



New England School Development Council

28 Lord Road, Marlborough, MA 01752 ➤ Tel: 508-481-9444 ➤ www.nesdec.org

EASTCONN
Regional Educational Service Center

Executive Director Search

CANDIDATE PROFILE

April 2017

INTRODUCTION

The EASTCONN Board of Directors seeks an outstanding and highly experienced education leader for the position of Executive Director. In April 2017, the Board of Directors Search Committee, with the assistance of the New England School Development Council (NESDEC), conducted a regional focus group and online survey seeking community and staff insight regarding the hiring of a new Executive Director. Eighteen people participated in the April 18, 2017 focus group; one hundred and twenty seven people responded to the online survey.

Focus group and survey participants were asked to provide their views in response to:

- What are the qualities, skills, and attributes you think are the most important for the new Executive Director's success at EASTCONN?
- What do you see as the most pressing challenges and tasks for the new Executive Director to focus upon in the next three years?
- What additional comments or information do you think would be helpful to the Board of Directors?

In order to ensure that the new Executive Director is the right "fit" for EASTCONN, the Search Committee has relied on the focus group and survey data, along with its own perspective, to create the **Executive Director Candidate Profile**.

The EASTCONN Board of Directors wishes to thank all those who participated in this very important initial step in the Executive Director search process.

EXECUTIVE DIRECTOR CANDIDATE PROFILE

The EASTCONN Search Committee synthesized key stakeholder data along with its own research to create the following **Executive Director Candidate Profile**:

Desired Core Competencies:

- A strategic thinker, creative problem solver and innovator with a keen business/entrepreneurial sense for growing revenue and managing fiscal resources
- Able to demonstrate a strong collaborative leadership style with a passion for excellence
- A quick learner who can readily assess an organization, work effectively to establish positive relationships and has a track record of team building and collaboration
- Demonstrates exceptional communication skills
- Possess the knowledge and ability to establish trust and build confidence within and outside the agency, including state leaders in education and government, business and community partners and district superintendents and boards of education
- A future-oriented thinker who can build on existing regional collaboration to position the agency for sustaining and enhancing its regional role
- Possess solid core values of integrity, honesty and professional ethics
- Be approachable and accessible to staff and constituents
- Ability to set priorities for action, and work with stakeholders in meeting high expectations for the agency
- Financial background with skill-set pursuant to cost-benefit and time management
- Ability to work on behalf of EASTCONN districts with state and federal legislators
- Experience with labor relations and contract negotiations
- Ability to communicate effectively in both the written and verbal modalities
- Progressive with technology
- Skilled in maximizing the use of available resources

Desired Qualifications:

- Innovative educational leadership with vision and entrepreneurial spirit
- Connecticut 093 certification or evidence of eligibility
- Five or more years in a successful educational leadership position

- High level executive management and leadership experience (a doctorate degree is desirable, but not necessary)
- Ability to promote trust and confidence through integrity-based leadership
- Conviction in his/her beliefs and possesses qualities associated with innovation and ability to lead member districts as well as EASTCONN Administration, Faculty and Staff to action
- Ability to utilize/develop teams throughout the region so that they operate in a complementary and collaborative manner
- Demonstrated problem-solving and decision-making strategies
- Awareness of emerging educational trends and strategies for leading EASTCONN and district personnel in effective change
- Strong fiscal management and organizational skills with an understanding of the implications inherent in a fee-for-service based agency
- Experience and understanding of Human Resources and Personnel Management
- Experience in Labor Relations

FOCUS GROUP

The Search Committee initially set two focus group dates – April 18 & 19, 2017 at 7:00 p.m. Based on the response, it was decided that one date would suffice - April 18th at 7:00 p.m. in Hampton. Eighteen people participated in the focus group activity. Participants were also given the option to utilize an online survey document to offer their thoughts and suggestions regarding candidate qualities and challenges.

Most Important Qualities/Skills/Attributes

1. b...possesses excellent people skills; demonstrates the ability to involve the community in developing and implementing goals; views the community/organizational relationship as a partnership
(72%)
2. k...has the commitment to supervise and evaluate programs in the spirit of continuous improvement; has understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change
(72%)
3. e...uses a systemic approach to managing and improving the organization; has excellent organizational skills, working knowledge of applicable law and proven ability to resolve organizational conflicts
(56%)
4. d...is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the organization
(50%)
5. j...has a strong working knowledge of finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the Board of Directors, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues
(50%)

All other responses ranged from 11%-33%.

Challenges and Tasks in the Next 3 Years

- Understanding the current fiscal climate in Connecticut and the northeast region in particular
- Identifying new revenue streams in order to maintain high quality programs/ services and create new opportunities
- Understanding the political climate and being effective in the political arena – local, state and federal as well as the Connecticut State Department of Education
- Reaching out to the entire EASTCONN community; get to understand the culture of EASTCONN; visit and evaluate programs; engage staff in forging any new vision
- Maintaining a culture of trust throughout the agency

(Several focus group participants suggested that the Search Committee reach out to include staff and superintendents on the committee.)

