

# JGCONSULTING

## Superintendent Search Summary Report



March 2024

## CONTENTS

---

LONGVIEW ISD COMMUNITY ENGAGEMENT STRATEGY .....	<a href="#">3-4</a>
ONLINE SURVEYS & CORRESPONDING DATA .....	<a href="#">5</a>
SUPERINTENDENT EXECUTIVE SEARCH: TIMELINE .....	<a href="#">6</a>
LONGVIEW ISD BOARD MEMBER INTERVIEWS .....	<a href="#">7-8</a>
COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE .....	<a href="#">9-11</a>
QUALITIES LISTED ON JOB ADVERTISEMENT .....	<a href="#">12-13</a>
ADVERTISING PLAN .....	<a href="#">14</a>

## LONGVIEW ISD COMMUNITY ENGAGEMENT STRATEGY

---

### Synopsis

JG Consulting facilitated community-based and group meetings which included members of the district and community members to inform the superintendent search process. These meetings were held between March 18 and March 22. The superintendent search team also met with all board members between March 4 and March 8. The data gathered during these meetings aided the development of the Leadership Profile. JG Consulting will continue to engage with the community stakeholders during the superintendent search process to the extent permissible by the board.

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

### Original Recommendations

The Longview ISD Board of Trustees and JG Consulting shall create a consistent message when communicating with the community, staff and students with regard to the superintendent search. Additionally, the Board of Trustees should consider appointing a designated representative in an effort to address any and all media requests. These requests are typically managed by the School Board President, but each Board Member 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.

## LONGVIEW ISD COMMUNITY ENGAGEMENT STRATEGY

---

### Community, Staff and Board Meetings

JG Consulting conducted 1 in-person Town Hall meeting on March 19, 2024. Approximately 7 internal and external stakeholder meetings occurred between March 18 and March 22 with an estimated 60 stakeholders in attendance. These meetings engendered a positive and productive conversation representing a diverse group of Longview ISD staff, families, students, and community stakeholders to solicit input regarding the qualifications of the next Superintendent to serve Longview ISD. The firm interviewed all seven Board Members.

Breakdown of stakeholder groups:

