

# LEADERSHIP PROFILE REPORT

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Jericho Union Free School District  
November 14, 2024

# EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) in September and October 2024 for the new Superintendent of the Jericho Union Free School District. The data contained herein were obtained from input the HYA consultants received when they met with individuals and groups in either individual interviews or focus group settings and from the results of the online survey completed by stakeholders. The surveys, interviews, and focus group meetings were structured to gather input to assist the Board in determining the primary characteristics desired in the new Superintendent. Additionally, the stakeholder interviews and focus groups collected information regarding the strengths of the District and some of the challenges that it will be facing in the coming years.

## Participation

The numbers of participants, by stakeholder group, in the two methods of data gathering are listed below: Not all focus groups were a group that was disaggregated for the online survey.

<b>Groups</b>	<b>Personal interviews or focus groups</b>	<b>Online Survey</b>
Board of Education Members	5	NA
Superintendent	1	NA
Administrators	23	8
Faculty	35	56
Support Staff	14	19
Students	10	30
Community/Parents/Guardians	68	-
Parents/Guardians with children in the JSD	-	121
Community/Parents/Guardians without children in the JSD	-	19
<b>Total</b>	<b>156</b>	<b>253</b>

A draft of the desired characteristics can be found at the end of this report. The community survey report is presented as a separate document.

It should be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the respective groups to which they are

attributed. Items are included if, in the consultants' judgment, they warranted the Board's attention.

The HYA consultants interviewed **156** district and community constituents. Each of the individuals and groups was asked to share their thoughts regarding three questions:

- 1) How would you describe the strengths of the District?
- 2) What do you see as the greatest challenges facing the District in the next few years?
- 3) What characteristics and areas of expertise would you like to see in the next Superintendent?

What follows is a summary of the responses shared by the above persons. The first section provides a summary of the consistent responses. The second section provides response summaries from the various categories of individuals interviewed.

HYA and the Board intend to meet the challenge of finding an individual who possesses most of the skills and character traits required to meet the needs of the District. The consultants will seek a new superintendent who can work with the Jericho Board of Education to provide the leadership needed to continue achieving high academic standards and excellent student performance, while meeting the unique needs of each of its students, schools and the expectations of the community.

The consultants would like to thank all the participants who attended focus group meetings or completed the online survey and the Jericho Union Free School District staff members who assisted with our meetings. In particular, Denise Nash, *the* District's Director of Public Information & Community Relations, was especially helpful in organizing and scheduling focus group meetings and assuring that the consultants' time in the District went smoothly.

Respectfully submitted:  
Dr. Susan Guiney  
Caryn Shaw

November 14, 2024

# Section 1: Summary of Responses from Interviews and Focus Group Meetings

## Consistent Themes from the Focus Groups

The following CONSISTENT comments were articulated by the majority of participants with whom the consultants met.

### STRENGTHS OF THE DISTRICT - CONSISTENT THEMES

The input from the various constituent groups suggests that the Jericho Union Free School District is characterized by the following strengths (The comments are listed in alphabetical order):

- Academic excellence and a commitment to success for all students;
- Culture of thoughtful deliberate listening and responding to the instructional and social-emotional needs of students, families, and staff;
- Dedicated, committed, and highly qualified administrators, faculty, and staff;
- Highly engaged and supportive parents and community who value education;
- Outstanding local and national reputation and pride in the district;
- Professional and caring work environment;
- Sound financial health and strong fiscal standing;
- Students feel well supported and that their voices are valued;
- Students are exceptionally motivated, engaged, and eager to learn;
- Well-maintained buildings and facilities.

### CHALLENGES AND ISSUES FACING THE DISTRICT - CONSISTENT THEMES

The following are some key themes concerning the challenges facing the Jericho School District that emerged from the focus groups (The comments are listed in alphabetical order):

- Develop a shared vision with the Board;
- Develop systems to address K-12 assessment and consider the use of time/schedules at the secondary level to support innovation and student wellness;
- Enrollment increases that impact the use of space, recruitment/hiring, and reflect changing demographics;
- Establish a strategic roadmap that defines District priorities that are aligned to the District vision and mission;
- Establish trust, and work to build relationships and unity, with all parts of the school community;
- Integrate new and evolving technologies and neuroscience into instruction to promote student health and safety, innovation, creativity, and advance achievement for all learners;
- Transition to a new superintendent in a way that understands the impact of following a long time leader.

