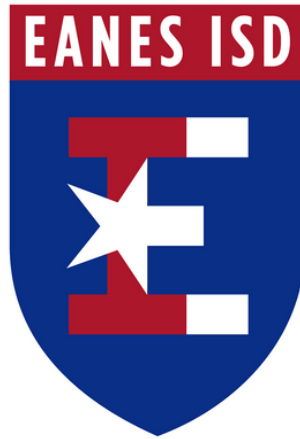




EANES INDEPENDENT SCHOOL DISTRICT

Superintendent Search Summary Report

September 30, 2025

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EANES ISD COMMUNITY ENGAGEMENT STRATEGY

Synopsis

JG Consulting facilitated community-based meetings which included members of the district and community members to inform the superintendent search process. These meetings were held between August 21 and September 26, 2025. The superintendent search team also met with all seven board members between August 21 and August 28, 2025. The data gathered during these meetings aided the development of the Leadership Profile. JG Consulting will continue to engage with the community stakeholders during the superintendent search process to the extent permissible by the board.

Communication Channels & Priorities

1. Weekly communication (email, phone and in-person) with the Board of Trustees and JG Consulting to discuss the progress of the superintendent search
2. Eanes ISD will provide regular updates for community, staff and students through:
 - District's Website
 - Social Media: Facebook, X and other commonly used platforms
 - Email
 - Automated Phone Calls & Text Messages: district's messaging system
 - Postal Communication (if applicable)
 - Media Outlets: newspaper, radio and television

Original Recommendations

The Eanes ISD Board of Trustees and JG Consulting shall create a consistent message when communicating with the community, staff and students with regard to the superintendent search. Additionally, the Board of Trustees should consider appointing a designated representative in an effort to address any and all media requests. These requests are typically managed by the School Board President, but each Board Member shall commit to communicating the same message relative to the stage of the superintendent search process. JG Consulting will provide a weekly status report (every Friday) to the Board of Trustees during the search process in anticipation of the following Board Meeting(s). Furthermore, JG Consulting will participate in the Board Meetings to provide updates for the community, staff and students. Ongoing communication will ensure transparency and inclusivity during each stage of the superintendent search.

EANES ISD COMMUNITY ENGAGEMENT STRATEGY

Community, Staff and Board Meetings

JG Consulting conducted 35 virtual and in-person meetings between August 21 and September 26, 2025 with an estimated 121 stakeholders in attendance. These meetings engendered a positive and productive conversation representing a diverse group of Eanes ISD staff, families, students, and community stakeholders to solicit input regarding the qualifications of the next Superintendent to serve Eanes ISD. The firm interviewed all seven (7) Board Members.

Breakdown of stakeholder groups:

INTERNAL GROUPS	EXTERNAL GROUPS	COMMUNITY GROUPS
• Cabinet • Interim Superintendent • Principals • Assistant Principals • Teachers • Students • Special Education Parents Partners • District Police	• Eanes ISD Committee Members • President’s Council • Eanes Education Foundation (EEF) • Special Education Parents • Parents • Westlake High School Alumni • Former Trustees	• Business Leaders • Westlake Chamber of Commerce • Westlake Council Member • Travis County Commissioners • Local Libraries • Community Members • First Responders

Outcome

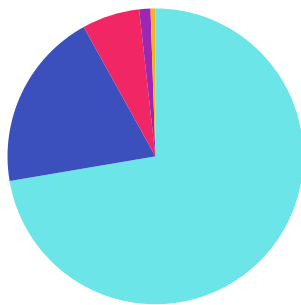
- Consistent message was created
- Designated media representatives: James Guerra from firm and Kim McMath from the Board of Trustees
- Weekly status updates through email will be made at the end of each week
- The firm has been and will continue to be available during each board meeting for questions or further clarification of the work

ONLINE SURVEYS & CORRESPONDING DATA

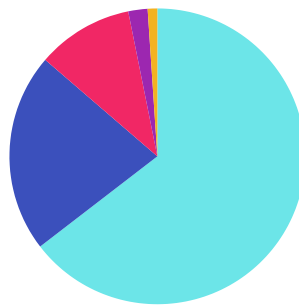
The district garnered 578 anonymous engagement surveys in English, Spanish, Hindi, Chinese and Korean from September 10 to September 29, 2025. The results of the survey and the breakdown of participants were as follows:

Eanes ISD Community Engagement Survey

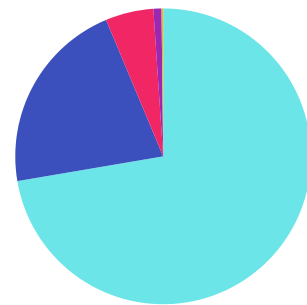
Ranking the Importance of Superintendent Qualities



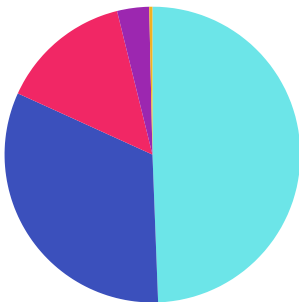
Strong Communicator



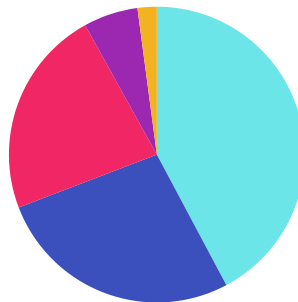
Champion for Family/Community



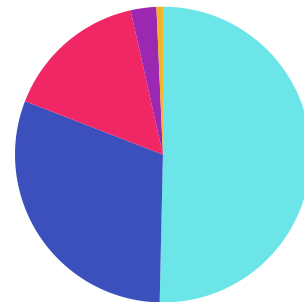
Ability to Make & Defend Difficult Decisions