#### Internal Groups

- Cabinet
- Principals & APs
- Teachers
- Leadership

#### External Groups

- City Management
- Business Leaders
- Various involved citizens
- Town Hall

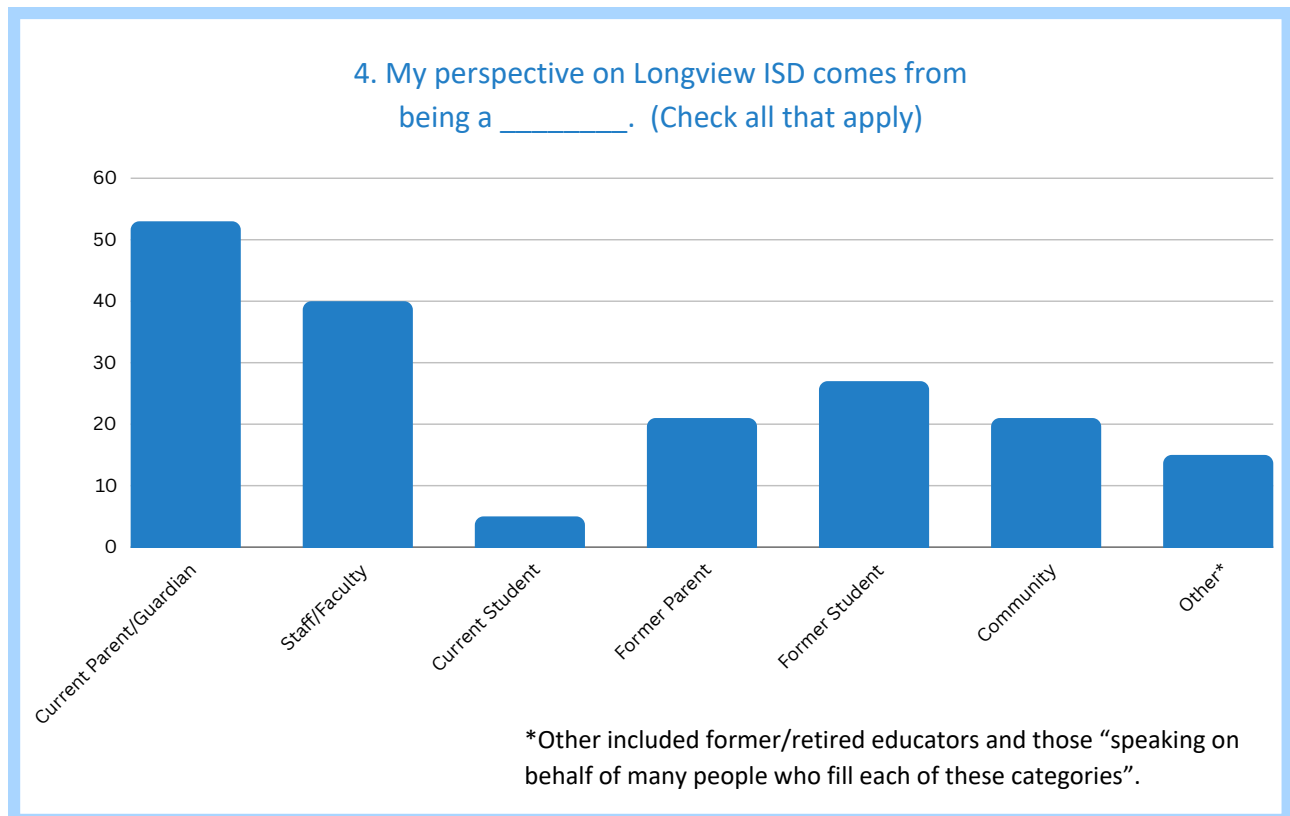
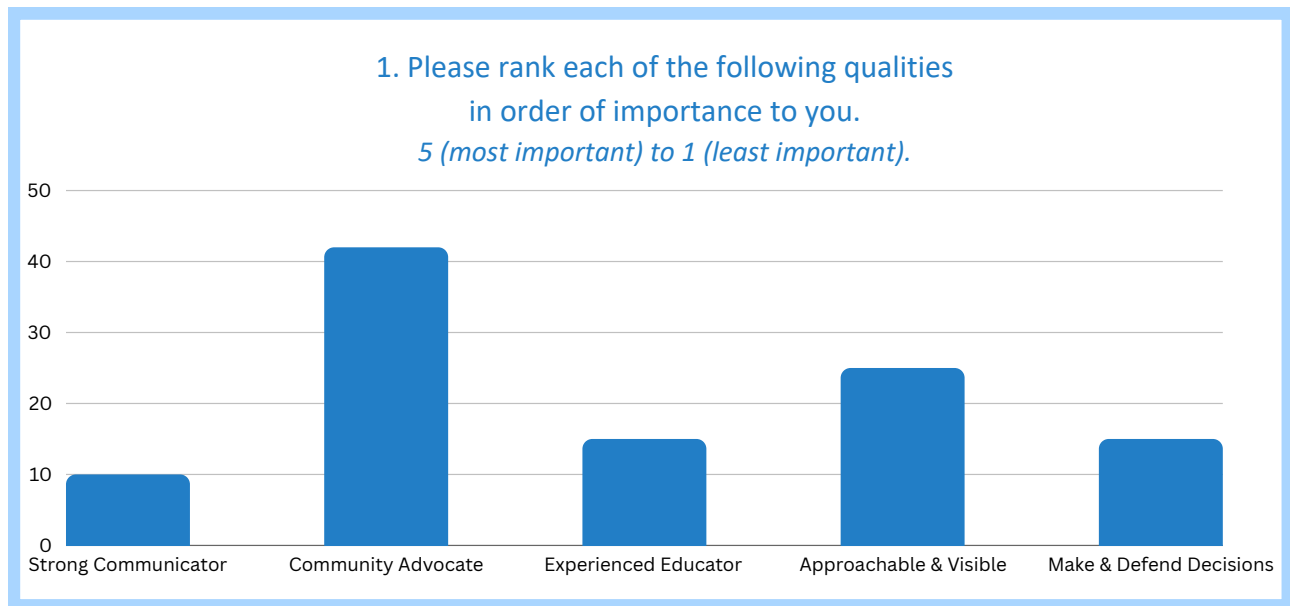
#### Outcome

- Consistent message was created.
- Designated media representatives: James Guerra from firm and President Michael Tubb from the Board of Trustees.
- Weekly status updates through email will be made at the end of each week.
- The firm has been and will continue to be available during each board meeting for questions or further clarification of the work.