## DESIRED CHARACTERISTICS OF THE NEW SUPERINTENDENT - CONSISTENT THEMES

The constituent groups CONSISTENTLY mentioned the following desired characteristics (The comments are listed in alphabetical order):

- Able to galvanize the community
- Able to navigate the Board
- Accessible and visible
- Approachable
- Collaborative
- Confident
- Dedicated to Jericho and its traditions and values
- Excellent listener and communicator
- High level of professional trust
- Humble
- Innovative
- Maintains an open door policy
- Makes decisions based on what's best for the students
- Listens to and respectful of people with opposing views
- Personable
- Professional
- Student focused
- Trustworthy
- Uses and understands the value of data and makes data-driven decisions

## SECTION 2: *Summary of Comments from Focus Groups and Individual Meetings*

The structure of the focus groups was open, allowing for participants to build upon each other's comments. Participants were asked to respond to the following questions:

- How would you describe the strengths of the District?
- What do you see as the greatest challenges facing the District in the next few years?
- What characteristics and areas of expertise would you like to see in the next Superintendent?

The responses are listed in alphabetical order. This is not a scientific sampling, nor should the comments be viewed as representing the majority opinion of the respective groups to which they are attributed. The items below are included if, in the consultants' judgment, they warranted the Board's attention.

## BOARD OF EDUCATION (5)

(The comments are listed in alphabetical order)

### **Strengths of the District**

Academic excellence  
Amazing teachers and staff  
Committed involved parents and supportive families  
Community supports the schools  
Course offerings provide for all students  
    Take it to the highest level  
District assets  
    Property is available if the District decides to expand  
District is a family  
Environment of caring and care for students and District  
Excellent financials and financially secure  
Expectation of excellence  
Facilities in excellent condition  
    Buildings are beautifully kept  
    Managed internally  
    Wonderful, hard working staff  
Funding capital work through reserves  
Good job adapting to the changing demographics  
PPS Department and special education  
Premier District with an excellent reputation  
Pride in the District  
Private school education  
Putting students first  
Rank as #1  
Respectful students  
Right fit for students  
    Small enough to feel like a community  
    Large enough to offer many course, activities, and friend groups  
Schools are center of community  
Science research, STEM, and business programs  
Strong culture of learning  
Students are competitive and cooperative  
Students are excited, motivated, enjoy learning, and have a desire to do well  
Support for all students is excellent  
Teachers are invested in student learning and achievement  
Teachers really care about students and go out of their way for them  
Technology is accessible to all students  
Well funded

### **Challenges Facing the District**

Advances in STEM  
Cell phones in schools  
Community groups

- Coalition of Concerned Jericho Parents
- Defining the roles and responsibilities of the superintendent and the Board
  - Working with the Board
- Developing a shared vision with the Board
- Diversity
  - Hiring diverse staff
  - Strength as a District
- Enrollment increases
- Expectation of excellence
- Limited Innovation
  - Instructional models
  - New programs and academics
  - Wellness for students
- Litigation
- Maintaining class sizes
- Managing community and parent perceptions and expectations
  - Concerning trend to focus only on "my child" and not on global perspective
- Potential for capital expansion
- Providing for and celebrating the children "in the middle"
- Rebuilding trust among all District constituents
- Security
- Shared decision making
- Supporting excellence in multiple areas
  - Additional opportunities for students outside of STEM
- Transition of new superintendent
- Working with the Board

**Superintendent Desired Characteristics**

- Ability to challenge the status quo
- Ability to galvanize the community
- Able to keep community moving forward together
- Accessible
- Advocate for Jericho at the State level
- Appreciates learning
- Approachable
- Brings new ideas
- Caring
- Central office experience
- Classroom experience
- Collaborative, especially with administrators and staff
- Confident
- Connects with people
- Continuous improvement
- Culturally sensitive
- Does what is right even though it may not be popular
- Dynamic
- Educational leader who appreciates learning

