



Final Search Firm Questions

Please briefly answer the questions below and return your answers to Donna Roe at: droe@aledo.k12.tx.us no later than Friday, March 1st at 3:00 PM.

1) What do you know about Aledo ISD?

A. Tell us your impressions regarding demographics, strengths, trends, its relationship to the community and possible areas for improvement.

Aledo is a community rich in tradition and excellence in academics and extracurricular activities. The students of Aledo perform above average in all areas of academics. They are above the state and Region 11 average Language arts and math. The graduation rate of 97% is one of the highest in the state. As a result the turnover rate for teachers is one of the lowest in the state.

Aledo has a small minority population that continues to grow. Additional resources will be necessary to address the needs of all children as requirements change and the bar continues to be raised. In addition, the future planned neighborhoods that will become part of the district will have significant impact on the district. The number of students will be greatly impacted in the future as these neighborhoods develop.

B. Based on your understanding of the district, what are some of the characteristics you think we need in our next leader?

The next leader will need to be able to keep the sense of community and school pride that is important to Aledo while experiencing fast growth. They will need to be visible and part of the community in every aspect in order to gain the comprehensive trust that is necessary. It will be necessary for the next leader to understand and lead continued academic excellence and be able to communicate effectively with a growing, changing population.

2) Please briefly describe how you are different from other search organizations. Please include your firm's strengths and how they fit our needs.

We have personal knowledge of every superintendent in the State of Texas and can acquire information regarding applicants outside the state through our sister organizations. We believe that we are the only search firm with those resources at our disposal. ESS has several personnel. In addition, we work with our field service representatives who walk in every district's doors on a regular basis and have relationships with the superintendents of those districts. As a result, we vet and recruit the best applicants inside and outside the State of Texas.

TASB is a non-profit organization and all revenue received by TASB supports Texas public schools through the programs we offer to districts. We believe in Texas public schools and that Executive Search Services is one of the most important services TASB offers to the districts.

- 3) Regarding previous searches, describe the size differences of some of the districts you have served and how that affects what you do.

Our process **works**; and it works for districts of all sizes. We have had successful searches in the smallest districts to the largest. We have completed over 600 searches to date and there are many that are similar in size to Aledo ISD. A list of completed searches is attached. All searches are conducted in accordance with our written agreement and will not vary unless the board specifically wants to modify the search process, and this must be mutually agreed to by the board and the TASB consultants.

- 4) Regarding fitness of candidates:

- A. What types of commitment do you make in finding the right candidate for a long term fit?

The search continues until a satisfactory candidate is hired by the board of trustees. If the superintendent leaves within two years, ESS will continue the search for travel and expenses only, no consulting fee is charged.

- B. What is the average tenure for superintendents placed by your firm?

95% of the superintendents we have placed remain on the job after 3 years. Our record is excellent and our commitment is to each district.

- 5) What tools / resources will you use to screen applicants?

We will verify every applicant's application materials to make sure that the board has complete information. In addition we will organize the applicants to assist the board in reviewing the applications. We believe it is important that the board members review all the applicants rather than a select few. We will have information to assist the board regarding the applicants and will work with the board in their selection. Each search that TASB conducts is a new search. It is our goal to find the best fit for the board in order to make the transition in leadership successful.

- 6) How many staff members from your firm will be assigned to work on the search?

There will be two staff members in the face-to-face contact with the board. There are several other consultants that will be working on your search behind the scenes.

- 7) Regarding posting the job, what posting sites will your firm use to post the job?

This position will be posted on TASB, TASA.net, and Texas ISD websites. In addition, hiring TASB allows our sister organizations to advertise your search resulting in a nation-wide search at no cost.

- 8) Will all applications/resumes be available to the board, regardless of the recommended candidates presented to Aledo ISD board?

All applications will be available to the board following the application deadline date. The board will see all applicants who have made application and submitted supporting documents. If the board chooses to only view certain categories/titles of applicants the

list will be narrowed to those categories specified by the board (ie. Superintendents, Assistant Superintendents). This is done digitally making it convenient for the board to review the applications and supporting documentation.

9) What would your overall costs for Aledo ISD to use your services?

Because we are TASB we are able to offer you our services for \$8,200 which is an all-inclusive fee. This includes all related costs of the search. The only two exceptions that would be district expenses are: (1) the board chooses to pay for the candidates travel to return for the 2nd round of interviews (2) the site visit conducted by the three board members.

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References

The following list reflects school districts, board presidents, and school district phone numbers for the superintendent searches completed in the past four years. The list is sorted from smallest to largest by ADA. Feel free to use this information for reference.

