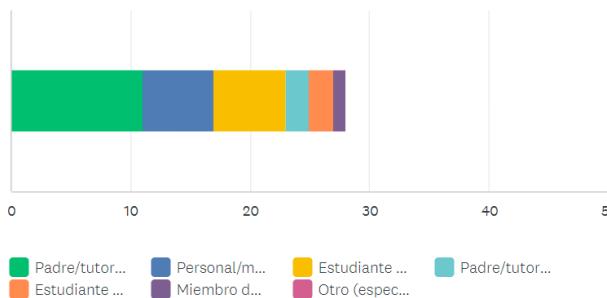
Califique cada uno de los siguientes en orden de importancia de 1 al 5: donde 1 = baja importancia y 5 = alta importancia.

Answered: 17 Skipped: 0



Mi perspectiva de SAISD proviene de ser (seleccione todos los que se apliquen).

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES
Padre/tutor legal actual	64.71% 11
Personal/maestros/administración de SAISD	35.29% 6
Estudiante actual	35.29% 6
Padre/tutor de estudiante egresado	11.76% 2
Estudiante egresado	11.76% 2
Miembro de la comunidad (nunca ha tenido hijos en las escuelas de SAISD)	5.88% 1
Otro (especifique)	0.00% 0

Total Respondents: 17

# JG CONSULTING

## SUPERINTENDENT EXECUTIVE SEARCH: PROPOSED TIMELINE

---

Proposed Activities	Proposed Timelines <sup>1</sup>
Planning discussion to initiate the Superintendent search with each Trustee.	January 5 - 6
<b>Internal and External Community-related meetings:</b> <ul style="list-style-type: none"> <li>a. <u>December 11</u>; search firm introduction during regular Board Meeting.</li> <li>b. <u>January 21 - February 8</u>; stakeholder meetings conducted by the search firm (in-person, Zoom, Hybrid Town Hall Meetings, and conference calls).</li> <li>c. <u>Ongoing</u>; Online survey (duration of the executive search) and in-person meetings (when allowable).</li> <li>d. Engagement meetings to solicit feedback for the desired characteristics and traits of the next Superintendent can continue during each phase of the executive search.</li> </ul>	January 21 – February 8
Present formal scope of work and preliminary job profile to the Board of Trustees during executive session for approval and/or necessary modifications, research recruiting channels within PreK-12 and external networks; define marketing and recruiting strategies.	February 10
<b>Candidate Application Portal is Open;</b> <b>Marketing and Recruiting Activities;</b> <b>Local, state, regional and national publications;</b> <b>Other education publications and websites;</b> <b>Campaigns: E-mails, calls, virtual meetings, and in-person recruitment.</b>	February 11 - March 14
JG Consulting candidate screening; includes online interviews	February 11 - March 14
Application due date	March 14
Prepare and present pre-screened applicants in a reporting format and with access to the online interview videos	March 19
<u>Candidate Interviews: Round I</u> Final Round of Interviews	March 28 - 29 April 4 - 5
Name the Lone Finalist	April 6
Superintendent Begins Service	May 2

---

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

# JG CONSULTING

## SAN ANTONIO ISD STAKEHOLDER INTERVIEWS

---

### Synopsis

The Board of Trustees collectively agreed on several facets pertaining to the executive search needs with regards to the Superintendent profile development. JG Consulting identified five important objectives consistent with each member of the School Board during the interview process that will, ultimately, support the campaign for a successful superintendent search. The team of consultants recommends that the Board of Trustees commit to these shared beliefs to serve as the primary objectives to ensure an effective executive search during each phase of the recruitment process leading to the selection of the San Antonio ISD Superintendent.

#### Five Objectives:

1. Serving the academic needs of all students and continued expanded learning opportunities
2. A commitment to effective communication protocols (internal and external)
3. Intentional focus to enforce the strategic plan
4. Robust community engagement with all stakeholders
5. School Board and Superintendent collaboration

### Recommendations

The San Antonio ISD Board of Trustees should consider requesting a 90-day entry plan from the newly hired Superintendent for the purpose of creating a consistent message with the collective feedback received by the search firm. The purpose of the 90-day entry plan is to support the current goals with continuous monitoring and reporting to the Board of Trustees as it pertains to the specific objectives San Antonio ISD is currently committed to (district goals and priorities). It is recommended that the Board of Trustees and Superintendent engage in a team building exercise (retreat, workshop, etc.) to develop communication and district management protocols as a foundation for operational workflow. Finally, it is recommended that, during the transition and annually, the district host a community town hall(s) to support two-way communication and solidify community ownership in the education of its students.

#### Goals:

- Continuous improvement of academic performance of each student with expanded learning opportunities;
- Implement new strategies for internal and external communication to grow productive district relations;
- Promote community inclusion with consistent multi-language messaging for all;
- Implement a renewed plan for engaging new and existing community partners to galvanize support for district initiatives.