Eager  
Empathetic  
Encourages new ideas  
Erudite  
Ethical  
Excellent communication skills  
Experience as a building principal and in the District Office  
Experience working with a Board of Education  
Experienced with diversity, equity, inclusion, and belonging  
Financial/business acumen  
Flexible  
Focus on building a strong team  
Focus on the District, academics, and students  
    Not a focus on trendy issues  
Good listener  
Good presentation skills  
Great people skills  
Has relationships with community leaders  
Helps people to understand the why behind decisions  
High level of emotional intelligence  
Honest  
Humble  
Innovative  
    New and fresh look at academics  
Interacts with parents and students  
Keep schools politically neutral  
Knowledge of school finance  
Longevity  
Makes decisions based on what's best for students not necessarily most popular  
Makes people feel welcome  
Not afraid to be wrong  
Open door policy  
Open to new programs and initiatives  
People skills  
Personable  
Politically savvy  
Possesses soft skills  
Proactive  
Provides Board with timely and regular updates  
Receptive  
Relationship builder  
Smart  
Strong educational philosophy  
Strong leader  
Strong personality  
Takes initiative  
Trusted



Understands challenge of following a long-time superintendent  
Understands metrics and uses them to inform conversations  
Understands parents  
Uses and understands the value of data and makes data-driven decisions  
Uses social media  
Values importance of STEM  
Wants the District to be a smart place  
Wants to see the District move to the next level  
Warm  
Welcoming  
Willing to speak as a leader in the field  
Willing to take risks and try new programs  
Wise

## Administrators (23)

(The comments are listed in alphabetical order)

### **Strengths of the District**

Ability to do things differently  
Accessibility  
    Among the staff  
    Parents and community members can contact anyone anytime  
Amazing students  
Appreciation of District  
Caring, dedicated, hard working staff  
Cohesiveness of the District  
    Everyone has access to each other and to the Superintendent  
    People feel comfortable expressing their ideas  
    Team works together  
Collaborative  
    Interdisciplinary  
Commitment to culture  
Community of love and care  
Community values education  
Constituents make the success  
District philosophy connected to standards  
Don't sit on laurels  
Engineering program  
Everyone is treated as a professional  
Everyone takes pride in their work  
Facilities were upgraded recently  
Financially secure  
Focused staff  
Great guidance counselors  
Great place  
Great relationships with parents

Incredible, hard working teachers  
Innovative  
Involvement  
    People show up  
    Willingness to pitch in and help  
Learning centers in high school  
Motivated students  
Music and art education  
NEST Program  
New teacher orientation  
    Mentoring  
    PLCs  
No meeting culture  
    When something comes up it is handled immediately  
Parents are exceptionally supportive  
Personalized approach to instruction  
Progressive  
Schools are center of village  
    It is the community  
    Parents feel comfortable reaching out to everyone in the District  
Science Research  
Smart is cool in Jericho  
Special Education  
Strong culture of learning in the entire community  
Strong shared vision  
Structure of decision making  
    Curriculum Associates  
Students at the center  
Students help each other  
Students' needs are met  
    Customized programs for students  
    Programs make sense for everyone  
Students want to be in classes with teachers they respect and with curriculum that is  
challenging  
Student voice is valued  
Teachers teach at high levels  
Teachers want to work with students  
Variety of course offerings and clubs  
Welcoming to the community  
Well resourced  
Wonderful place to work

### **Challenges Facing the District**

Building trust  
Community culture  
Competition and anxiety  
Creating a unanimous Board vision

Discerning what is necessary and what is not  
From NYS  
New Profile of a Graduate  
Enrollment  
Increasing numbers of ENL students  
Increasing numbers of students  
Space is a premium  
Specials on a cart  
Expensive to live in Jericho  
Financial challenges  
High tax base  
Investment in programs and skills that students need to succeed  
Focus on what is good for kids  
Increased focus on test scores  
Integrity of academics  
Limited innovative growth and creative thinking  
Maintaining the culture of the District  
Culture of trust  
Focus on each and every student  
Self directed successful professional administration  
Maintaining unity in the District  
Navigating the Board of Education  
Navigating the political and social climate  
Need for strategic planning  
New superintendent following a "Legend"  
Reviewing assessments  
Advanced placement  
Authentic assessments  
School year begins later than other districts  
Transition of new superintendent  
Learning about the history of the District  
Value of programs