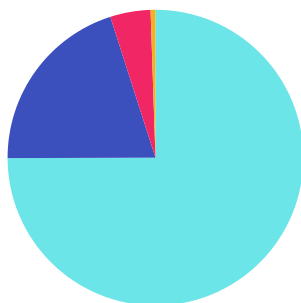
Approachable & Visible



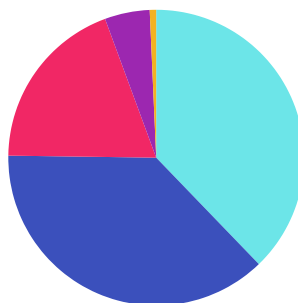
Experienced Educator



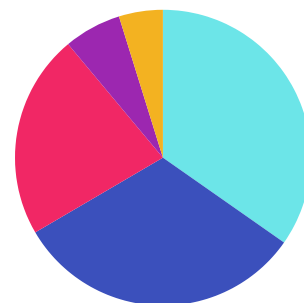
Visionary Leadership



Accountability & Transparency



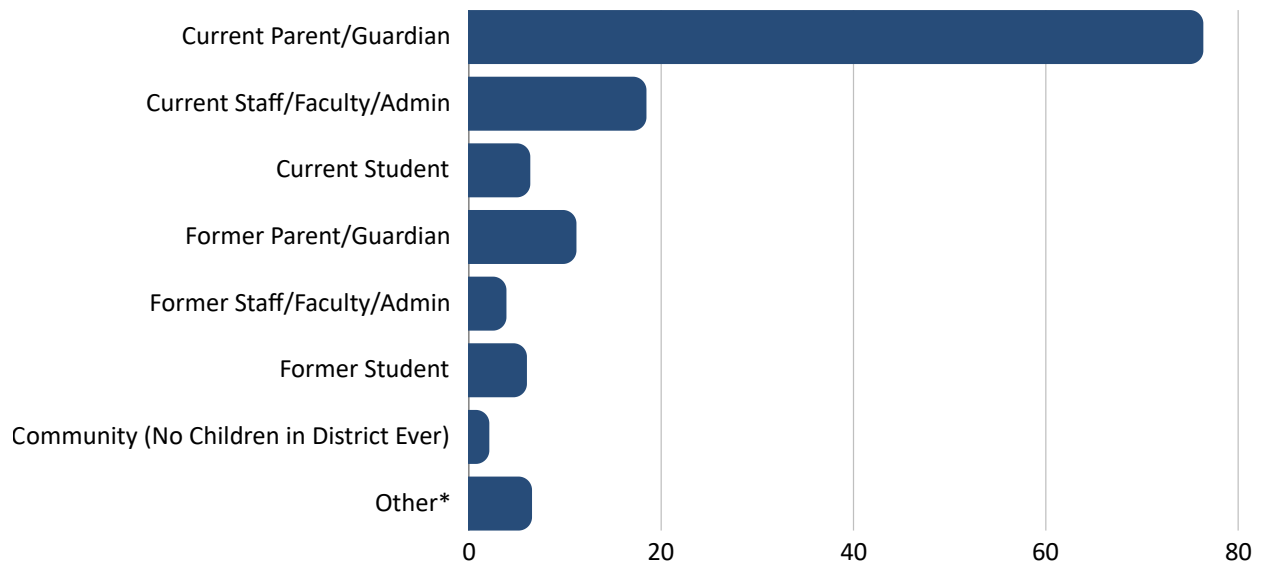
Adaptability & Innovation



Data-Driven Decision Making

ONLINE SURVEYS & CORRESPONDING DATA

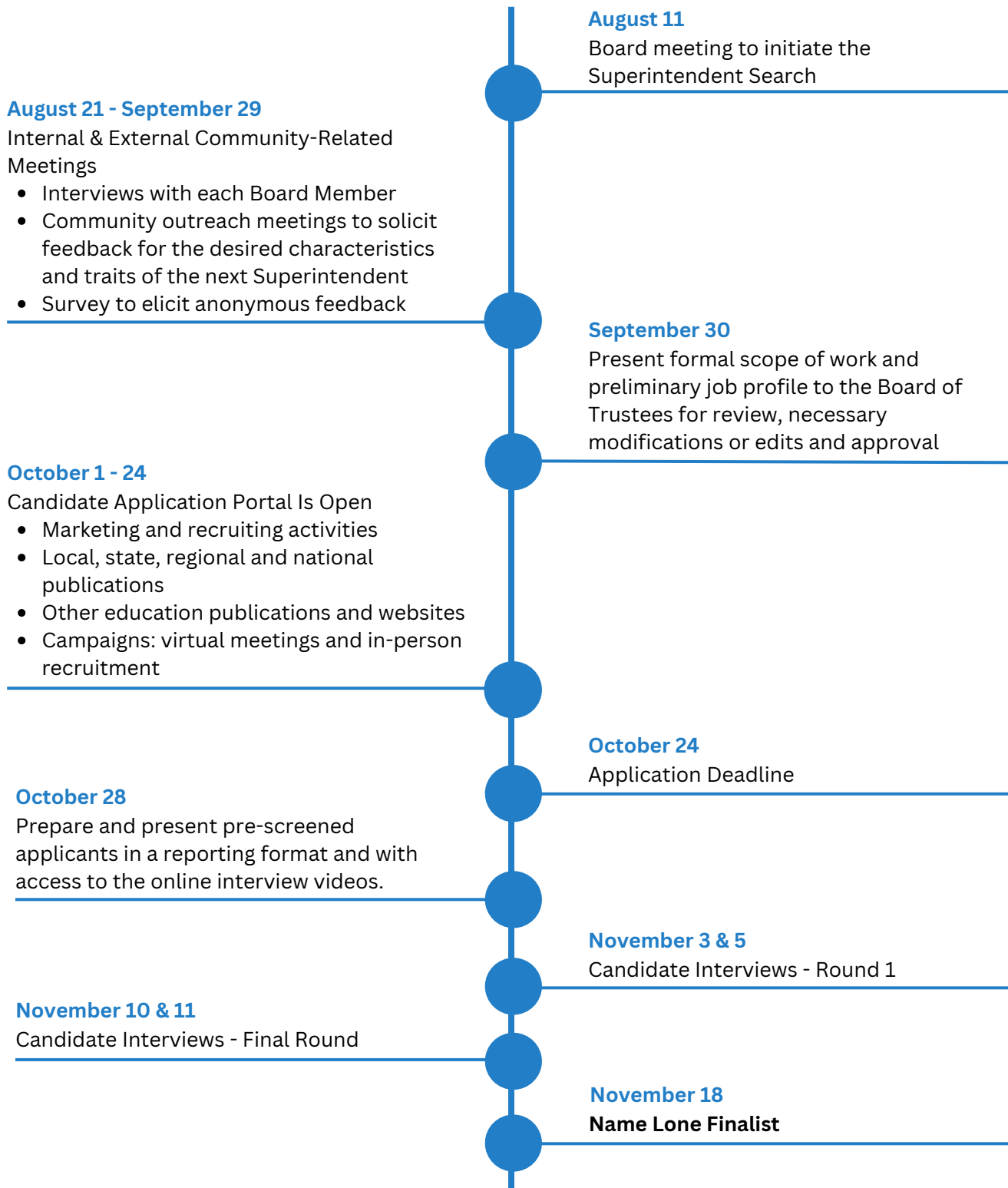
Demographics of Respondents



*Includes former trustees, substitute teachers, volunteers, EOPA, Booster Club members, taxpayers, public library personnel, grandparents

SUPERINTENDENT EXECUTIVE SEARCH: TIMELINE*

*All dates are aligned to meet the deliverables of the Board of Trustees and are subject to change.



