BWP & ASSOCIATES



HORRY COUNTY SCHOOLS

Superintendent Search

Community Engagement Report

October 21, 2024

Finding a Leader for Your Future



Our Team



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With a total of more than 160 years of experience in leadership, teaching, and learning, our team comprises individuals who have held roles such as Superintendents, Executive Directors, Curriculum Specialists, Principals, Assistant Principals, Gifted, ESL, Title I Coordinators, and PreK-12 classroom teachers. They have worked in districts of various sizes, demographics, and locations. Our primary goal is to help you find your next leader, someone who can "empower and inspire the next generation of learners." Together, we have successfully conducted over 100 searches for BWP & Associates.

Horry County Schools

COMMUNITY ENGAGEMENT OBJECTIVES





01 Build community understanding and support for the Superintendent search process.

02 Ensure the broadest possible community participation in the Superintendent Search process.

03 Identify experiences, qualities, and characteristics the next Superintendent should possess and demonstrate.

04 Identify the perceived strengths and challenges of Horry County Schools.

COMMUNITY ENGAGEMENT DATA

BWP Associates facilitated Community Engagement Conversations on September 24-26.

Horry County Schools

Engagement Conversations

More than 400 participants, including school board members, staff, students, parents, and community members, took part in 25 stakeholder meetings and 9 forums, all addressing the same three questions.





Superintendent Search Survey

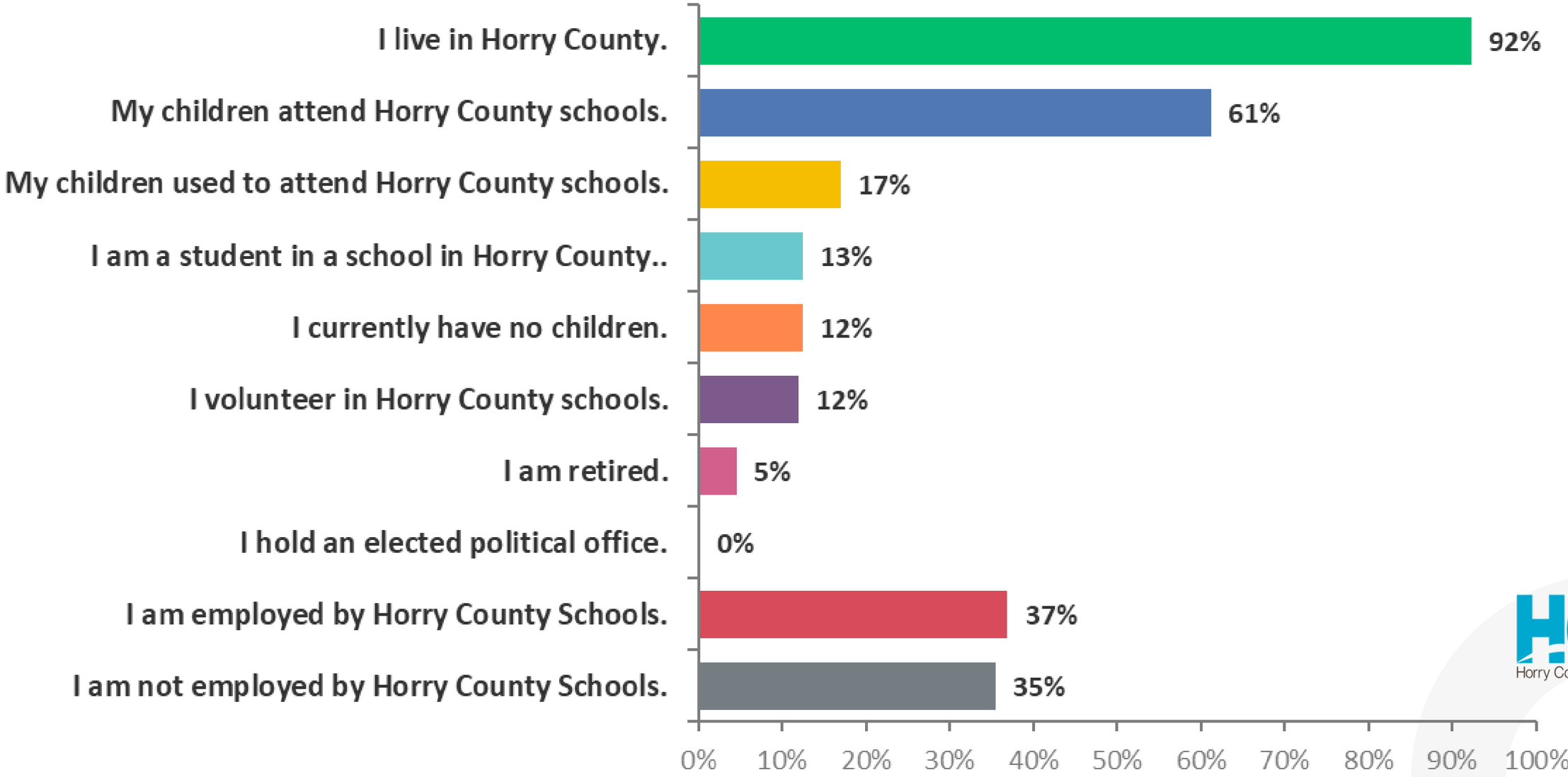
Over 2,740 responses from participants were received in English. Responses were collected from 30 participants in Spanish, 4 in Mandarin, and 6 in Portuguese.

