



*New England School Development Council*

28 Lord Road, Marlborough, MA 01752    Tel: 508-481-9444    [www.nesdec.org](http://www.nesdec.org)

**Hingham Public Schools  
Superintendent Search  
Successful Candidate Profile**

**October 2018**



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## **INTRODUCTION**

During the period between September 27, 2018 and October 8, 2018 the Hingham School Committee, with the assistance of the New England School Development Council (NESDEC), conducted a Community Needs Assessment through a series of focus groups and an online survey. Three hundred seventy-five (375) people participated in the needs-assessment process.

Focus group participants, survey respondents and interviewees provided their insights and views in response to two prompts:

- What are the qualities, characteristics, skills, knowledge and experience you desire in a new Superintendent of Schools?
- What do you see as the pressing tasks and challenges ahead for him or her during the first six months to a year?

The Hingham School Committee subsequently reviewed and analyzed the community's input and then added its own perspective to create the Successful Candidate Profile. The Successful Candidate Profile is designed to guide the Screening Committee and the School Committee as each in its role considers candidates for the position of Superintendent of Schools.

The Hingham School Committee wishes to thank and commend all those who took the time to participate in the community needs assessment process. The Committee appreciates the valuable insights gained through this process.

Respectfully submitted,

The Hingham School Committee

# **HINGHAM PUBLIC SCHOOLS**

The community of Hingham expects a high level of competence across all aspects of the position of Superintendent. To ensure the selected Superintendent is a match for our district's needs and goals, the School Committee reached out to the community through a series of focus groups, interviews and an online survey. The School Committee used the valuable information gathered through this outreach process to inform its decisions in creating the following Hingham Successful Candidate Profile.

## **SUCCESSFUL CANDIDATE PROFILE**

*Preference will be given to the candidate who demonstrates a significant depth of skill and knowledge in the following four (4) areas:*

- 1. STUDENT-FOCUSED and FUTURE-FOCUSED LEADERSHIP**
- 2. INCLUSIVE and EFFECTIVE COMMUNICATION and COLLABORATION**
- 3. EFFECTIVE and EFFICIENT DEVELOPMENT and OVERSIGHT OF BUDGET**
- 4. FACILITIES and ASSET MANAGEMENT**

To the Hingham Schools, a candidate with a depth of experience and knowledge in these areas would be someone who:

### **STUDENT-FOCUSED and FUTURE-FOCUSED LEADERSHIP**

- makes student-centered decisions and accepts the responsibility for ensuring that every child in the district receives a challenging, engaging, standards-based education in an inclusive, supportive environment; creates, models and expects a climate of respect, inclusion and tolerance where differences are expected and celebrated; implements a differentiated, project-based program PK-12
- provides valuable professional development to support teachers and administrators and ensures that all have the skills and knowledge required to provide learning experiences based on the interests, skills and readiness of each student
- ensures that special education services and general education services work seamlessly together and meet the needs of the community's children
- articulates a vision for an effective school system; is well-researched and well-read on the topic of needed future skills and knowledge; is up-to-date on educational practices, trends, initiatives and mandates; is a member of professional networks on a state-wide level; shares information on effective best practices through these networks; knows where to go for answers and expertise
- recognizes that Hingham expects to provide a top-rated, top-notch educational program for students that prepares them well for active citizenship and for post-graduate work or study
- cares for and educates the whole child by offering programming in the core subjects, in the arts, in vocational/technical education and in extra curriculum and enrichment areas PK-12; implements programs that support the social and emotional learning, health and well-being of students; provides programs that prepare non-college bound students for

productive employment; measures the success of the district using alternative indicators in addition to test scores and college placement

- experienced in assessing and meeting district technology needs; able to lead efforts to bring and integrate updated technology into our PK-12 teaching and learning program; serves as a role model in the use of technology.

### **INCLUSIVE and EFFECTIVE COMMUNICATION and COLLABORATION**

- is approachable, friendly; makes others feel comfortable and valued in their presence; has a reputation for open, honest, respectful two-way communication; acts with integrity
- understands the role of superintendent as an integral member of the community and school district team(s); is visible in the schools and classrooms and in the community; meets with staff, student, parent and community groups/members on a regular basis; will access the expertise within the community for the benefit of our students
- communicates effectively; articulate, positive spokesperson for the district who can educate and inform the community around the successes, needs and goals of the district; is seen as an informed, well-educated, charismatic leader; writes well; actively advocates for resources
- collaborates effectively in a dynamic, highly-involved community; has excellent interpersonal and conflict management skills; is a calm, inclusive and thoughtful problem-solver who understands that strong opinions and emotions are an expected component of the job; able to establish protocols for access and respectful communication
- operates the school district within the context of the town and works in collaboration with town leadership; reaches out to all segments of the community including those who do not have children in the public schools
- collaborates with and motivates constituent groups to ensure common district programs and practices are created, understood and implemented consistently PK-12; seeks and shares information as valuable component of planning and decision-making process uses technology to communicate effectively in a timely manner both within and outside of the district – for example, provides a continuously updated, user-friendly district website to ensure that parents, teachers, students and community members have one portal/one main access point to all district information, including information posted by schools and teachers
- hires and retains highly qualified staff; delegates; respects the chain of command; mentors and supports staff; collaboratively sets goals and then delegates and holds people accountable for making decisions and achieving identified goals in their area of responsibility
- works positively and collaboratively with School Committee; ensures School Committee understands options and issues

### **FACILITIES and ASSET MANAGEMENT**

- experience with facility building projects or significant renovation projects

- skilled in educating the larger community and garnering support for system facility needs in a manner that demonstrates his/her sensitivity to other (competing) needs of the town
- demonstrated ability to work with municipal leaders around major capital projects
- provides proactive and effective oversight of district facility maintenance

### **EFFECTIVE and EFFICIENT DEVELOPMENT and OVERSIGHT OF BUDGET**

- proven ability to work collaboratively with constituents to build and defend a fiscally prudent/efficient budget that clearly outlines the needs and priorities of the district based on short- and long-term goals
- skilled in advocating for school system needs within the community and municipal leaders; proven ability to educate the community about district needs in a manner sensitive to competing town needs
- collaborates with the School Committee throughout the budget process, ensuring that members have the information and understanding they need to make informed decisions
- actively fulfills his/her responsibilities as a member of the town leadership team; earns respect for his/her honest, informed discussions; clearly understands the school system in context of the municipal organization

### **OTHER EXPERIENCE CONSIDERATIONS**

- Classroom Teaching
- Educational Administrative
- Human Resources and Labor Relations policy development and implementation

**TASKS and CHALLENGES UPON WHICH THE COMMUNITY WISHES THE NEW SUPERINTENDENT TO FOCUS IN FIRST SIX MONTHS TO ONE YEAR**

- **Build relationships**
- **Communicate effectively with all constituents**
- **Delegate to ensure you have the time to engage in the specific work of the Superintendent**
- **Oversee the PK-12 redesign of the special education program**
- **Lead the efforts for a Foster School building project**
- **Oversee the continual improvement of our educational program**
- **Analyze our current policies and procedures**
- **Ensure safety and security across the district**
- **Establish Human Resources Department**
- **Update the website and communication tools**
- **Identify effective administrative practices**