EANES ISD BOARD MEMBER INTERVIEWS

Synopsis

The Board of Trustees collectively agreed on several facets pertaining to the superintendent search needs with regard to the profile development. JG Consulting identified five important objectives consistent with each member of the School Board during the interview process that will, ultimately, support the campaign for a successful superintendent search. The team of consultants recommends that the Board of Trustees commit to these shared beliefs to serve as the primary objectives to ensure an effective executive search during each phase of the recruitment process leading to the selection of the Eanes ISD Superintendent.

FIVE OVER-ARCHING OBJECTIVES

01 Sustain High Academic Achievement for All Students:

The board wants a leader who will maintain and build upon Eanes ISD's tradition of academic excellence, while ensuring that success extends to every student. Trustees celebrated the district's number one academic reputation and well-rounded programs, and they expect the next superintendent to continue that level of excellence. A proven commitment to innovation and accessibility in education is important – the ideal candidate should keep Eanes at the forefront academically and make sure each student can thrive, not just the high achievers.

02 Ensure Financial Stability and Sound Resource Management:

A top priority is finding a superintendent with strong fiscal leadership to steer the district through budget challenges. Board members repeatedly noted Eanes ISD's financial challenges, including declining revenue and state funding issues, and the need for creative revenue generation to achieve long-term fiscal stability. The ideal candidate must be prepared to balance the budget through strategic cuts or innovations, protect and maximize resources, and maintain excellence even under tight financial constraints.

03 Build Trust and Engage the Community Through Communication:

The trustees emphasized the importance of a superintendent who is an approachable, transparent communicator and relationship-builder with all stakeholders. They want a highly visible leader who will be active in the community – attending school events, listening to parents, teachers, and students, and making people feel heard and included. This objective reflects a shared expectation that the next superintendent will unite the Eanes community, foster trust through honesty and openness, and collaboratively address concerns or difficult issues when they arise.

EANES ISD BOARD MEMBER INTERVIEWS

04 Drive Strategic Vision and Long-Term Planning:

The board is looking for a visionary leader who can guide the district into the future. Trustees discussed upcoming challenges like aging facilities, shifting enrollment patterns, and the need for major capital improvements, so the next superintendent must be able to develop and execute long-range plans to address these issues. This includes successfully leading a transformative bond initiative for facility upgrades and growth – a critical objective shared by the board. Knowledge of effective change management strategies and practices is considered necessary for successfully accomplishing these goals. In short, the ideal candidate should be forward-thinking and innovative, capable of charting a clear course for Eanes ISD over the next decade and beyond.

05 Bring Proven, Experienced Leadership Aligned with Eanes ISD's Needs:

Finally, the board members are in firm agreement that the district's next superintendent should be a seasoned education leader with a strong track record. Ideally, this means someone who has already succeeded as a superintendent (in Texas or a similar high-performing district). The trustees expressed a strong preference for a candidate with deep knowledge of Texas public education, finance, and governance, as well as the credibility to handle Eanes' high expectations. In practice, this objective translates to finding a candidate who has the experience, political savvy, and leadership skills to step in and effectively lead the district from day one.

Recommendations for the Transition to a New Superintendent

The Eanes ISD Board of Trustees should consider requesting a 90-day entry plan from the newly hired Superintendent for the purpose of supporting the strategic planning process consistent with the collective feedback received by the search firm. The purpose of the 90-day entry plan is to support the current goals with continuous monitoring and reporting to the Board of Trustees as it pertains to the specific objectives Eanes ISD is currently committed to (mission statement; staff retention; community and parental involvement, etc.). It is recommended that the Board of Trustees and Superintendent engage in a team building exercise (retreat, workshop, etc.) to develop communication and district management protocols as a foundation for operational workflow. Finally, it is recommended that during the transition and annually, the district host a community town hall(s) to support two-way communication and solidify community ownership in the education of its students.

COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

BOARD, STUDENT, STAFF AND COMMUNITY FOCUS

Board Members

- **Experienced Leader:** A seasoned superintendent (or senior district leader); ideally with urban or high-achieving district experience and a proven record of success
- **Texas Expertise:** Familiarity with Texas public education—including the legislature, school finance, and governance structures—is considered a strong asset
- **Strong Fiscal Leadership:** Skilled in managing budgets, making tough financial decisions, and guiding the district through both cuts and major bond initiatives; able to explore creative revenue generation and ensure long-term financial stability
- **Strategic and Future-Focused:** A visionary thinker who can anticipate challenges related to declining enrollment, aging facilities, and shifting demographics; capable of leading 10–15 years ahead with a growth mindset
- **Track Record of Academic Growth:** Demonstrated results in improving student outcomes across all groups, not just maintaining high performance; committed to ensuring every student thrives
- **Data-Driven Decision Maker:** Relies on evidence, outcomes, and measurable impact rather than intuition or assumptions
- **Innovative and Forward-Looking:** Brings fresh ideas, recognizes that past successes do not guarantee future success, and prepares students for emerging challenges and opportunities
- **Resilient and Visible:** Energetic, highly engaged, and present across the district—from athletics to fine arts to elementary events—meeting community expectations for involvement despite the demanding nature of the role
- **Community Connector:** A relationship-builder who is approachable, transparent, and inspiring; skilled at communicating vision and instilling trust with parents, staff, students, and community partners
- **Courageous and Authentic:** Willing to lean into difficult conversations, acknowledge problems directly; demonstrates integrity, humility, and backbone
- **Talent Builder:** Capable of succession planning and developing internal leadership pipelines; may also bring strong external talent to strengthen district capacity
- **Politically Savvy:** Adept at navigating relationships with the legislature, state agencies, and local governments; understands the political landscape and can advocate effectively for the district

COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

Students

- **Visible and Approachable Leader:** Someone who visits schools regularly, interacts with students directly, and gets to know them personally; students emphasized how impactful it is to see leadership present on campus
- **Strong Communicator and Community Presence:** A superintendent who is friendly with all students, communicates openly, supports teachers, and stays connected with both families and the broader community
- **Creative, Open-Minded, and Empathetic:** Willing to listen to student, teacher, and parent ideas; able to adjust, think creatively, and handle diverse perspectives with empathy
- **Academic Excellence with Balance:** Uphold Eanes' tradition of rigorous academics while also recognizing the importance of social-emotional learning, stress management, and whole-child development
- **Support for Athletics and Extracurriculars:** Value athletics and extracurricular programs as essential to student growth; balance competitiveness with inclusivity so opportunities remain open to all students
- **Expanded Student Opportunities:** Desire for more sports programs, more diverse course offerings (languages such as Latin, Chinese, Mandarin, ASL), accelerated science programs, smaller class sizes, and more clubs/activities (such as FCS)
- **Moral Character and Resilient Leadership:** A leader with strong core values who demonstrates exemplary character; transparent in decision-making, able to navigate conflict, and skilled at guiding board, staff, community, and students through challenges
- **Attention to Mental Health:** Ensure access to counseling and mental health supports, recognizing the high pressure and stress students experience in a competitive district
- **Student Voice in Decision-Making:** Students want their perspectives included, suggesting junior and senior high students should have a role in advising or informing district leadership

Staff

- **Proven Educational Leader:** Brings extensive experience as an educator and administrator, ideally including prior service as a superintendent; A background as a teacher and campus principal is important to understand school-level realities, and familiarity with Texas public education's unique challenges (especially school finance) is highly valued; Advanced credentials such as a doctoral degree add credibility with Eanes' highly educated community

COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

- **Versatile and Resourceful:** Possesses a broad jack-of-all-trades understanding of district operations – including finance, technology, facilities, HR, and instruction – enabling informed decision-making across all departments; can operate effectively with a lean team (e.g. writing their own emails and presentations), and brings a creative do more with less approach to navigating budget constraints
- **Visionary Innovator:** Able to honor Eanes’ valued traditions while also bringing fresh, forward-looking ideas to keep the district moving forward; articulates a clear and consistent long-term vision that inspires and unites the community around common goals
- **Exceptional Communicator and Listener:** Communicates clearly and honestly with all stakeholders – from the Board to staff to parents; capable of addressing large, highly educated audiences about complex issues and also connecting meaningfully with individuals (making teachers feel heard and involved in decisions)
- **Highly Visible and Approachable:** Maintains a regular, personable presence on campuses and in the community, engaging with students, staff, and parents in a genuine way; sets appropriate boundaries on accessibility – avoiding an open door free-for-all – so that issues are resolved at the proper level and the superintendent’s role doesn’t become overwhelmed
- **Authentic and Trustworthy:** Leads with integrity and transparency, building trust by aligning words with actions; staff emphasized the importance of being upfront, honest, and trustworthy in all dealings – the Eanes community values authenticity in its leaders, making genuineness an essential quality
- **Courageous yet Collaborative:** Has the backbone to make hard, even unpopular, decisions and stand by them when necessary – including saying no and defending what’s best for the district; at the same time, balances decisiveness with openness by listening to input and seeking consensus where possible, exemplifying a decisive but collaborative leadership style
- **Team-Oriented and Empowering:** Builds and maintains a strong leadership team by hiring excellent people and valuing the strengths of the existing cabinet; willing to honor and retain internal talent while building strong leadership capacity within the district, providing growth opportunities for high performers; shows trust in campus leaders through common-sense decision-making that respects principals’ autonomy to run their schools
- **Student-Centered and Compassionate:** Keeps students’ well-being and success at the heart of every decision, staying grounded in the district’s mission to Unite, Empower, Inspire and a culture of kindness and dignity for all; genuinely cares about teachers and staff as people – acknowledges their stress and workload and advocates for their needs – fostering an environment where educators feel valued and supported. This includes supporting the extra programs and professional growth that help staff and students thrive (e.g. fine arts, special education, teacher development)

COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

- **Accountable and Fair:** Sets high expectations and holds everyone (including themselves and senior leaders) accountable for results; fosters a culture of fairness and equity, valuing diverse perspectives and treating all staff with respect regardless of role or background. Consistently follows through on commitments and insists on the same from the team
- **Stable and Committed:** Provides a steady, calm presence to lead through turbulence, shielding staff as much as possible from outside noise or upheaval; demonstrates a long-term commitment to Eanes – not just using this as a short-term capstone to a career – but truly investing in the district’s future; will work to rebuild trust and restore stability after recent disruptions, helping the community and staff regain confidence and forward momentum

Community

- **Strong Relationship-Builder and Community Presence:** Actively forges partnerships and trust with stakeholders, is highly visible and approachable in the community (able to preserve Westlake’s small town in a big city feel)
- **Transparent, Proactive Communicator:** Honest and forthright with information, communicates early rather than late, and clearly explains complex issues to the public
- **Empathetic Listener:** Genuinely listens to input from teachers, parents, students, and others, showing high emotional intelligence by understanding diverse viewpoints and unspoken needs
- **Collaborative Team-Builder:** Works with people to make decisions; engages the Board, staff, and community in planning, builds a strong leadership team, and involves even non-traditional voices in problem-solving
- **Student-Centered and Inclusive:** Prioritizes what’s best for all students (academic excellence and well-being), values every child and celebrates differences; a strong advocate for inclusivity and special education integration rather than separation
- **Values Teachers and Staff:** Shows deep respect for educators as professionals, investing in their development and retention; committed to keeping great teachers in the district and acknowledging their long-term value
- **Visionary and Forward-Thinking:** Has a clear long-term vision for the district’s future while remaining realistic about present challenges; anticipates changes (e.g. technology, enrollment shifts) and plans ahead for multiple scenarios
- **Innovative and Open-Minded:** Thinks outside the box and isn’t bound by; brings fresh ideas, creativity, and a willingness to try new approaches to move the district forward
- **Courageous and Decisive:** Possesses a thick skin to handle criticism and make tough calls in the best interest of students; willing to make and stand by hard decisions and defend them with courage

COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

- **Fair, Principled, and Politically Neutral:** leads with integrity and balance in a divided community, not aligning with factions or bowing to special interests; will not be swayed by the loudest voices or wealthiest donors when those demands aren't best for the district
- **Financially Savvy and Resourceful:** Approaches the district's budget and operations with a business-minded, CEO-like mindset, has strong financial acumen (understands Texas school finance/recapture) and finds creative funding solutions beyond relying on the state, including exploring new revenue streams, fundraising and public-private partnerships to support schools
- **Legislative & Political Savvy:** Knowledgeable about state education policy and adept at advocating for Eanes ISD's interests at the state level; can navigate legislative challenges and work with other districts on shared advocacy when needed
- **Experienced Educator and Leader:** Brings a strong background in education (remembers what it is like to be a teacher) and a proven record of successful leadership in high-performing schools; ideally has prior superintendent experience and is prepared for the buck stops here responsibility
- **Deep Commitment to Safety:** Makes campus safety a top priority, continuing the focus on secure schools and strong partnerships with law enforcement and first responders
- **Long-Term Commitment and Community Fit:** Someone likely to put down roots in the community (having Texas roots or experience is seen as a plus) and to serve for the long haul, rather than viewing the job as a short stop; understands local culture and will become part of it
- **Charismatic and Inspiring Presence:** Brings positive energy and heart to the role, motivating and uniting students, staff, and parents; sets a tone of optimism and high expectations through their enthusiasm, professionalism, and care
- **Humble, Servant-Leader Mindset:** Leads with humility and an unassuming style, putting the needs of students and community above self-interest; willing to serve the community and build trust rather than seek the spotlight

QUALITIES LISTED ON JOB ADVERTISEMENT

Visionary Leadership and Integrity: Demonstrates forward-thinking vision and confident decision-making grounded in high ethical standards. This leader has the courage to make difficult decisions in the best interest of students and holds themselves and others accountable for achieving excellence across the district.

Commitment to Academic Excellence and Innovation: Champions high-quality education for all students, maintaining rigorous academic standards and a focus on continuous improvement. Embraces innovative practices in teaching and learning – ensuring students are prepared for the future – while valuing well-rounded opportunities including academics, arts, athletics, and other extracurriculars.

Student-Centered and Inclusive: Places students at the heart of every decision, prioritizing the success and well-being of every learner. Ensures a safe and supportive environment where all students (of every background, ability, and need) are supported and challenged to reach their full potential.

Empowering and Supportive of Staff: Values teachers and staff as the district's greatest asset, empowering educators through trust, support, and professional development opportunities. Fosters a positive, collaborative work culture that boosts staff morale and attracts and retains outstanding faculty and employees.

Strong Communicator and Community Engager: Visible and approachable in schools and the community, actively listening to stakeholders' concerns and ideas. Communicates clearly, transparently, and respectfully, building trust and unity by fostering open dialogue with students, parents, staff, and community members. Understands and implements best practices associated with effective change management.

Collaboration and Relationship-Building: Works in partnership with the Board of Trustees and engages families, businesses, and community partners in supporting the district's goals. Politically astute in navigating diverse opinions and concerns, this leader builds consensus by fostering collaboration, seeks out stakeholder input in decision-making, and cultivates strong relationships that strengthen community support for our schools.

Proven Financial and Operational Acumen: Brings strong financial stewardship and strategic planning skills, with experience managing budgets and the ability to explore innovative revenue generation. Makes data-informed decisions to allocate resources effectively, ensuring fiscal stability while planning for the district's long-term needs (such as facilities, technology, and staffing) in a prudent and forward-looking manner.

QUALITIES LISTED ON JOB ADVERTISEMENT

Resilient and Adaptable Leadership:

Remains steady and solution-oriented in the face of challenges or changing circumstances. Handles high-pressure situations with grace and professionalism, demonstrating the ability to adapt, problem-solve, and guide the district through change or uncertainty without losing momentum.

Dedication to Community Values and Tradition:

Is invested in the Eanes ISD community, respecting its tradition of excellence and the high expectations of our students and families. Strives to preserve what makes Eanes a “destination district” – a community known for exceptional education – while driving success in the ever-evolving educational landscape.

Collaboration and Relationship-Building:

Works in partnership with the Board of Trustees and engages parents, businesses, and community partners in supporting the district’s goals. Politically astute in navigating diverse opinions and concerns, this leader builds consensus by fostering collaboration, seeks out stakeholder input in decision-making, and cultivates strong relationships that strengthen community support for our schools.

Proven Financial and Operational Acumen:

Brings strong financial stewardship and strategic planning skills, with experience managing budgets and resources responsibly. Makes data-informed decisions to allocate resources effectively, ensuring fiscal stability while planning for the district’s long-term needs (such as facilities, technology, and staffing) in a prudent and forward-looking manner.

ADVERTISING PLAN

Direct Recruitment of Administrators (National)	Supts./C-Level Admin.	Included
JG Consulting Website, LinkedIn & X	Countless Views	Included
Texas Association of School Administrators (TASA)	30-Day Listing	Included
The Scoop Newsletter	Length of Search	Included
SuperintendentSearch.net	Length of Search	Included