Year	District	Board President	Telephone	ADA
2009—10	San Vicente ISD	Susan Celaya	432-477-2220	29
2011—12	Nordheim ISD	Glenn Mueller	361-938-5871	99
2011—12	Meyersville ISD	Rhonda Goebel	361-277-5817	163
2011—12	Hunt	Laurie Lowe	(830) 895-5203	170
2009—10	Chillicothe ISD	Mark Williams	940-852-5315	175
2009—10	Roxton ISD	Shannon McGuire	903-346-3213	214
2010—11	Fayetteville ISD	Alvin Minarcik	979-968-3618	223
2008—09	Paducah ISD	Keith Bowles	806-492-3524	263
2010—11	Rocksprings ISD	Brady Hyde	830-683-4201	280
2011—12	Fort Davis	Lane Mills	(432) 426-4440	294
2008—09	Crosbyton CISD	Clifford Trull	806-675-7331	392
2011—12	Culberson County-Allamore ISD	Robert Morales	214-695-0481	437
2011—12	La Pryor	Aurora Najera	(830) 365-4763	459
2010—11	Wortham ISD	Brent Jones	254-765-3080	467
2008—09	Meridian ISD	Marie Garland	254-435-2081	494
2009—10	Lovelady ISD	Carl Harrelson	936-636-7616	511
2009—10	West Hardin County CISD	Curtis Davis	936-274-5061	543
2008—09	Brackett ISD	John Schuster	830-563-2491	571
2010—11	Ben Bolt-Palito Blanco ISD	Danial Bueno	361-664-0186	572
2010—11	Winters ISD	Douglas Wheat	325-754-5574	582
2011—12	Hale Center ISD	Melinda Horsford	806-839-2451	627
2010—11	Moody ISD	Jeff Dean	254-853-2172	652
2010—11	Hico ISD	Wade Uptergrove	254-796-2181	658
2011—12	Spearman	Will Jarvis	(806) 659-5003	758
2010—11	Poth ISD	Wesley West	830-484-3330	764
2010—11	Tidehaven ISD	Stephen Clontz	361-588-6321	773
2008—09	Rosebud-Lott ISD	Karen Wolf	254-721-0039	795
2011—12	Como-Pickton ISD	Shawn Carpenter	903-488-3671	824
2008—09	Florence ISD	Cristy Daniell	254-793-2850	992
2011—12	Hearne ISD	Lowanda Sias	254-803-6753	996
2009—10	Redwater ISD	Kip Browning	903-671-3481	1,018
2011—12	Marlin ISD	James Taylor	979-279-3200	1,023
2008—09	Quitman ISD	Raymond Peek	903-763-5000	1,051
2011—12	Childress	Carol Freeman	(940) 937-3859	1071
2011—12	Cotulla	Deonicio Ramirez	(830) 879-3073	1106
2009—10	Trinity ISD	Dorothy Franklin	936-594-3569	1,119
2009—10	Warren ISD	Ray Reid	409-547-2241	1,119
2009—10	Lago Vista ISD	David Scott	512-267-8300	1,156



