

# LEADERSHIP PROFILE

## IPSWICH SUPERINTENDENT SEARCH

*OCTOBER 2016*

### INTRODUCTION

Ipswich, a town steeped in natural beauty and history, with a strong commitment to the arts and culture, has the Ipswich Public Schools as its proud center. The Ipswich Public Schools has a student-centered approach, talented and devoted faculty and staff, excellent arts programs, strong athletics and extracurricular programs, and a desire to enhance its reputation for educational excellence.

Over the past few years, the Ipswich Schools has revitalized its educational vision to include a curriculum built on powerful learning and 21st century skills in a technology-rich environment, collaboration and professional development through established professional learning communities, and locally defined successful habits of mind. Our next superintendent will motivate and inspire our faculty and staff to engrain and enhance the District vision and increase its depth, rigor and relevance.

The new Superintendent must also help lead the educational programming, operational planning, and advocacy for a new community elementary school building project currently underway. Educational and management leadership combined with effective long-term planning and communication skills will be in immediate demand during the Superintendent's tenure.

The Ipswich Public Schools seek a skilled and innovative leader capable of implementing and enhancing our vision while effectively and creatively managing the daily operations of the District. We seek a highly effective manager who demonstrates experience in building and sustaining strong professional teams and collaborates well with faculty, students, parents, town leaders and boards, community partners, and community members. The superintendent will need to listen closely to all constituents while building strong, trusting and lasting relationships throughout the community. This new educational leader will demonstrate excellent written and spoken communication that supports understanding, problem solving, achievement of goals, and broad-based engagement.

### KEY COMPETENCIES

The Superintendent of the Ipswich Public Schools must have the following competencies:

- Understands how to work with a diverse socio-economic population in a way that enhances engagement in the educational process.
- Shows fiscal acumen through the development, reporting and monitoring of budgets that are well presented and responsive to community needs.
- Demonstrates a history of honest and transparent communication with all constituencies.

- Demonstrates a student-centered approach in all decisions.
- Understands how to sustain effective instructional and support teams.
- Understands and continues to execute the vision and plan for the effective implementation of that vision especially in technology and curriculum.
- Communicates effectively with all constituencies including staff, parents and community members.
- Demonstrates a strong capacity to mentor and coach staff.
- Motivates staff by stimulating ownership and buy-in from all parties.
- Is well organized and thoughtful in approaching solutions to difficult problems.
- Demonstrates accountability in all actions.
- Demonstrates an ability to promote and measure the delivery of quality services.
- Creates a clear path to a decision and moves strongly in that direction.
- Maintains a clear strategic focus despite shifts in state and Federal priorities.
- Demonstrates a thorough understanding of current educational theory, practice, mandates, requirements and challenges.

## **LEADERSHIP CHARACTERISTICS**

The Superintendent of the Ipswich Public Schools must be a capable leader who demonstrates the following leadership characteristics:

### **Strong Communication Skills**

- Is proactive rather than reactive to situations; incorporates all key individuals into the communication loop.
- Has a strong ability to effectively communicate and build trusting relationships with a number of disparate groups, including parents, faculty, administration, volunteers and community members with a broad socio-economic mix.
- Set a positive tone through frequent, honest and articulate communication in ways that reach all constituents.

### **Approachable**

- A realistic, down to earth person – not aloof.
- Listens and solicits opinions and ideas. Open to new ideas
- Is a strong mentor and model for all staff.

### **Builds Teams, Manages and Leads Change Effectively**

- Can clearly and consistently communicate that vision to all constituencies. Thinks, plans, and acts strategically.
- Supports and further develops high performing education teams at all levels of administration and instruction capable of effectively implementing instructional and programmatic goals.
- Is not a micro-manager – allows administrators to do their jobs once vision and goals are aligned.
- Practices inclusive leadership and builds consensus before making a final decision – promotes collaboration.
- Is a willing partner to all individuals who work in the system and care about education in Ipswich.
- Is budget “savvy”- understands and can present complex budgetary topics.
- Encourages innovation.

### **Provides Effective Instructional Leadership**

- Has a broad and balanced background grounded in classroom instruction.
- Supportive of supporting the use of technology in the system.
- Has high standards and values accountability.
- Is well-read and knowledgeable about current educational issues.
- Sets reasonable, thoughtful and impactful priorities that sustain positive learning environments for all students.
- Will make decisions and stand by them once all input and ideas are vetted.
- Will implement instructional leadership initiatives.

### **Strong Interpersonal Skills**

- Is visible and accessible – has frequent contact with students, staff and parents.
- Has strong mediation skills and can effectively resolve conflicts.
- Understands change and can lead change effectively.
- Listens carefully before rendering a decision.

### **Politically Savvy**

- Provides a strong and well-respected voice in the community.
- Can work closely with the municipal leaders as a partner in collaboration such as solving difficult budget issues.
- Works well with the School Committee.

### **Motivates and Inspires**

- Is well organized in a manner that stimulates and supports consistency and innovation.
- Is well organized and able to manage multiple priorities simultaneously.
- Is committed to life-long learning for him/herself and all staff members; values a strong and responsive professional development program.

## PERSONAL AND PROFESSIONAL CHARACTERISTICS

- Has school-based classroom experience including classroom, administration, Special Education and budget.
- Promotes fine and performing arts.
- Has a solid record of past success.