## ONLINE SURVEYS & CORRESPONDING DATA

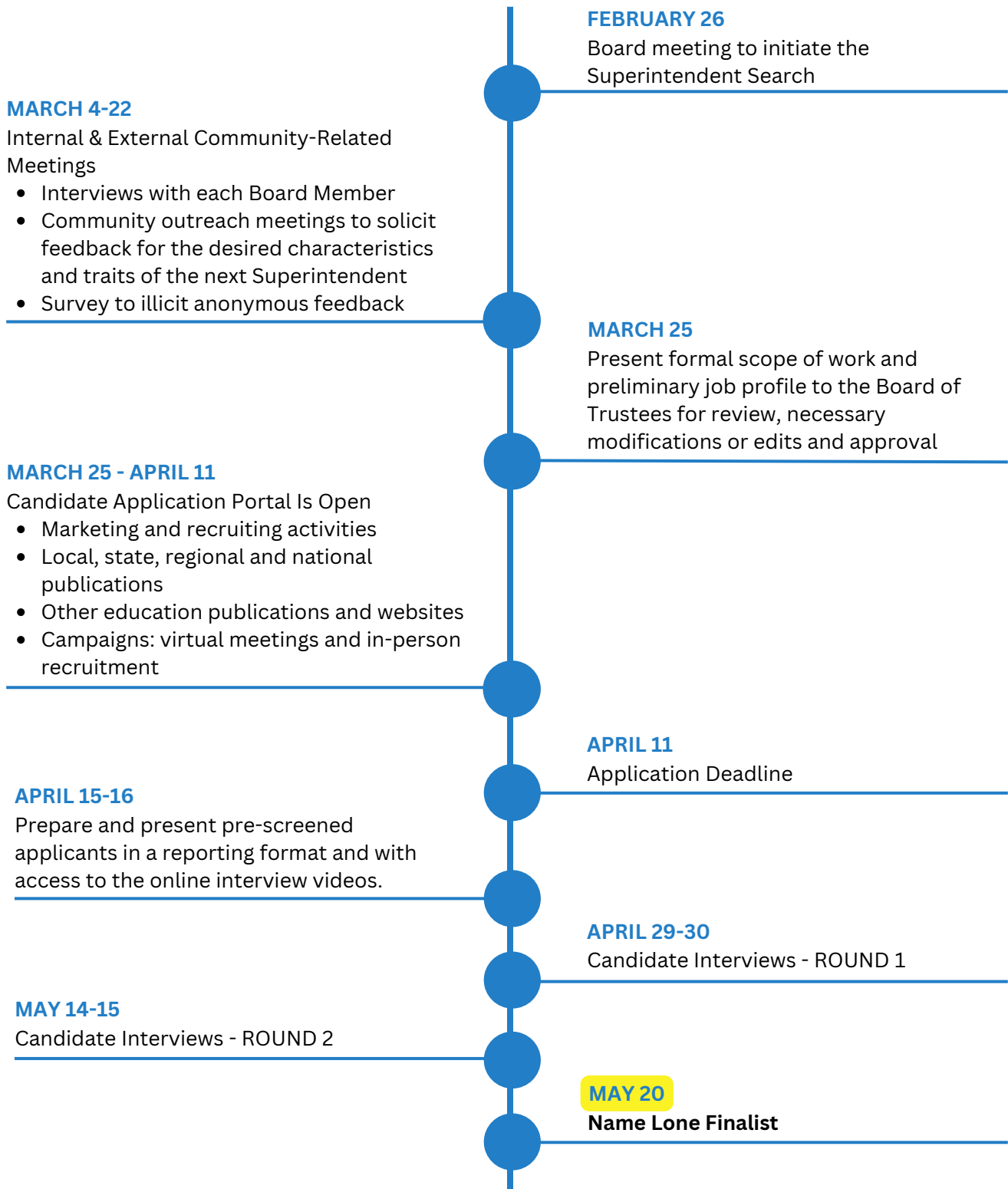
The district garnered 106 anonymous engagement surveys in English and Spanish from March 11 to March 24. The results of the survey and the breakdown of participants were as follows:

### Longview ISD Community Engagement Survey - English & Spanish]



## SUPERINTENDENT EXECUTIVE SEARCH: TIMELINE\*

\*All dates are aligned to meet the deliverables of the Board of Trustees and are subject to change.