### **Superintendent Desired Characteristics**

Able to build a great team  
Able to maintain the shared vision  
Able to manage expectations  
Able to navigate a Board  
Accessible  
Accountable  
Ambassador for the District  
Appreciates all members of the staff  
Approachable  
Authentic  
Believes in social and emotional learning and student and staff wellness  
Believes in success for all students  
Bold leader

Building level/District level experience  
Builds trust  
Classroom experience  
Collaborative leader  
Courage to ask people to do things differently  
Creates a learning environment where students feel safe  
Creates safe spaces for team to come forward with ideas and solutions  
Does not give up on students  
Embedded in the community  
Engages in strategic planning process  
Excellent communicator  
Family comes first  
    Jericho family  
    Personal family  
Focus on what is best for students  
Fun  
Gives careful consideration of everyone  
Good communicator  
Great interpersonal skills  
Helps remove roadblocks that prevent the work from getting done  
High level of professional trust  
Holds people accountable  
Impeccable soft skills  
Innovative and encourages staff to be innovative  
Knows names and roles  
Knows people  
Leadership is shared  
Learning comes first  
Makes decisions in the best interest of all students  
Makes people feel valued  
Minimizes mistakes and emphasizes successes  
Not a micromanager and will hold people accountable  
Open door  
People person  
Personally cares about the people in the District  
Polished  
Politically savvy  
Puts students first  
    “What is best for students”  
Respectful and commands respect  
Smiles  
Stands up for learning and students’ success  
Success for every student  
Supports all programs  
Supports innovation  
Supports staff  
    Has the team’s back

Protects the staff  
Supports teaching for understanding  
Supports the shared vision of the District  
Thoughtful  
Traditions  
    Celebrations  
    Recognizing students' accomplishments  
        Alumni  
        Current students  
Treats everyone professionally  
    Trusts the professionals to do their jobs  
Trustworthy  
Understands the importance of Wellness Days  
Values families and the families of staff  
Values history of Jericho  
Values importance of academic integrity  
Visible  
Warm

## **FACULTY (35)**

(The comments are listed in alphabetical order)

### **Strengths of the District**

Drive of student body  
Feels like home  
Fosters curiosity at the elementary level  
Great relationships  
High expectations for teachers  
High functioning District  
High levels of academic performance  
Internal hiring and appointments create consistency  
Learning is scaffolded  
Parent involvement  
People do not feel micromanaged  
    Teachers can be who they are  
    Teachers feel professional  
    Teachers have a work room and share with each other  
People feel they are an intricate part of the community  
People feel they can try new things  
Stability  
Staff embrace shifting demographics of the community  
Top performing school district  
Warm community  
Value of a small district

## **Challenges Facing the District**

Artificial Intelligence

- Changing assessment models

Changing demographics

Classroom space with growing enrollment

Co-principals in the high school

Helping parents understand that school is more than just academics

Elementary and high school space issues

- Addition of Academy, Social worker office

- Addition of Pre-K

- Influx of new students mid year

Finances and future budgets

Having a smooth transition

Increasing ENL population

- Need for staff

- Part time staff and need full time staff

- Recruiting and maintaining ENL teachers

Integrating new students and families into culture of Jericho

- Encourage parents to attend concerts and children's events

Lack of clubs and after school activities at the elementary school

Managing parents' expectations

Political demographics in the community

Transition of new administrators

## **Superintendent Desired Characteristics**

Ability to say no and stand on their morals and principles

Able to balance social emotional learning/wellness with academic excellence

Able to navigate and work with the Board

Accessible

Appreciates staff and teachers

Approachable

Authentic

Charismatic

Classroom experience

Comes from a district with a similar academic culture

Comfortable hiring all different types of staff members

Comfortable on the news and in the media

Consensus builder

Curious

Dedicated to Jericho

Delegates responsibility

Diplomatic

- Able to deal with various aspects of the community

Flexible

Friendly

Great listener

Has a sense of humor

Humble  
Includes teachers in finding solutions  
Integrity  
Interacts with the staff  
Invested in the community  
Life long learner  
Listening to all sides when making decisions  
Longevity  
Makes teachers feel supported  
Mature  
Motivated to learn about everyone and the District  
Not afraid of trying new things  
Not influenced by special interest groups  
Not a micromanager  
Open door policy  
Open minded  
People person  
Proactive and aware of issues before they get out of hand  
Provides guidance  
Stability  
Strength to make decisions  
Strong leader  
Supportive of students with special needs  
Supports all staff  
Understands the culture of Jericho  
Understands the role of all school groups  
    Learning Center  
    Permanent Subs  
Understands Asian culture  
Values relationships and people  
Visible  
Warm