ONLINE SURVEY

128 survey responses less 1 test = 127 responses:

Organizational Role	Responses	% of Responses	5 Most Important Qualities/Skills/Attributes
Employees	59	47%	k, b, j, d, e
Teachers	22	17%	f, i, k, e, b
Support Staff	10	8%	j, b, f, i, d
Administrators	13	10%	b, d, g, i, k
Superintendents	4	3%	b, d, e, j, k
Parents	8	6%	g, i, b, c, d
Other	11	9%	b, k, e, j, d

Most Important Qualities/Skills/Attributes

1. b...possess excellent people skills; demonstrates the ability to involve the community in developing and implementing goals; views the community/organizational relationship as a partnership
(59%)

2. k...has the commitment to supervise and evaluate programs in the spirit of continuous improvement; has understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change
(53%)

3. d...is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the organization
(48%)

4. j...has a strong working knowledge of finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the Board of Directors, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues
(46%)

5. f...has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding on contract negotiation process
(45%)

Qualities/Skills/Attributes

- Strong interpersonal skills; people person with a collaborative leadership style; able to build and sustain personal relationships; excellent communicator – written and verbal modalities
- Visionary; innovator with vision and an entrepreneurial spirit; able to identify and implement new ideas; passion for solving problems
- Global thinker committed to regional action (i.e. able to see the big picture and anticipate trends in order to develop regional options)
- Ability to see the whole picture regarding EASTCONN programs and services
- Highly ethical and trustworthy
- Collaborative leadership style involving key stakeholders; able to effectively delegate
- Knowledge of educational best practice and trends
- Strong fiscal management experience and organizational skills
- Politically savvy with understanding and awareness of federal, state and local processes
- Politically savvy in working with the Connecticut State Department of Education

Challenges and Tasks in the Next 3 Years

- Creative fiscal management – secure funding during difficult political and financial time (i.e. new revenue streams)
- Maintaining quality of existing programs/services while exploring new options
- Maintaining a culture of continuous improvement
- Meeting school district needs with cost effective, customized solutions
- Staff compensation commensurate with local districts
- Visibility – EASTCONN is a very large organization in a very large geographical area – getting to visit and know all EASTCONN programs/services is a challenge
- Understanding northeastern CT demographics and 36 local district needs; ability to build and sustain the interpersonal relationships required to foster regional partnerships
- Understanding and becoming an effective participant in the political landscape (e.g. provide alternatives to privatization)
- Ability to lead change in response to new federal and state mandates

Additional Comments Helpful to the Board

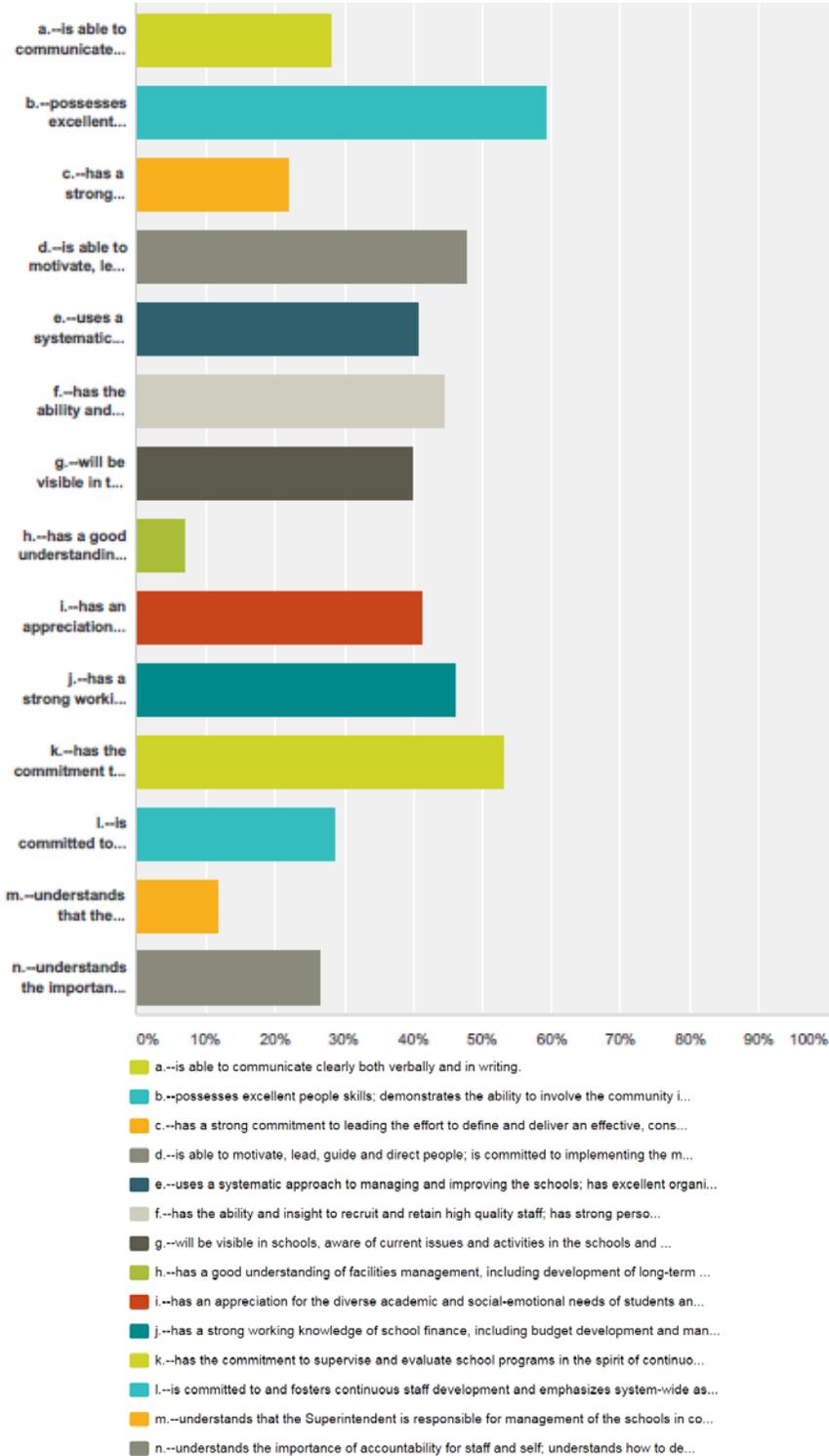
- The new person should have well documented experiences as a strong and effective educational leader
- Entrepreneurial and visionary