Horry County Schools

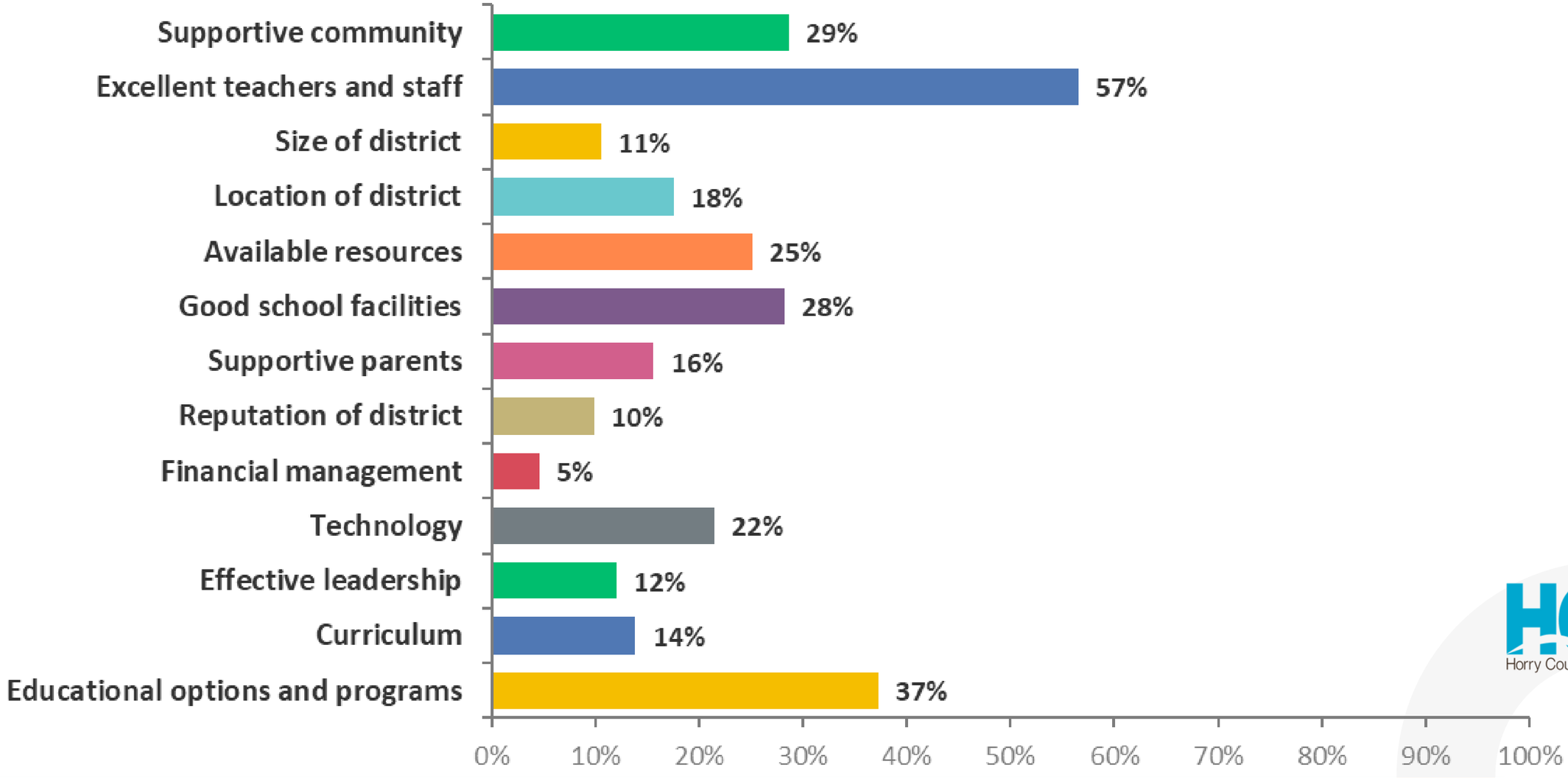
Superintendent Search Survey Results