# JG CONSULTING

## COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

San Antonio ISD is seeking a Superintendent who exhibits the following characteristics, traits, and/or characteristics:

Trustees	Staff	Community <sup>2</sup>
<ul style="list-style-type: none"> <li>• A visionary, forward-thinking, collaborative and approachable Superintendent committed to longevity in the district;</li> <li>• Someone with teaching and administrative experience;</li> <li>• A proven track record of success in a large urban district with similar demographics;</li> <li>• Focused on engaging the community authentically and is approachable to all stakeholders with the goal to maintain strong partnerships with these groups;</li> <li>• Familiarity and experience working with culturally diverse students;</li> <li>• Cultural familiarity with the community we serve;</li> <li>• Must have passion, care and advocate for the children of SAISD;</li> <li>• Skilled in school transformation and academic turnaround and a willingness to take risks on behalf of students;</li> <li>• Highly organized, transparent and possesses strong communication and listening skills;</li> <li>• Prefers to work with someone who acts with integrity, fairness, and in an ethical manner;</li> <li>• An ability to establish and where needed, improve current innovative programs offered in the district;</li> </ul>	<ul style="list-style-type: none"> <li>• A visionary and courageous leader with experience in education;</li> <li>• Direct experience in turnaround of IR schools;</li> <li>• Someone who is approachable and visible in the schools;</li> <li>• An excellent communicator and listener who perpetuates the district vision and mission on a daily basis;</li> <li>• Someone who is bold, ethical and moral, who is able to make tough decisions on behalf of children even when it may not be the most popular;</li> <li>• Systems-thinker, able to evaluate and streamline organizational processes for efficiency and effectiveness;</li> <li>• A proven track record of success and experience in an urban district;</li> <li>• Someone who wants to stay in the role for the long-term;</li> <li>• Someone with an equity lens;</li> <li>• A commitment to professional development for all staff and innovation throughout the district;</li> <li>• Knowledge of business and finance;</li> <li>• A personable, fair and relationship-oriented leader;</li> <li>• Understands and appreciates the richness of the district and community;</li> <li>• Direct experience effectively working with teacher organizations/unions;</li> <li>• Someone with an assets-based approach to education;</li> </ul>	<ul style="list-style-type: none"> <li>• Prefers a Superintendent with commitment to serving the district long-term (5 – 7 years);</li> <li>• Sensitivity to and respectful of diversity, biculturalism and communities of color;</li> <li>• Collaborative and credible with experience working with demographics similar to SAISD;</li> <li>• Someone who is empathetic and relatable, who understands and appreciates our rich culture and can effectively communicate to a multicultural community;</li> <li>• Someone with similar life experiences as the students and staff;</li> <li>• A commitment to working in partnership with the board and staff;</li> <li>• A good listener and willing learner with an ability to make tough decisions while committing to equity;</li> <li>• A proven track record in achieving academic success with students who are in poverty;</li> <li>• Resilience and fortitude in the face of adversity, especially able to withstand pressure (political and otherwise) on behalf of students and can stand-up to those who want to tear down;</li> <li>• Data driven vs politically driven and understands data positives and negatives (confirmation bias, etc.);</li> <li>• A brave, bold leader who is visionary, innovative and a systems-thinker;</li> <li>• A strategic thinker and thought partner who is able to take things to scale for all students;</li> <li>• A leader who is able to work in the confines of Charter schools;</li> <li>• Continues to move district in a positive trajectory;</li> </ul>

<sup>2</sup> Includes macro, micro and online survey data.