## **SUPPORT STAFF (14)**

(The comments are listed in alphabetical order)

### **Strengths of the District**

Academics  
Cohesive district  
    Staff  
    Teachers  
Community supports budget and schools  
Dedicated staff  
Destination district  
    Great place to work  
District is welcoming to all cultures  
Encouraged to be the best they can be

Financially stable  
Great team  
High academic achievement  
Interaction among everyone  
Involved parents  
Maintain high quality facilities  
    Funds are available for capital projects  
    Pristine buildings and grounds  
Passion for children to succeed  
Resources  
Security  
Shared decision making  
Staff has pride in their work  
Successful students  
Teaching  
Top rated district  
Wonderful district

### **Challenges Facing the District**

Changing demographics  
    Losing sense of community  
Competition is fierce  
    AP courses  
    Community is competitive  
    Parents are competitive  
    Students don't take lunch  
Students are competitive  
Diversity  
    Socio-economic extremes  
High expectations for staff  
Maintaining the reputation and ranking  
Managing parents' expectations  
Public relations  
Staffing issue in CSEA positions  
    Retirements  
Transition to new leadership  
Workers at the lower level  
    Promotions

### **Superintendent Desired Characteristics**

Ability to look outside the box  
Able to manage parent expectations  
Able to navigate Board differences  
Accepts all cultures and diversity  
Accessible  
Addresses problems head on  
Appreciates multiple perspectives



Approachable  
Calm  
Can handle the pressure of the superintendency  
Caring  
Charismatic  
Collaborative  
Considerate  
Doesn't feel the need to come in and change anything immediately  
Down to earth  
Empathetic  
Even keeled  
Fair  
Financially savvy  
Friendly  
Good communicator  
Good listener  
Good negotiation skills  
Has creative ideas  
Longevity  
Makes changes slowly  
Maintains the reputation  
Not a pushover  
Open door  
People person  
Personable  
Positive relationship with media  
Puts the District first  
Stands by decisions  
Strong leader  
Supportive of everyone  
Takes time to get to know everyone and the District  
Understanding  
Unifier  
Vested in the schools and community  
Visible  
Welcoming  
Willing to listen  
Willing to "roll up sleeves"

## STUDENTS (10)

(The comments are listed in alphabetical order)

### **Strengths of the District**

Academics and academic drive  
Athletic school community connected to students  
AP classes

District wants students to know they are more than grades  
Drive  
Everyone can have the best experience for their passion  
Good sense of community  
Great education  
Guidance counselors are looking out for the best interest of the students  
    Availability of guidance counselors and support personnel  
Inclusive  
Individualization for all students  
Making every experience as wonderful as it can be  
Opportunities are amazing  
    Business and engineering tracks  
    Courses are offered to reflect the real world  
        Problem solving  
    Real estate certification  
    Science Research class  
    Wide variety of programs and electives for students  
Parent involvement  
Students can explore many different interests  
Students feel safe asking for assistance  
Students feel very safe here  
Student voice is valued  
    Artificial Intelligence (AI) committee  
Support classes  
Teachers and students have great relationships  
    Teachers are thoughtful of students' course loads and tests  
    Teachers are understanding  
    Teachers reach out to students  
Teachers are very supportive and thoughtful of students' mental health  
Variety of clubs  
Wellness Day  
Widespread and inclusive celebrations across all areas

### **Challenges Facing the District**

Academics can be a challenge  
Creating a unified Board  
Exceptionally competitive  
    AI is popular  
    Academic integrity  
        Due to pressure  
    Creates divide among students  
    Environment is exceptionally stressful  
    High number of valedictorians  
    Significant focus on getting into college  
Grades  
    Parents call if the student doesn't get an A+  
Lunch is optional