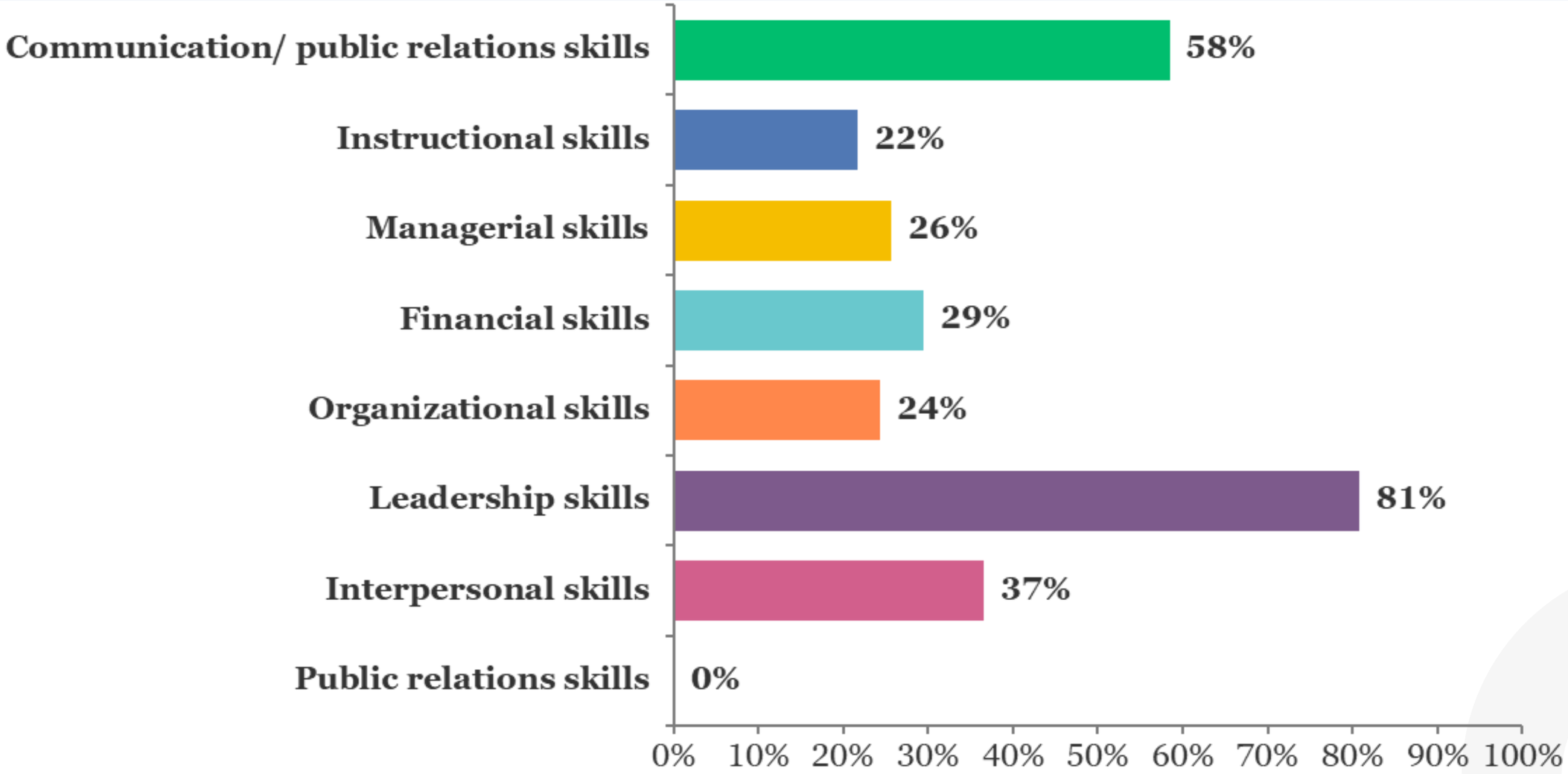
Q1: Please indicate all which apply to you:



Q3: Select from the list below the three most significant strengths of Horry County Schools:

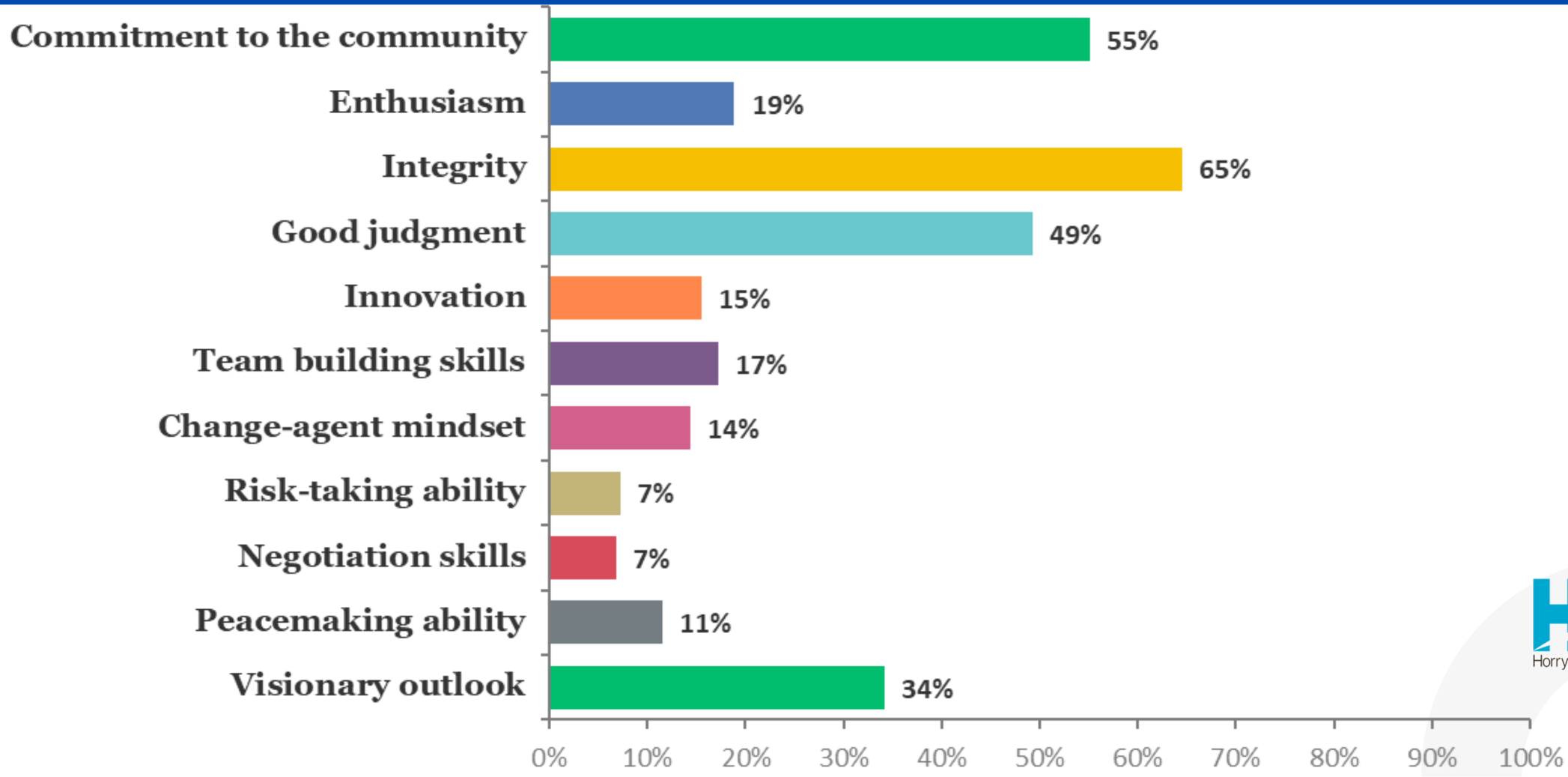


Q4: Select from the list below the three most important skills you would like the next superintendent:



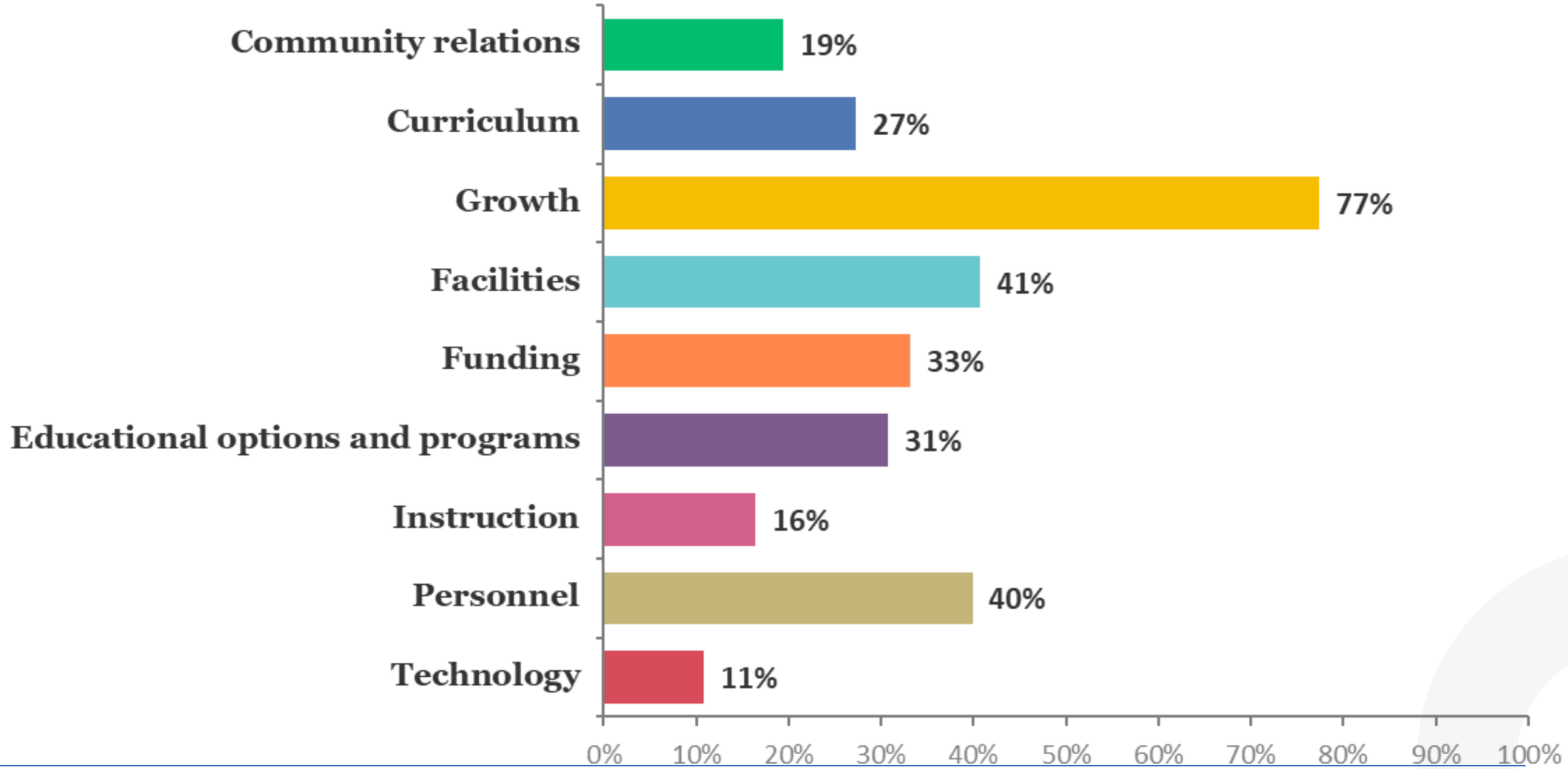
HCS Horry County Schools

Q5: Select from the list below the three most important characteristics you would like a superintendent to exhibit:



HCS Horry County Schools

Q7: What do you consider to be the three most important issues or concerns facing Horry County Schools in the next five years?



Q6: For each of the items below, indicate whether you believe the item is either extremely important, important, or less important in the new superintendent:



Extremely Important for the New Superintendent

01	Experience in Strategic Planning	**97%**
02	Experience in instruction	**95%**
03	Experience in personnel	**93%**
04	Experience as a classroom teacher	**91%**
05	Experience as a superintendent with a proven record of success	**89%**

LANGUAGE GROUP SURVEY RESPONSE SUMMARY

Conversations	SPANISH	MANDARIN	PORTUGUESE
Q3: Three most significant strengths of Horry County	• Excellent teachers and staff • Good school facilities • Educational options and programs	• Good school facilities • Excellent teachers and staff • Location of district	• Excellent teachers and staff • Good school facilities
Q4: Most important skills you would like to see in a superintendent.	• Leadership skills • Communications/public relations • Interpersonal skills	• Leadership skills • Managerial skills • Organizational skills	• Communications/public relations skills • Organizational skills • Leadership skills
Q5: Three most important characteristics you would like a superintendent to exhibit.	• Commitment to community • Integrity • Visionary outlook	• Integrity • Commitment to community • Good judgment	• Commitment to community • Integrity • Innovation