# JG CONSULTING

<ul style="list-style-type: none"> <li>• A strong commitment to equity and social justice;</li> <li>• An ability to recruit, retain and develop quality staff;</li> <li>• Someone who values the district's progress and continues to move the district in a positive trajectory;</li> <li>• Experience dealing with the issues associated with COVID;</li> <li>• A commitment to maintain a positive working relationship with the Alliance;</li> <li>• Someone who sets objectives and goals accordingly;</li> <li>• Understands, values and respects the culture of the district and the people they serve;</li> <li>• A kind leader, committed to the culture of kindness and restorative justice;</li> <li>• A leadership mindset;</li> <li>• Attentive and supportive of San Antonio's immigrant population;</li> <li>• Knowledgeable of school finance and budget management in support of the strategic plan;</li> <li>• Direct experience in declining enrollments;</li> <li>• Successful experience as a teacher and principal;</li> <li>• Someone who is a mentor for other leaders in the district;</li> <li>• Leadership mindset;</li> <li>• Has the soft skills necessary to be effective;</li> <li>• Understands and advocates for public education at the state and national levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of curriculum and instruction through direct experience in a district similar to SAISD;</li> <li>• Someone who is able to relate to and build trust amongst campus-level administrators and staff;</li> <li>• Compassionate and able to make people feel valued;</li> <li>• A proven track record of honoring current successes and building on it;</li> <li>• Someone who fully embraces Dual Language Programs;</li> <li>• An ability to work effectively with the Board of Trustees;</li> <li>• An ability to understand the uniqueness of each campus in the district;</li> <li>• Someone who is bilingual/bicultural - knows and understands the community we serve through direct experience;</li> <li>• Supports recruitment, retention and development of all staff;</li> <li>• A leader who understands both academics and operational aspect of a school district;</li> <li>• A commitment and ability to build trust and bring stakeholders together;</li> <li>• Passionate about student success and able to motivate and inspire greatness from staff and students;</li> <li>• Someone willing to listen, learn and evaluate prior to making changes;</li> <li>• An ability to energize the community and bring students back to SAISD.</li> </ul>	<ul style="list-style-type: none"> <li>• Someone with experience as an educator, and direct experience in large, urban districts;</li> <li>• Willing to advocate at the state and national level;</li> <li>• Positively engages and uses the city, chambers, businesses, colleges, local universities and outside organizations as tools to support the district initiatives;</li> <li>• Honors, values and learns about their predecessor and board's work before making changes;</li> <li>• Includes all stakeholders in the conversation, listens to them and engages them frequently;</li> <li>• Able to articulate and actualize the strategic plan;</li> <li>• Keeps students at the forefront of decision-making;</li> <li>• Able to tune-in and support the needs of SAISD students so parents don't take their kids to charters;</li> <li>• Someone who is kind, humble and can instill a culture of Restorative Justice;</li> <li>• Listener who treats people with dignity and respect AND builds a team who does the same throughout the district;</li> <li>• A sustainable change-agent;</li> <li>• Curious, imaginative, with a passion for learning;</li> <li>• Able to inspire and motivate people in all parts of the system;</li> <li>• Attentive to details and able to make connections with people and experiences;</li> <li>• Generous with a sense of humor and irony;</li> <li>• Experience leading teachers;</li> <li>• Leads by being out in the public, walking around and visiting schools;</li> <li>• Not afraid to make mistakes, acknowledge and learn from them;</li> <li>• An understanding and awareness of Texas education laws and politics.</li> </ul>
---	--	---

# JG CONSULTING

## QUALIFICATIONS LISTED ON JOB ADVERTISEMENT

---

- A visionary, collaborative and courageous leader committed to longevity in our district;
- Experienced educator with a proven track record leading academic success in a large, urban district with similar demographics to SAISD (Bilingual preferred);
- A leader with the ability to listen and communicate authentically and to work collaboratively alongside the School Board, with a diverse body of students, teachers, staff, administrators, parents, and community members to build a district-wide climate of transparency, mutual trust, respect and cooperation;
- An innovative, bold and approachable leader with experience in the transformation of schools and academic turnaround;
- A systems-thinker who is able to evaluate and streamline organizational processes for efficiency and effectiveness;
- A visible, transparent, and effective communicator who is willing to make and defend difficult decisions on behalf of our students;
- An ambassador for the district who embraces, engages and is able to nurture and grow strong partnerships with leaders in business, academics, social supports, and community programs/organizations throughout San Antonio to support the district's initiatives;
- A data driven leader who is organized and adept at setting clear goals and expectations and communicating them effectively to all stakeholders;
- A leader who understands, values and respects the culture of the district and the people they serve;
- A culturally aware leader adept at engaging, educating, motivating and inspiring a diverse body of students and stakeholders;
- A person of high integrity who is compassionate, kind, humble and treats people with dignity and respect AND builds a team who does the same throughout the district;
- An unwavering commitment, dedication and passion for equity, inclusion and social justice to ensure underserved populations, including our immigrant population, are provided with opportunities for academic success;
- A team builder who has the management style and interpersonal skills to hire, develop, motivate, and retain a highly effective instructional staff/executive team; who sets clear expectations and delegates authority while remaining knowledgeable and accountable for the district's overall progress and activities;
- A leader who honors and values current progress and successful endeavors while also willing and able to challenge the status quo in areas where improvement is needed;
- A person of high ethical and moral standards who can serve as a role model to our students, staff and community;
- A leader knowledgeable in budget management and the Texas school finance system and adept at legislative engagement and advocacy;
- A successful record of implementing systems-based practices to address current and future demands as the district's leader (i.e.; crisis management during COVID-19, school safety, CTE and career coursework opportunities, etc.)

# JG CONSULTING

## ADVERTISING PLAN

---

Direct Recruitment of Administrators (National)	<i>Supts./C-Level Admin.</i>	Included
Association of Latino Administrators & Supts. (ALAS)	<i>30-Day listing</i>	Included
National Alliance of Black School Educators (NABSE)	<i>30-Day listing</i>	Included
TexasISD.com	<i>Length of Search</i>	Included
JG Consulting Website, Twitter & Facebook	<i>Countless Views</i>	Included
LinkedIn	<i>60-Day listing</i>	Included
Texas Association of School Administrators (TASA)	<i>30-Day Listing</i>	Included
The Scoop Newsletter	<i>30-Day Listing</i>	Included
American Association of School Admin. (AASA)	<i>30-Day Listing</i>	Included
Council of Great City Schools (CGCS)	<i>Length of Search</i>	Included