- Must be able to build trust and foster relationships within and outside EASTCONN
- Person who reaches out and understands the needs of all EASTCONN districts, large and small
- Legislative knowledge and advocate
- Some respondents suggested that the committee should seek an internal candidate
- Some respondents suggested that the committee should seek a candidate from outside the agency

ALL RESPONDENTS n=127

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 128 Skipped: 0

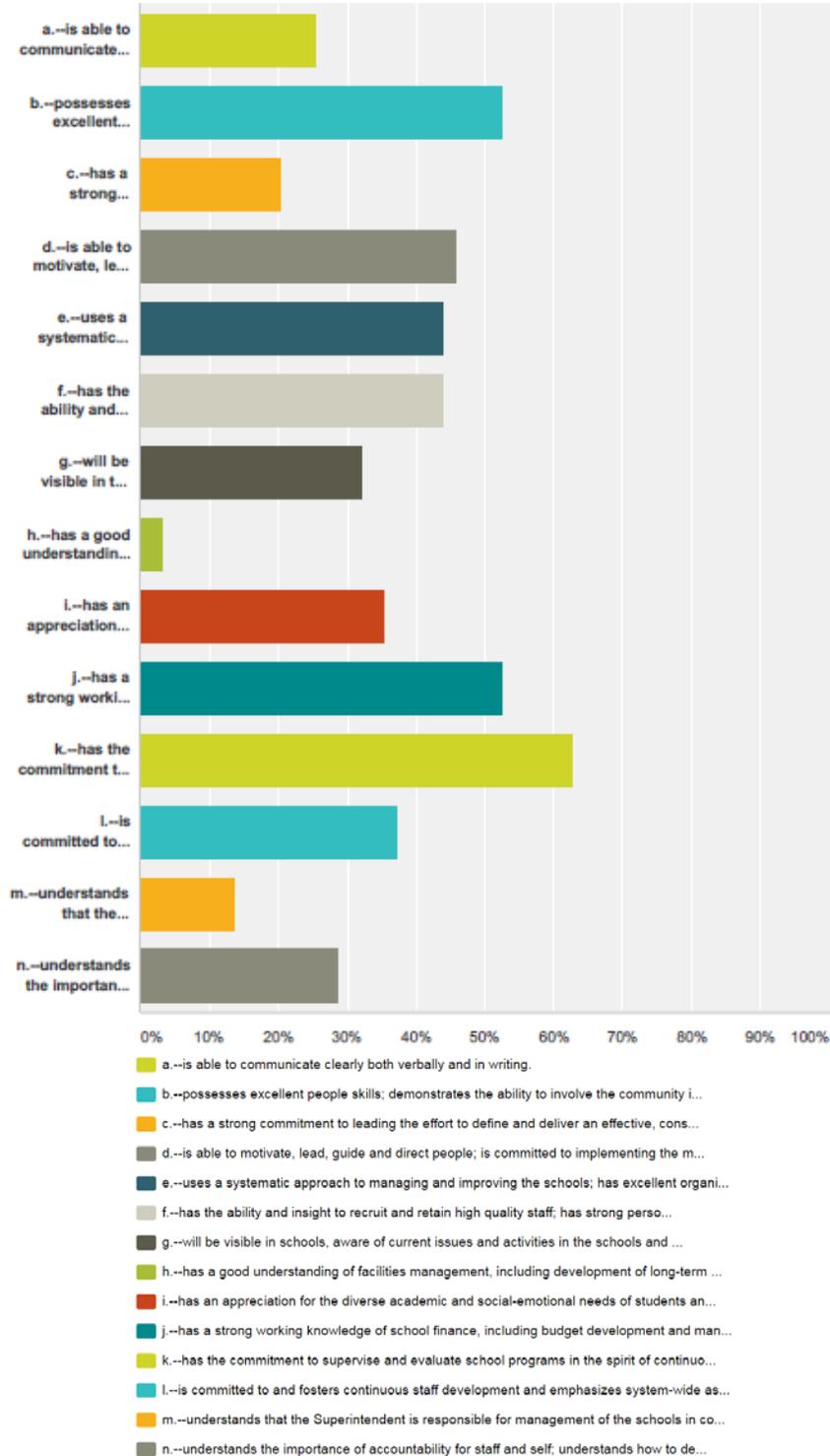


EMPLOYEES

n=59

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 59 Skipped: 0