## LONGVIEW ISD BOARD MEMBER INTERVIEWS

---

### Synopsis

The Board of Trustees collectively agreed on several facets pertaining to the superintendent search needs with regards to the 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 Longview ISD Superintendent.

### FIVE OVER-ARCHING OBJECTIVES

- 1. Community Engagement and Innovation:** Seek a superintendent who is highly visible, engages with the community, and fosters innovation in education. This candidate should prioritize programs such as IB, Montessori, CTE, and early childhood initiatives while addressing concerns regarding facilities, diversity, and excellence. Effective communication internally and externally, along with building trust and inclusivity, is paramount for success.
- 2. Experience and Leadership:** Look for a candidate with a balanced approach, blending traditional experience with openness to non-traditional ideas. They should have a proven track record of leadership, community engagement, and commitment to long-term improvement. Endorsement by community figures and organizations adds credibility.
- 3. Focus on Student Success and Equity:** Prioritize candidates who demonstrate a commitment to student success, academic growth, and closing achievement gaps. Programs such as IB, Montessori, and addressing opportunity gaps should be central, along with a data-driven approach to decision-making and a focus on diverse student populations.
- 4. Visionary Leadership and Adaptability:** Seek candidates who are innovative, willing to take risks, and capable of pushing boundaries to progress the district forward. They should demonstrate a strong understanding of the district's history, demographics, and community needs, while also being adaptable to change and open to new ideas.
- 5. Building Trust and Long-Term Commitment:** Identify candidates with integrity, strength of character, and a genuine commitment to the district's long-term success. They should prioritize building trust within the board, community, and staff, while also demonstrating longevity and stability in their leadership approach.

## LONGVIEW ISD BOARD MEMBER INTERVIEWS

---

### **Recommendations for the Transition to a New Superintendent**

The Longview ISD Board of Trustees should consider requesting a 90-day entry plan from the newly hired Superintendent for the purpose of supporting the strategic planning process consistent 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 Longview ISD is currently committed to (mission statement; staff retention; community and parental involvement, etc.). 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.



## COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

---

### Board, Staff and Community Focus

#### **Board Members**

- Visibility and Engagement: Regularly attend campuses, engage in student events/activities, and show genuine interest in the community.
- Personality: Approachable, innovative, not afraid to take risks, with a passion for the job. Effective communication and honesty with the board and community are crucial.
- Diversity and Excellence: Foster diversity and strive for excellence in all areas.
- Experience: Leadership roles within the education sector, balancing traditional and non-traditional backgrounds. An East Texas connection is a plus.
- Innovativeness: Open to innovative practices and programs, with a proven track record of improving outcomes.
- Education Systems Knowledge: Familiarity with various educational systems (e.g., IB, Montessori, CTE) and integrating them effectively.
- Engage with community and parent groups, educational partners, and notable individuals including Bond PAC Committee, Kelly Hall (Chamber of Commerce), and local pastors.
- Implementation of innovative programs (Wellness clinic, CTE, Early Childhood Nutrition, 1882 District-wide Montessori PK/K).
- Diversity of curriculum and staff incentives (e.g., IB program, LIFT incentive program).
- Efforts in closing the achievement and opportunity gaps.
- Communication issues and building trust with the community and staff.
- Dealing with perceptions, trust issues, and effectively reaching out to diverse communities.
- Balancing focus between CTE and academic programs, ensuring community engagement.
- Innovative, Proud, Supportive; Cutting edge, Progressing, Not complacent; Distinguished, Diverse, Dedicated; "Real," Unlimited potential; Aggressively on the move, Forward-looking.
- Improvement in academic growth, culture, and staff retention.
- Building leadership teams, presence in the district/community, and strategic plan progress.
- Effectively managing partnerships, diversifying student population in programs, and increasing community support.
- Emphasis on longevity and commitment to the district.
- The need for the Superintendent to have a strong backbone and not be swayed by public opinion alone.
- Consensus among the board on the direction of the district and desired qualities of the next Superintendent, with openness to diverse viewpoints.

## COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

---

### Staff

- Keep International Baccalaureate.
- Understand the Longview Community, not just the High School; it's tight-knit with pride.
- Keep UIL and expand to academics.
- Balance sports and academics.
- Focus on all sports, not just the major ones.
- Maintain forward thinking – programs and innovation.
- Be innovative – try not to be afraid to do things. There is a lot of jealousy of our district from other districts.
- Organizational growth from start-up; ETAA understands what is happening and moving forward in a good way.
- Very good district and community.
- Small enough to know everyone by getting around easily but large enough to offer much.
- Quality of citizens in Longview.
- Riding trails and Sushi.
- Accessibility to events with options without sacrifice.
- Longview ISD has a love of innovation and fundamentals – great things in schools – financial stability.
- Miscommunications.
- Bond failures.
- Equal balance between sports and academics.
- Employees not happy; they should love our kids and talk openly about issues without negativity in the community.
- Innovation is expensive – we can't regress.
- Financial aspects.
- Community and Unity together.
- Dedicated to the job.
- Time and passion for the district and community.
- Integrity.
- Passionate.
- Diplomatic.
- Self-less.
- Humble.
- Emotionally invested.
- High Functioning.

## COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

---

- Systems thinker and manager.
- Willing to communicate.
- Leader.
- Proactively unifying – get the community involved – you serve them.
- Very relatable.
- Run school as a business.

### **Community**

- Keep innovating, execute current bold initiatives, and continue moving forward.
- Implementation and success of the IB and STEAM programs.
- Serve as a premier educational vehicle for all children regardless of income levels or ability.
- Be the best public school system in the surrounding area, influencing housing prices and population growth.
- Advanced innovative curricular offerings and rigorous academic programs.
- Expansion of career and technical education programs.
- Success in sports, especially football, and its impact on community pride.
- Leadership in new construction, growth, and achievements in academics and sports.
- Address failed bond initiatives and rebuild trust with voters.
- Need for financial transparency and superintendent visibility.
- Rebuilding trust and respect between the district and the community.
- Improving visibility and communication from leadership.
- Characteristics/Traits/Experiences for the New Superintendent
- Must be a delegator and appreciate the diversity in the district.
- Balance athletics with innovation and demonstrate high integrity.
- Strong relationship builder, excellent communicator, and fully engaged in the community.
- Financial transparency, ethical conduct, and a commitment to full-time focus on the job.
- Visibility, personability, political savvy, and experience working at a high level.
- A uniter and team builder, expert in community engagement, and proven advocate.

## QUALITIES LISTED ON JOB ADVERTISEMENT

---

The LISD Board of Trustees seeks a leader who is deeply engaged with the community and staff, innovative, committed to educational excellence, and capable of steering Longview ISD towards a brighter, more inclusive future. Traditional experience in the role of a superintendent is not a prerequisite for this position. We value leadership that transcends conventional pathways, recognizing that transformative skills, innovative thinking, and a deep commitment to community and educational excellence can emerge from a wide range of experiences. A successful candidate should possess the following characteristics and qualifications:

### **Leadership and Visibility:**

- High visibility through physical presence on campuses, attending student events/activities, and being active within the community. Leadership that is evident from the top, being the face of LISD, and leading by example.
- Relatable to the public, approachable, and personable, with a strong capacity to rebuild trust within the community and hold staff accountable.

### **Innovation and Forward Thinking:**

- Cutting edge, not afraid to go against the grain, with a passion for innovation and eagerness to provide the best for students through out-of-the-box thinking and risk-taking.

### **Community Engagement and Trust:**

- Adept at increasing community support for the school system, with a focus on community engagement, making information readily available and accessible, and intentionally putting correct information out to the community to improve LISD's perception.

### **Ethics and Communication:**

- Honest and forthright with the board and the community, possessing the strength of character to make decisions best for the district without being swayed by public opinion. A super good listener who listens to understand, not just to reply.