Students don't take lunch because they take extra APs  
Maintaining student voice  
Managing failure  
    Managing parent involvement  
    Standard is an A+ every quarter  
Stress  
    Feeling that students must attain an A+  
    Students involved in multiple extracurricular activities and sports  
    Students take as many AP classes as possible  
    Time for breaks  
        Summer AP assignments  
    Too much pressure  
Take classes and join clubs based on interest  
    Not required  
    Pressure of college  
Testing schedule  
    Can eliminate many tests on one day  
    Some subjects stick to the "day" schedule

### **Superintendent Desired Characteristics**

Able to delegate  
Advocates for school  
Approachable  
Best interest of students is top priority  
Can find solutions that take everyone into consideration  
Ensures students' safety in school  
Interpersonal skills  
Knows what to do under pressure  
Makes relationships with students and their parents  
Open minded  
Politically neutral  
Positive  
Represents the District  
Supports new initiatives  
Supports the administrative team, staff and framework of the District  
Understands what is happening politically and technologically in the world today  
Visible  
Visionary  
Warm

## **COMMUNITY/PARENTS/GUARDIANS (68)**

(The comments are listed in alphabetical order)

### **Strengths of the District**

Academic excellence  
Addresses educational needs quickly and in a proactive manner

Administrators and Superintendent are very visible and accessible  
Administrators are supportive  
All children feel welcomed by the teachers, principals and District  
    In the classrooms  
    In the school buildings  
Budgets pass in Jericho  
Close knit relationships between students and teachers  
Commitment to students' mental health and well being  
Community works together to raise children  
District is a family  
District is a leader among other districts on Long Island  
    Community service  
    Professional treatment of staff, students, parents  
    Wellness  
District tries new programs  
Everyone cares  
Extracurricular activities  
    Theater  
Focus on STEAM  
Focus on the whole child  
Guidance counselors treat each child as an individual  
Honors all areas of students' success  
    Academics  
    Athletics  
    Extracurricular activities  
    Kindness  
Increase in Asian families moving to Jericho who value and support excellent education  
Intentionally built culture to focus on an excellent education for the children  
Longevity and loyalty of staff  
Many activities and opportunities for students  
Manages finances well  
Multiple opportunities and electives for students  
    Open enrollment of APs  
No students left behind  
    Someone always reaches out to help students  
Nurturing environment  
Parent involvement  
Parents are here for Jericho  
Parents are smart  
Reputation  
School is the focus of the community  
Sense of belonging  
Special education department is wonderful  
Strong financial foundation  
Strong supportive PTA  
Students are successful  
Students feel cared for by teachers and staff

Students have opportunities to speak and express themselves  
Teacher student ratio is low  
Teachers and staff are supportive and caring  
Teachers are very accessible  
Teachers treat students as if they are their own children  
Well resourced community

### **Challenges Facing the District**

Artificial Intelligence and social media  
Balance of high achievers and average students  
    Balancing resources  
    Population has changed and curriculum needs to change  
Bringing people together  
Challenging courses  
    AP Chemistry  
    AP Physics  
Changing demographics  
    Priorities of different parents  
Commitment to community  
    Families are there only for the schools  
    Families move after graduation  
Competing priorities  
Creating culturally responsive clubs and opportunities for students  
    Badminton  
    Dance  
    Table tennis  
Demanding families  
Discord among the Board of Education  
    Board has to support the new superintendent  
    Distrust of district and administration  
    Reflects the community  
        Priorities  
            Parental control of curriculum  
    Upsets the community  
District status  
Diversity  
    Balancing parents' expectations and diverse needs of students  
    Challenge to staff, students, parents  
    Communication  
    Increased diversity in the District  
    New Chinese families  
Equitable education for all students  
    Not just high achievers  
Equitable selection of parents for school events (PTA)  
Exceeding the status quo  
Growing special education population  
Handwriting