Q6: Items extremely important in the new superintendent	• Experience as a superintendent in a district of similar size • Experience as a superintendent with a proven record of success • Experience in strategic planning	• Experience as Assistant Superintendent • Experience as the district administrator • Experience in a multicultural environment	• Experience as an assistant superintendent • Experience as a principal
Q7: Three most important issues or concerns facing the district in the next five years	• Educational options • Community relations • Growth	• Growth • Educational options and programs • instruction	• Community relations • Educational options and programs • Growth

Translations

STUDENT SURVEY RESPONSE SUMMARY

Conversations	Students
Q3: ***Three most significant strengths of Horry County***	• Excellent teachers and staff • Supportive community • Educational options and programs
Q4: ***Most important skills you would like to see in a superintendent.***	• Communication/public relations skills • Leadership skills • Organizational skills
Q5: ***Three most important characteristics you would like a superintendent to exhibit.***	• Good judgement • Commitment to the community • Integrity
Q6: ***Items extremely important in the new superintendent***	• Strategic planning • Experience in multi-cultural environment • Experience as a superintendent with a proven record of success
Q7: ***Three most important issues or concerns facing the district in the next five years***	• Growth • Funding • Educational options and programs

Horry County Public Schools

Data from Engagement Conversation



QUESTIONS POSED TO PARTICIPANTS



What are the strengths of Horry County Schools?



