

Elkhart Community Schools

Community Engagement Report Superintendent Leadership Profile

May 9, 2023

BWP & Associates

Phil Ehrhardt, Steve Griesbach



Superintendent Leadership Profile

- Describes desired experiences, skills, and personal qualities
- Based on data from Board Member interviews, focus groups, community open forums, and a stakeholder survey
- Used to screen applicants and evaluate candidates to determine “match” for the school district needs
- Provides guidance to the Board of Education in selecting new superintendent



Data Sources

- Stakeholder Survey
- Focus Groups
- Community Open Forums
- Board Member Interviews



Focus Group/Forum/Board Interview Data



ELKHART
COMMUNITY SCHOOLS

ECS Strengths

- Diverse student body
- Teachers and staff
Committed, caring, student-centered
- Career Center
- Community partners
Business, faith-based, local government



ECS Challenges

- Communication

Internal and external, District office to schools, controlling narrative

- Staffing

Recruiting and retention

- Image and reputation

Enrollment, referenda, negativity

- Leadership

Consistency, vision, follow-through, accountability

- Facilities utilization



Next Superintendent

- **Visible, accessible:** Fair, consistent, policy focus
- **Relationship builder:** District and community, trust
- **Communicator:** Listener, single message
- **Leader:** Visionary, decision-maker, accountability
- **Experience:** Educator, building leader, diverse community

Stakeholder Survey



ELKHART
COMMUNITY SCHOOLS

Survey Demographics

- 67% Residents
- 46% Parents of students
- 21% Parents of former students
- 49% Employees
- 22% Not employed by school district
- 2% Students
- 4% Volunteer in the schools

Some respondents fit into more than one survey category. For example, an employee might also be a resident and/or a parent.



District Strengths

1. Excellent teachers and staff
2. Education options and programs
3. Technology
4. Location of school district
5. Good school facilities



District Challenges/Issues

1. Personnel
2. Enrollment decline
3. Community relations
4. Funding
5. Curriculum

Other: Educational options and programs



Next Superintendent

Skills

- Communication
- Managerial
- Public relations
- Interpersonal
- Financial
- School board relations

Personal Traits

- Integrity/Trust
- Decision-maker
- Problem solver
- Committed to community
- Child-centered
- Team builder
- Active listener



Next Superintendent

Experiences

- Strategic planning
- Instruction
- Multi-cultural environment
- Personnel
- Classroom teacher
- Serving low-income families



Leadership Profile



ELKHART
COMMUNITY SCHOOLS

ELKHART COMMUNITY SCHOOLS' LEADERSHIP PROFILE

- A LEADER with successful experience leading DIVERSE schools and communities.
- A strong DECISION-MAKER who is CONSISTENT and acts with INTEGRITY.
- An EXPERIENCED LEADER who consistently holds others ACCOUNTABLE for their performance.
- A strong COMMUNICATOR who listens to others and organizes systems to keep everyone in the ECS schools and community on the same page.
- A RELATIONSHIP BUILDER who can develop TRUST across ECS schools and establish and maintain strong partnerships with community businesses, organizations, and local government.
- A TEAM-BUILDER who can recruit and retain staff at all levels of the organization and implement systems to support efforts towards a common VISION for EXCELLENCE.
- An educator who can lead ACADEMIC PERFORMANCE initiatives and CAREER PATHWAYS programming for all students.

Next Steps

May 9: Community Engagement Data Report/Leadership Profile

May 12: Candidate Slate/Board Workshop—Effective Interviewing

May 19, 20: Board Interviews First Round Candidates

May 22, 24: Board Interviews Finalists

Early June: Board Hires New Superintendent