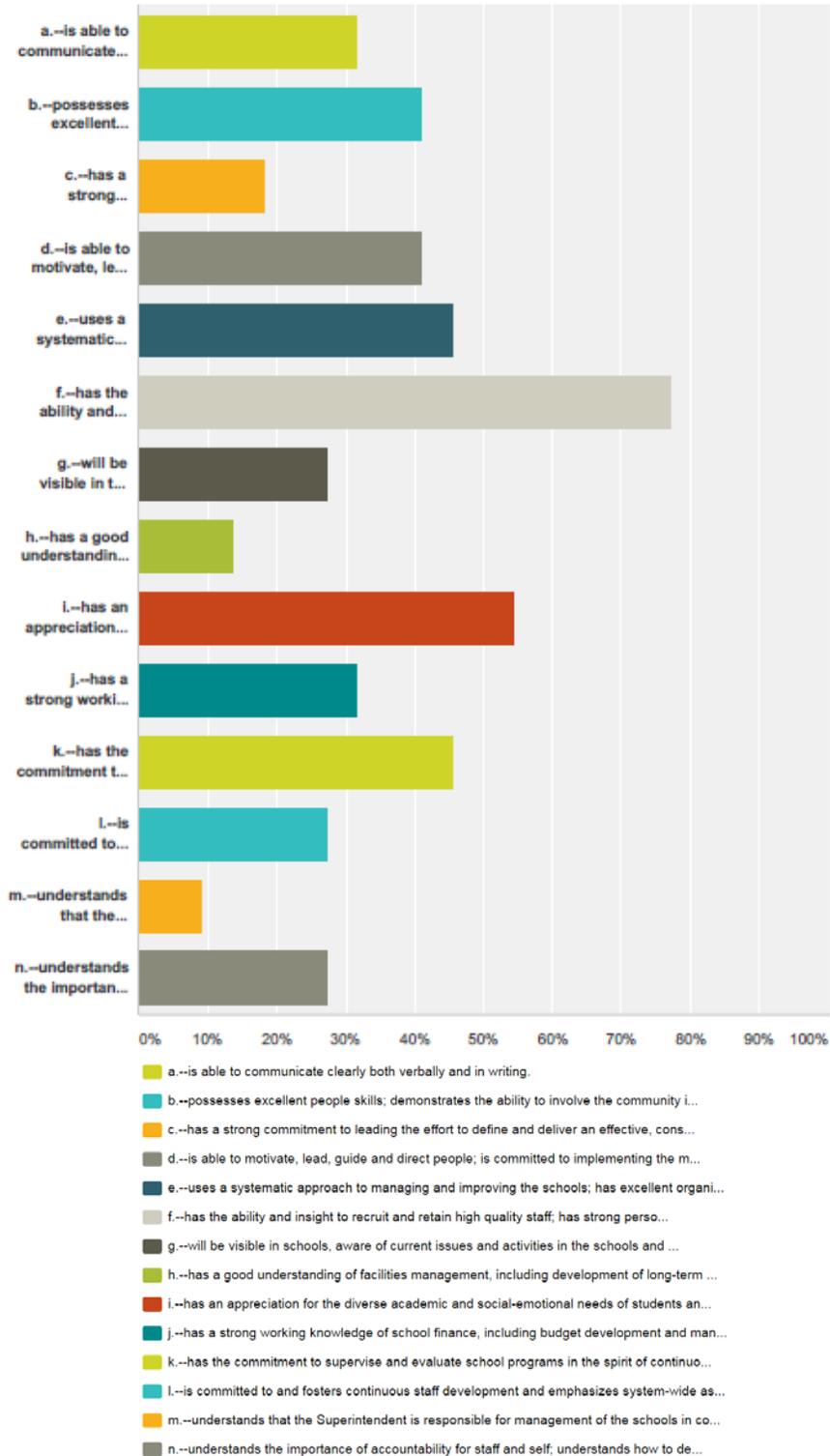


TEACHERS

n=22

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 22 Skipped: 0

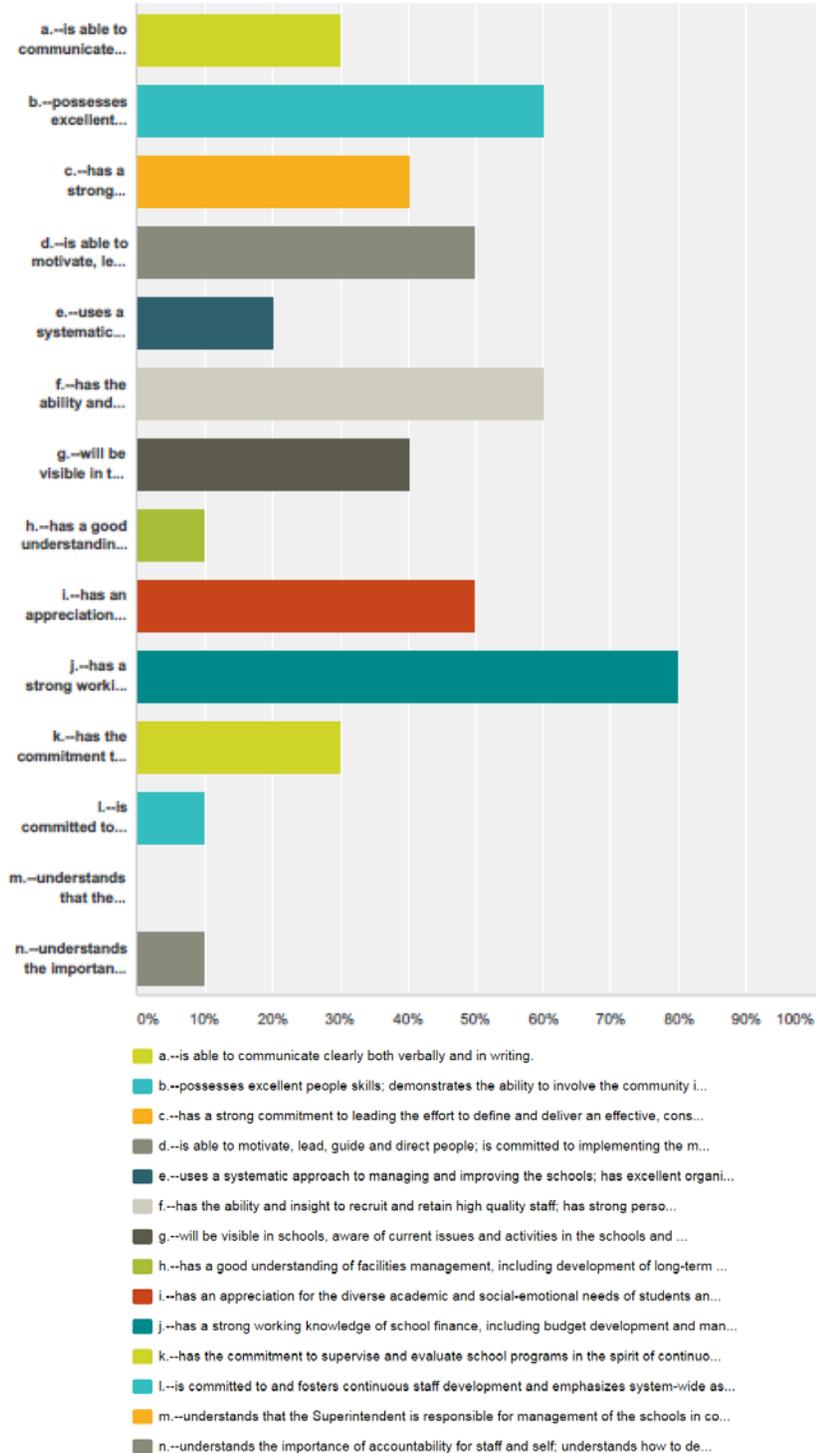


SUPPORT STAFF

n=10

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 10 Skipped: 0

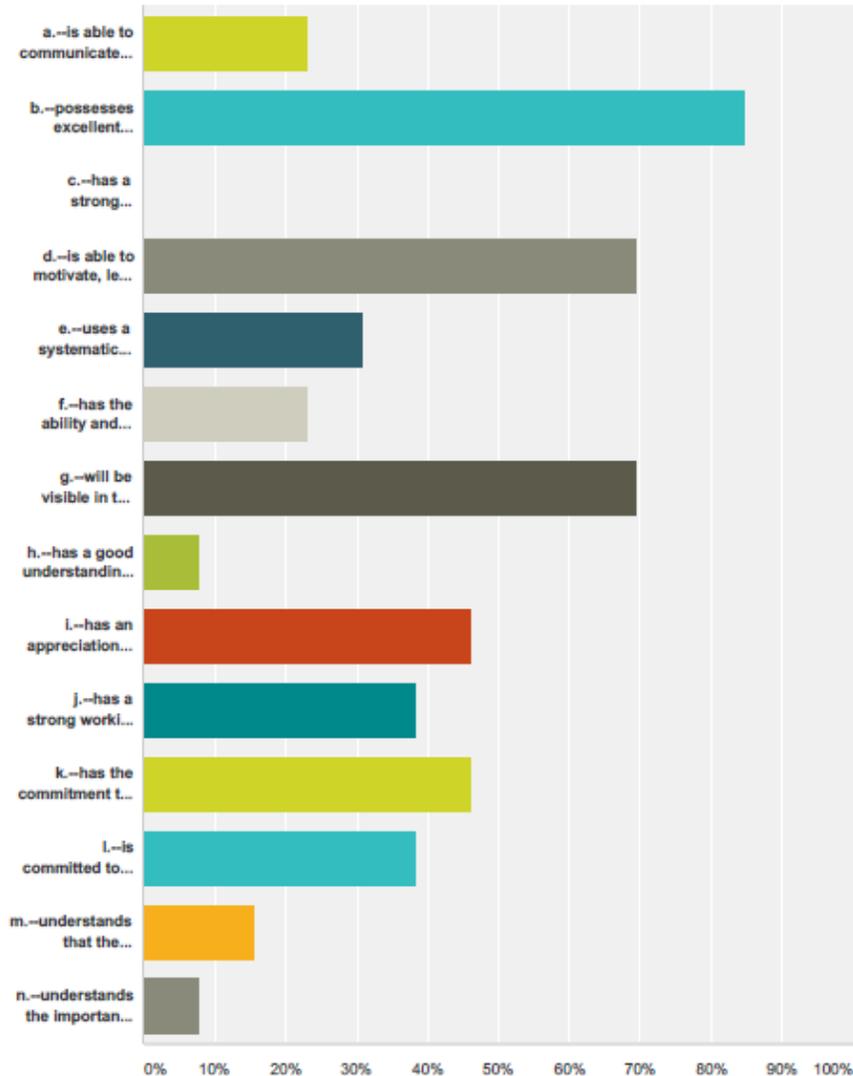


ADMINISTRATORS

n=13

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 13 Skipped: 0



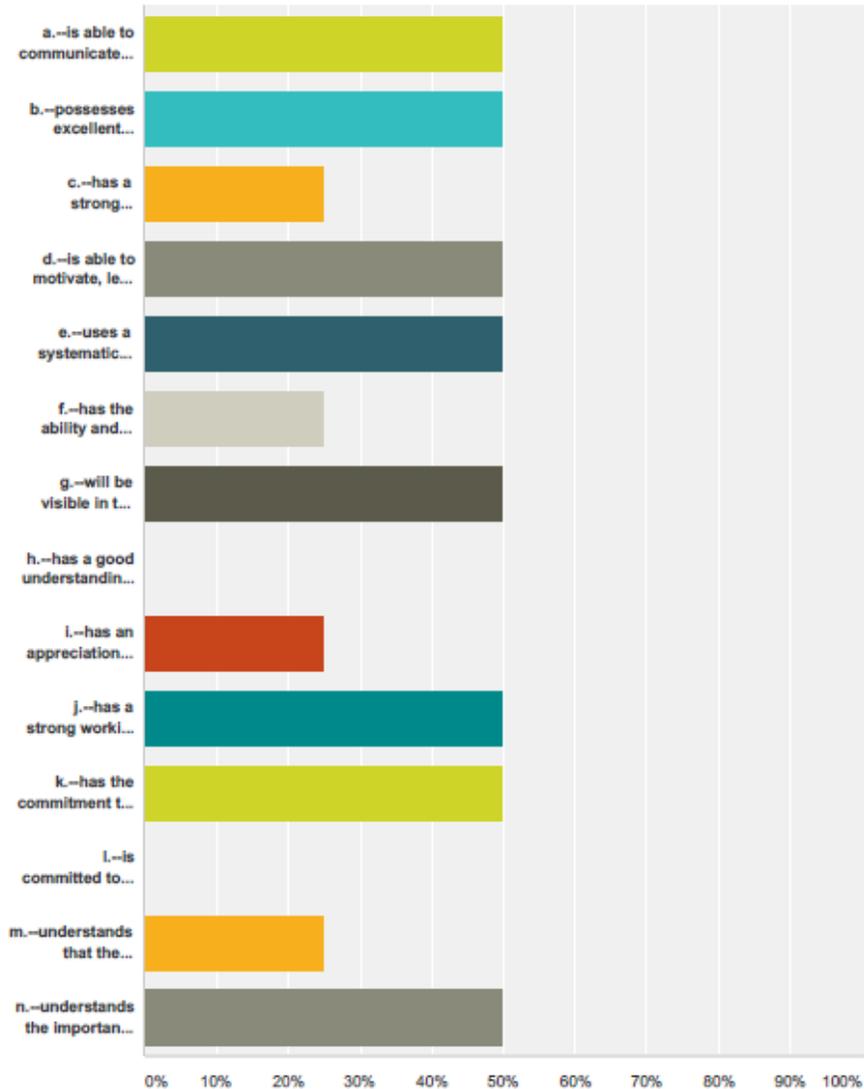
- a.--is able to communicate clearly both verbally and in writing.
- b.--possesses excellent people skills; demonstrates the ability to involve the community i...
- c.--has a strong commitment to leading the effort to define and deliver an effective, cons...
- d.--is able to motivate, lead, guide and direct people; is committed to implementing the m...
- e.--uses a systematic approach to managing and improving the schools; has excellent organi...
- f.--has the ability and insight to recruit and retain high quality staff; has strong perso...
- g.--will be visible in schools, aware of current issues and activities in the schools and ...
- h.--has a good understanding of facilities management, including development of long-term ...
- i.--has an appreciation for the diverse academic and social-emotional needs of students an...
- j.--has a strong working knowledge of school finance, including budget development and man...
- k.--has the commitment to supervise and evaluate school programs in the spirit of continuo...
- l.--is committed to and fosters continuous staff development and emphasizes system-wide as...
- m.--understands that the Superintendent is responsible for management of the schools in co...
- n.--understands the importance of accountability for staff and self; understands how to de...