### **Educational Excellence and Commitment:**

- Experienced with a reputation for engaging within districts and the community, committed to the direction set by the board and to seeing through systemic changes needed within the district. Understanding of specific programs like those under the Senate Bill 1882.

## QUALITIES LISTED ON JOB ADVERTISEMENT

---

### **Diversity and Inclusivity:**

- Politically savvy with experience working at a high level in diverse environments, capable of working with a broad range of populations, and an expert in community advocacy.

### **Operational and Strategic Planning:**

- Ability to pass bonds, regain trust, repair relationships, and enhance the academic reputation. Invested in living within the district and possibly ready to make tough decisions ("velvet hammer") to ensure the right staff are in place and performing their roles effectively.

### **Personal Qualities:**

- Desires to get to know the community and its employees, lives within the community and has a great gift of discernment. A uniter and team builder who can restore pride and build community, showing a proven track record of advocacy and standing in the gap for people.

## ADVERTISING PLAN

---

Direct Recruitment of Administrators (National)	Supts./C-Level Admin.	Included
JG Consulting Website, LinkedIn & Twitter	Countless Views	Included
The Scoop Newsletter	Length of Search	Included
SuperintendentSearch.net	Length of Search	Included



## Longview ISD Superintendent Search Community Survey

113

Total Responses

113 Completed Responses

0 Partial Responses

626

Survey Visits

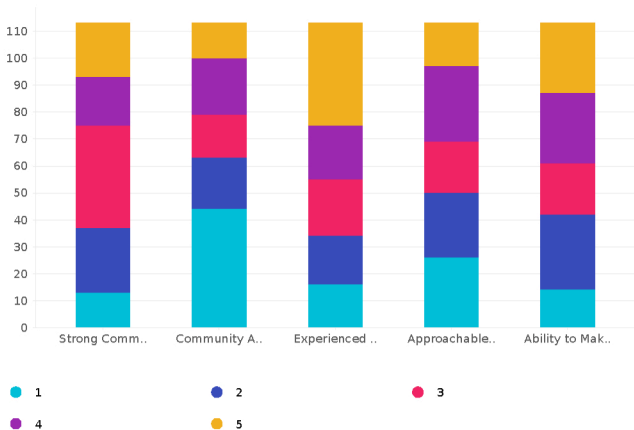
### Anonymous Community Input Form

Thank you for providing your candid input as we seek the next Superintendent of Schools for Longview Independent School District. Your voice as a community member is an integral part of the process.

Q1

1. Please rank each of the following qualities in order of importance to you. 5 (most important) to 1 (least important).

Answered: 113 Skipped: 0



Choices	1	2	3	4	5	Score	Rank	Response count
Strong Communicator	11.50% (13)	21.24% (24)	33.63% (38)	15.93% (18)	17.70% (20)	2.93	3	113
Community Advocate	38.94% (44)	16.81% (19)	14.16% (16)	18.58% (21)	11.50% (13)	3.53	1	113
Experienced Educator (Teacher, Principal and/or Administrative Leader)	14.16% (16)	15.93% (18)	18.58% (21)	17.70% (20)	33.63% (38)	2.59	5	113
Approachable and Visible	23.01% (26)	21.24% (24)	16.81% (19)	24.78% (28)	14.16% (16)	3.14	2	113
Ability to Make and Defend Difficult Decisions	12.39% (14)	24.78% (28)	16.81% (19)	23.01% (26)	23.01% (26)	2.81	4	113

Q2

**2. Please list the top three accomplishments of Longview Independent School District.**

Answered: 86 Skipped: 27

Field label	Response percent	Response count
Accomplishment #1	98.84%	85 Responses
Accomplishment #2	87.21%	75 Responses
Accomplishment #3	70.93%	61 Responses