What are the greatest issues, concerns, and challenges facing Horry County School District?



What experiences, qualities and characteristics will the next superintendent need to possess an demonstrate?

STRENGTHS

- Excellent quality teachers, principals and staff.
- Multiple educational options and programs.
- Supportive community.
- Thriving community that values schools – location
- Reputation of district
- Diversity





CHALLENGES -ISSUES-CONCERNS

- Growth
- Facilities/Funding - to accommodate growth
- Meeting diverse needs of all students.
- Attracting/retaining diverse staff
- Academic Performance – achievement gaps
- Increase support for mental health needs of students







ENGAGEMENT CONVERSATIONS

- Recorded responses from approximately 3,200 participants in meetings, survey responses or from emails;
- Data was analyzed for themes and patterns; and
- “Prominent responses” are identified in the report and highlighted in the next slide.



Building the Leadership Profile

BWP Consults analyzed the data and what emerged were criteria that describe the skills, experiences, knowledge, and personal qualities that your community believes are essential for your next superintendent.

The Leadership Profile is organized into four areas:

- **Visionary Instructional Leader,**
- **Effective Communicator,**
- **Collaborative Manager, and**
- **Personal Qualities.**

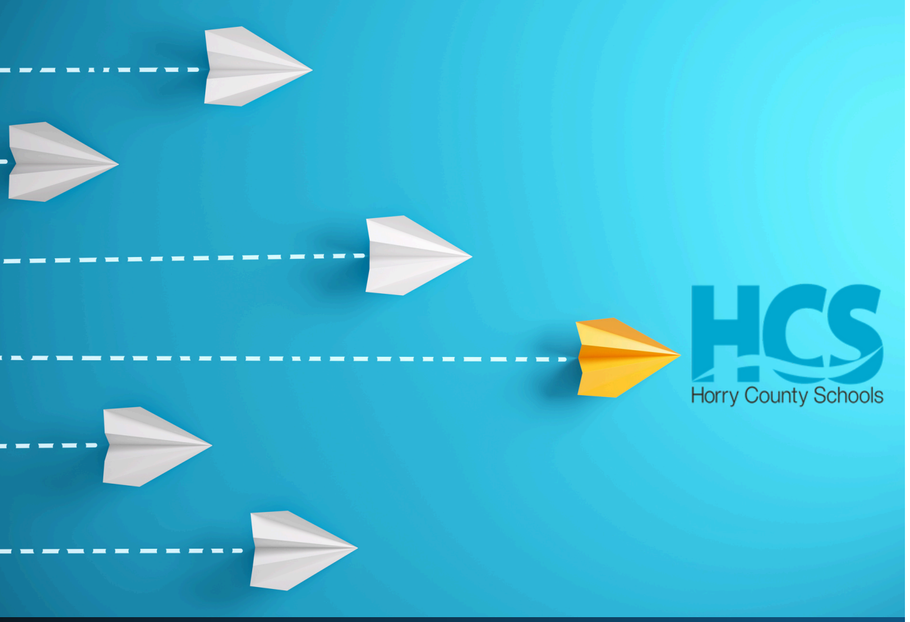
Presented for the Board's **review** and **approval** is the Draft Leadership Profile.