SUPERINTENDENTS

n=4

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 4 Skipped: 0



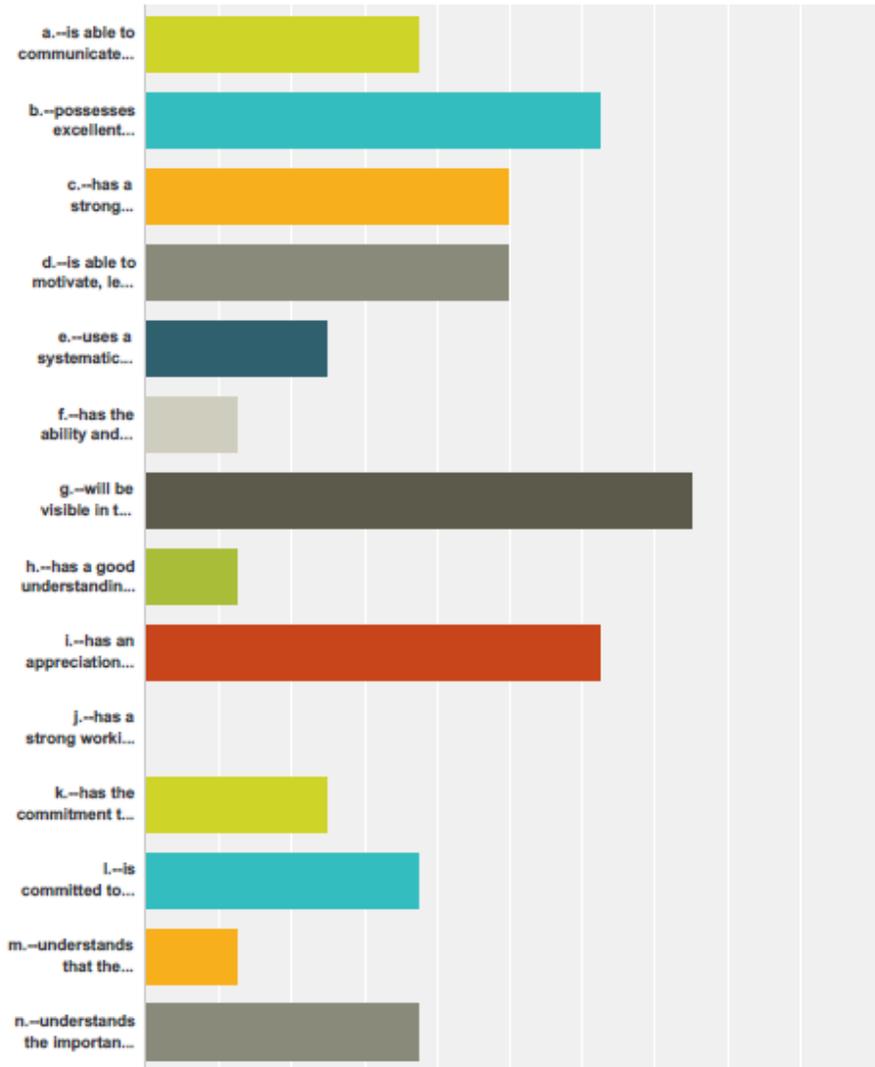
- a.-is able to communicate clearly both verbally and in writing.
- b.-possesses excellent people skills; demonstrates the ability to involve the community i...
- c.-has a strong commitment to leading the effort to define and deliver an effective, cons...
- d.-is able to motivate, lead, guide and direct people; is committed to implementing the m...
- e.-uses a systematic approach to managing and improving the schools; has excellent organi...
- f.-has the ability and insight to recruit and retain high quality staff; has strong perso...
- g.-will be visible in schools, aware of current issues and activities in the schools and ...
- h.-has a good understanding of facilities management, including development of long-term ...
- i.-has an appreciation for the diverse academic and social-emotional needs of students an...
- j.-has a strong working knowledge of school finance, including budget development and man...
- k.-has the commitment to supervise and evaluate school programs in the spirit of continuo...
- l.-is committed to and fosters continuous staff development and emphasizes system-wide as...
- m.-understands that the Superintendent is responsible for management of the schools in co...
- n.-understands the importance of accountability for staff and self; understands how to de...