Q3

**3. Please list the top three challenges that the next Superintendent must prioritize.**

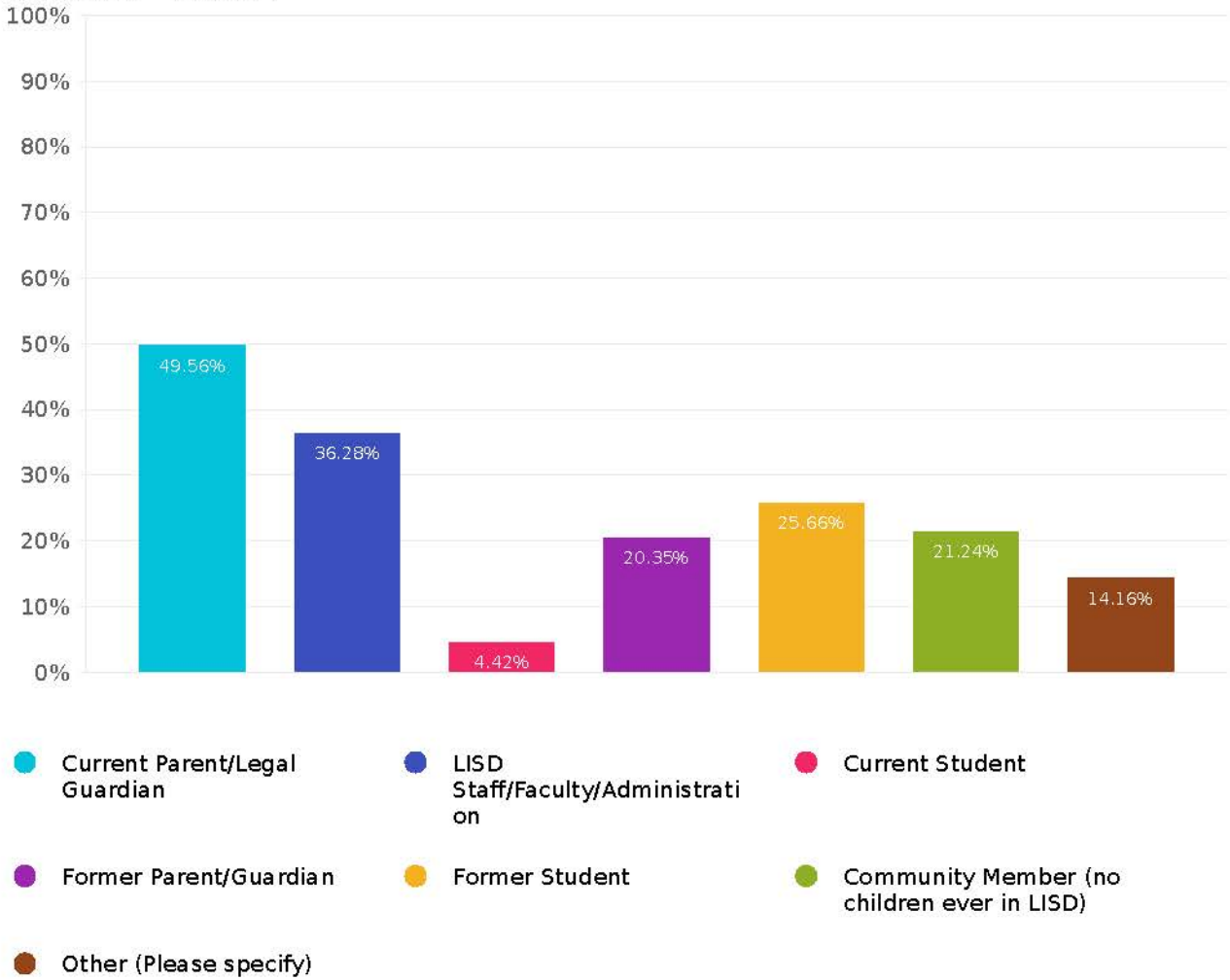
Answered: 104 Skipped: 9

Field label	Response percent	Response count
Challenge #1	100.00%	104 Responses
Challenge #2	95.19%	99 Responses
Challenge #3	89.42%	93 Responses



4. My perspective on Longview Independent School District comes from being a (check all that apply).

Answered: 113 Skipped: 0



Choices	Response percent	Response count
Current Parent/Legal Guardian	49.56%	56
LISD Staff/Faculty/Administration	36.28%	41
Current Student	4.42%	5
Former Parent/Guardian	20.35%	23
Former Student	25.66%	29
Community Member (no children ever in LISD)	21.24%	24
Other (Please specify)	14.16%	16

---

Q5

5. Is there anything else you wish to add as the Longview Independent School District seeks your input with regard to the Superintendent profile?

Answered: 72 Skipped: 41

---