- Reading script and fonts
- Impact of technology
  - Cell phone use
  - Social media
- Increase in enrollment
  - Space issues
- Increase in new students from other countries
- Increasing participation in athletics
  - Changing demographics
  - Impact of club sports
  - Students moving to other districts for serious play
- Keeping mental health of students at the forefront
- Limited resources to handle increasing enrollment
  - Instructional spaces
  - Staff
    - Teachers
- Look at AP exams
  - Other options
  - Too many
- Managing expectations
  - College expectations
  - What parents are expecting
- Managing the anxiety around long time superintendent leaving
- Managing the budget
- NYS Mandates
  - Regionalization
- Overall change in the world and how it impacts the Jericho schools
  - Mental health concerns
  - Socio-political
  - Technical
- Parents are organizing clubs and opportunities outside of school
- People are not prepared for academic challenges
  - People go to private schools
  - People rely on social media and word of mouth
- Possible turnover/retirements
- Pressures in educational environment
- Retain talented staff
- Safety
- Staff working for someone other than current superintendent
- Stress on students
- Transition to a new superintendent
- Visibility outside of NYS
- Working with the Board of Education

### **Superintendent Desired Characteristics**

- An educational leader
- Able to agree and disagree

Able to handle a crisis  
Able to hire new staff as veteran staff retires  
Able to retain talent  
Able to understand the challenge of following a long-time superintendent  
Able to use social media  
Able to work with diversity  
    Particularly Asian community  
Academic innovator  
Accessible  
Advocates at state and national level for Jericho  
Approachable  
Authentic  
Background in curriculum and instruction  
Balanced, able to listen to both sides  
Calm  
Can build on the strong foundation  
Classroom experience  
Clear vision for the District and community  
Collaborative  
Commands respect  
Committed to Jericho  
Compassionate  
Confident  
Educational leadership and vision  
Empathetic  
Engages parents and community  
Excellent communicator and listener  
Experience with a diverse student population  
Experienced  
Explains why decisions are made  
Fair  
Familiar with issues students are facing today  
    Helping parents to deal with this  
Financially savvy  
Focus on student satisfaction  
    Believes in resilience  
Friendly  
From a similar type of district  
Globally aware and brings new ideas to Jericho  
Honest  
Includes parents in decision making, when appropriate  
    DEI committee, Wellness committee  
Integrity  
Involved with the community  
Knowledge of educational systems  
    Business  
    Curriculum

Knows what Jericho is like  
Makes data-driven decisions  
Makes people feel heard  
Manages high expectations of parents and stress  
Mediator  
Meets with community groups  
    Goes to events, games, PTA meetings and meets with Boards  
Not top down  
Open minded  
Open to new ideas  
Patient  
Respected locally and state-wide  
Sense of humor  
Strong personality  
Supportive of special education programs  
Takes risks  
Thick-skinned  
Thinks about the next level for Jericho  
Thinks outside of the box  
Thoughtful decision maker  
Transparent  
Trusted  
Understanding  
Understands culture of Jericho  
    Realistic understanding of diversity in Jericho and how to balance the Chinese culture  
    and the American culture  
Unifier  
    Able to galvanize the community  
    Helps people to be kind to each other  
    Helps people be respectful  
Values a climate and atmosphere of cohesiveness  
Values mental health  
Values student voice  
Visible  
Visionary  
Wants to be ahead of the norm  
Wants to be part of the Jericho family  
Warm  
Welcoming  
Willing to hear other people's ideas and implement them



# Jericho School District Superintendent of Schools

## DRAFT Superintendent Desired Characteristics

After seeking input from its Board members, parents, staff, students and the community via focus groups, interviews, and an online survey, the Jericho Board of Education seeks a strong strategic leader who:

- Addresses challenges and issues calmly, respectfully, and is open to hearing opposing views;
- Can balance the traditions and excellence of Jericho with having the fortitude, savvy, and people skills to develop, plan and implement creative and futuristic ideas and programs to best support Jericho's students;
- Demonstrates the ability to connect at all levels in a diverse community with multiple needs and high expectations;
- Guides the District in defining its priorities and collaboratively develops a roadmap to assist the District in planning a future aligned to achieving its mission and vision;
- Has a track record of authentic and compassionate leadership;
- Has the ability to use data indicative of high achieving districts to drive thoughtful decisions, district goals and initiatives;
- Invests in the community by being visible, present, approachable, and actively engaged in District and community events;
- Is well regarded in the educational community as a leader.

The successful candidate will:

- Be certified as a superintendent, or capable of gaining certification, in New York State;
- Demonstrate a sincere commitment to the long-term success and well-being of the District.