Leadership Profile Foundation

The Horry County Schools Leadership Profile is developed based on data gathered through:

- One-on-one interviews with Board of Education members
- Focus groups that include staff, administrators, special groups, students, parents, and the Horry County community
- An online survey accessible to all individuals within the community



Draft Leadership Profile

Profile Overview

The Horry County Board seeks an outstanding visionary and instructional leader who has a successful record of commitment to excellence. Desired Superintendent qualifications include:

- **A highly visible, forward-thinking superintendent who will enhance the school division's collaborative, innovative, and diverse culture.**
- **A visionary educator who is an effective communicator and a strategic leader who fosters accountability among team members.**
- **A trusted public education leader who has experience managing district's resources and knowledge of sound fiscal procedures.**
- **An accomplished leader who strives to create positive working relationships with the School Board, Staff and Community.**



Demonstrate Qualities and Characteristics
VISIONARY INSTRUCTIONAL LEADER

- A visionary and progressive leader with a deep understanding of teaching and learning, dedicated to launching diverse educational programs that prepare every student for post-secondary education and career readiness.
- A leader who actively supports and collaborates with school staff.
- A leader who demonstrates the courage to implement initiatives that expand opportunities to meet the needs of all students.
- A leader with a proven track record of enhancing student achievement and improving school environments.



Demonstrate Qualities and Characteristics
EFFECTIVE COMMUNICATOR

- A visible and approachable leader with strong communication skills who is dedicated to collaborating with the School Board, Staff, Students, Parents, and the Community.
- A skilled collaborator who can unite all facets of a diverse community.
- An attentive listener who appreciates transparency and fosters trust within the community.
- A decisive leader who considers various perspectives before reaching a final conclusion.



Demonstrate Qualities and Characteristics
COLLABORATIVE MANAGER

- A leader skilled in strategic planning, capable of effectively leveraging all available resources to fulfill the district's growth and infrastructure requirements.

- An innovative and strategic leader with the experience to build on existing strengths while enhancing areas that need improvement, making informed decisions along the way.

- A politically astute leader and manager capable of moving Horry County forward. This individual can navigate changes to address an increasingly diverse student population by fostering and maintaining positive relationships with the School Board, staff, parents, and the community.

- A leader dedicated to developing and implementing a plan that integrates crucial fiscal and human resources, aiming to increase staff diversity at all levels and establish programs and facilities that benefit every student.

- A leader with a proven history of improving student achievement and enhancing the overall quality of schools.



Demonstrate Qualities and Characteristics
PERSONAL QUALITIES

Personal Qualities

- A leader who is approachable, politically astute, and has effectively allocated resources to support initiatives benefiting all students.
- A transparent servant leader known for being a thoughtful and measured decision-maker who possesses the courage to tackle essential issues for the greater good of all students.
- A leader dedicated to students, characterized by ethics, authenticity, passion, and a visible presence within schools and the broader community.
- A leader who is consistently guided by the principle of making decisions that prioritize the best interests of every student.

Next Steps in Horry County Search Process



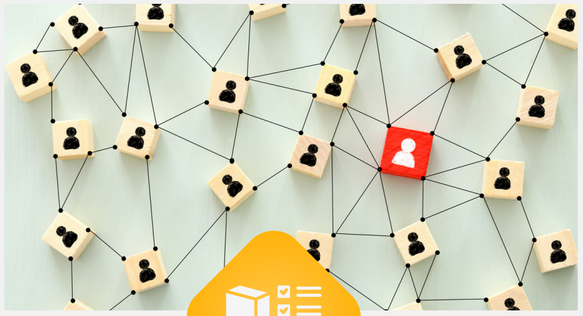
Specifications

- Completed October 21, 2024
- Board approves Leadership Profile



Recruitment/Assessment

- Application Deadline: **November 10, 2024**
- BWP receives and reviews all applications
- BWP screens applicants and conducts reference checks
- BWP compiles a list of candidates and presents recommendations



Selection

- The Board chooses and arranges interviews with candidates - **December**
- The Board carries out the first round of interviews
- The Board narrows down to three finalists – Day in the District, the second round of interviews
- The Board appoints the new superintendent and negotiates the contract – **January**
- The Board presents the new superintendent to the community – **January**
- The superintendent starts on or before **July 2025**



Horry County Schools

Questions & Answers

OUR FOCUS IS
MATCH AND FIT
Contact Us



BWP & ASSOCIATES

Kevin Castner
Percy Mack

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