PARENTS

n=8

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 8 Skipped: 0



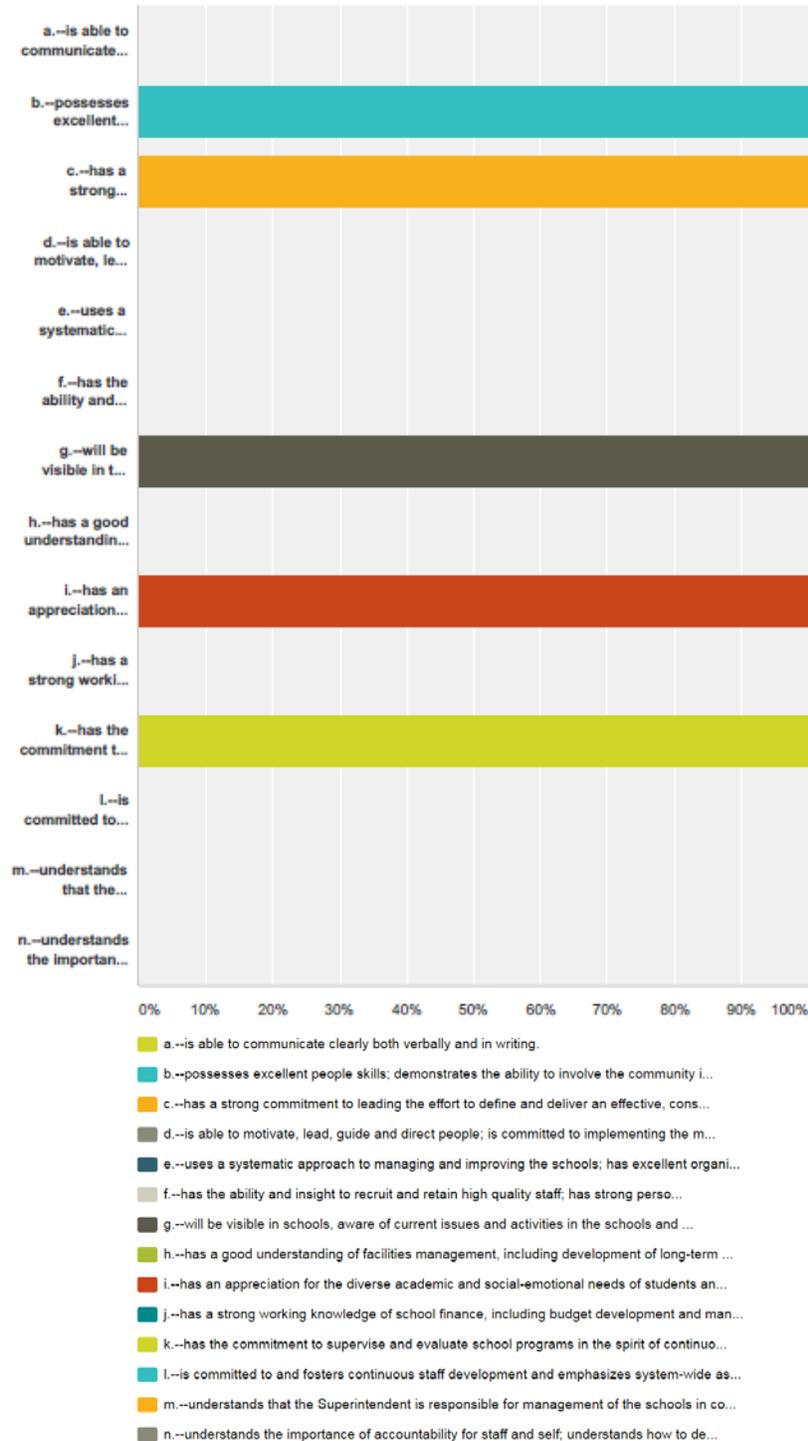
- 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
- a.--is able to communicate clearly both verbally and in writing.
- b.--possesses excellent people skills; demonstrates the ability to involve the community i...
- c.--has a strong commitment to leading the effort to define and deliver an effective, cons...
- d.--is able to motivate, lead, guide and direct people; is committed to implementing the m...
- e.--uses a systematic approach to managing and improving the schools; has excellent organi...
- f.--has the ability and insight to recruit and retain high quality staff; has strong perso...
- g.--will be visible in schools, aware of current issues and activities in the schools and ...
- h.--has a good understanding of facilities management, including development of long-term ...
- i.--has an appreciation for the diverse academic and social-emotional needs of students an...
- j.--has a strong working knowledge of school finance, including budget development and man...
- k.--has the commitment to supervise and evaluate school programs in the spirit of continuo...
- l.--is committed to and fosters continuous staff development and emphasizes system-wide as...
- m.--understands that the Superintendent is responsible for management of the schools in co...
- n.--understands the importance of accountability for staff and self; understands how to de...

OTHER

n=11 (includes 1 Community Partner below)

Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 1 Skipped: 0



Q1 Of the qualities/skills/attributes listed in "a" - "n" below, choose the FIVE (5) you think are the most important for the new Executive Director's success at EASTCONN. I would like a leader who...

Answered: 10 Skipped: 0