Year	District	Board President	Telephone	ADA
2009—10	San Diego ISD	Librada Vela	361-279-3984	1,230
2011—12	Luling ISD	Shane Watts	830-875-5838	1,320
2009—10	Mount Vernon ISD	Marilyn Elbert	903-537-2546	1,439
2010—11	Cameron ISD	Carl Bradley	254-697-3512	1,493
2008—09	Smithville ISD	Craig Williams	979-820-5037	1,617
2008—09	Rockdale ISD	James Birkhead	512-430-6000	1,730
2009—10	Connally ISD	Greg Davis	254-296-6460	2,345
2009—10	Gonzales ISD	Glenn Menking	830-672-9551	2,373
2008—09	Snyder ISD	Richard Chambers	325-573-5401	2,392
2009—10	Borger ISD	Elaine Feese	806-273-6481	2,473
2009—10	Sanger ISD	Lynn Stucky	940-458-7438	2,473
2009—10	Decatur ISD	Allen White	940-393-7100	2,801
2010—11	Taylor ISD	Bradley Moss	512-365-1391	2,917
2010—11	Palestine ISD	Wade Hobbs	903-731-8001	3,000
2009—10	Henderson ISD	Jon Johnston	903-657-8511	3,145
2011—12	Splendora ISD	Otis Carter	281-689-3129	3,266
2011—12	Mineral Wells ISD	Joe Ruelas	940-327-5433	3,561
2010—11	Floresville ISD	Tom Ray	830-393-2666	3,574
2011—12	Kingsville ISD	Corando Garza	361-522-3738	3,607
2008—09	Kingsville ISD	Larry Garza	361-592-3387	3,796
2011—12	Dripping Springs	Tim Kurpiewsk	(512) 894-3002	4091
2009—10	Uvalde CISD	Allen Mize	830-278-6655	4,496
2008—09	Vidor ISD	Wayne Sonnier	409-951-8714	4,559
2008—09	Jacksonville ISD	James Houser	903-586-6512	4,572
2010—11	Mount Pleasant ISD	Joey Mayfield	903-575-2000	4,760
2009—10	Corsicana ISD	Tom Seth	903-874-7441	5,288
2008—09	Ennis ISD	Mack Boyd	972-875-9027	5,296
2011—12	Boerne	Robert Ogle	(830) 249-9358	6,099
2011—12	Montgomery	Trish Mayne	(936) 582-1333	6,327
2008—09	New Caney ISD	Karen Bush	281-381-8911	7,722
2008—09	San Felipe Del Rio ISD	Raymond Meza	830-778-4000	9,564
2008—09	Clint ISD	James Pendell	915-926-4002	9,725
2009—10	Schertz-Cibolo-Universal City	George Ricks	210-945-6200	9,861
2011—12	South San Antonio ISD	Connie Prado	210-345-2068	9,962
2010—11	Edgewood ISD	Joseph Guerra	210-260-7968	10,814
2009—10	Crowley ISD	Randall Kahan	817-297-5800	13,960
2010—11	Waco ISD	Pat Atkins	254-755-9421	13,979
2009—10	Mission CISD	James Olivarez	956-323-5500	14,391
2010—11	Alvin ISD	Pete Vincent	281-388-1130	14,930
2008—09	Goose Creek CISD	Carl Burg	281-420-4800	18,800
2008—09	Carrollton-Farmers Branch ISD	Lynn Chaffin	972-968-6100	24,420
2009—10	Irving ISD	Jerry Christian	972-600-5000	33,131

Updated 9/7/12mwn



Horn, Smith, Wood, Preston, LLC

Aledo ISD Search Firm Response to Questions

Provided by

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March 1, 2013

Mr. Bob Rigues, Board President
Aledo ISD
Aledo, Texas

Dear Board Members,

On behalf of our firm I am pleased to provide the additional information you have requested. Your questions are highly pertinent and the answers should help you to make a more informed decision. We appreciate your consideration and would be honored to be your partner in your superintendent selection process.

Should we be selected we will be committed to you and will not be conducting a search for a district of comparable size and circumstance or that would in any way draw from the same field of potential candidates.

Please let us know if you need anything else. We would be pleased for you to contact any of our references. Should you hire us I will be the "lead" or manager of your search though all four of us will work on various aspects of the process.

Sincerely,

John Horn

Our Responses Presented by Question

Question 1 –Knowledge about the district

- A. Impressions.... (Rather than a narrative we will try to be as precise as the questions allow.)
1. Demographics—You are an affluent district in terms of your typical family wealth status and we expect that trend to continue considering the type of new home construction contemplated. Your Hispanic student population and the percentage of economically disadvantaged students have doubled in the last decade. But that trend for economically disadvantaged is not predictive unless size of housing trends change or significant rental apartments are constructed. It appears to us that you are attracting families of significant income of all ethnic backgrounds. The type of cultural diversity you have and can expect in the future is likely to be even more cosmopolitan and is probably viewed as a strength. We can find no evidence of ethnic or class conflict in the school or in the community.
 2. On a per capital basis you seem to have a large number of churches and a considerable variety as well, including the Parker County cowboy church. This says that you are largely a community of faith, which impacts the value orientation of your present and future population. Character education would appear to be important, as would values common to the American heritage.
 3. The quality of your facilities indicates a strong community support for schools and for a wide range of curricular and co-curricular activities. Your success in both academic and student activities further indicates that you value the development of the whole child and strong school/community relationships.
 4. Parks and community recreational opportunities will likely increase in demand as you grow. This may put stress on the resources of the cities and the school district will likely have to provide the leadership—though cultivation of partnerships with city, civic, and developers are apparently sufficient—strengthening them will be critical to the future quality of life.
 5. Your academic achievement is enviable but the exponential changes in the digital environment could be a challenge –the demand for access to technology tools is essential to the learning of the 21st century learner. Transformational changes in roles for all those connected to schools will be a major challenge.
 6. We cannot assess the culture inside the schools from afar---we can only draw inferences. For example your teacher turn over rate is one of the lowest in the state at 5.4%, which is a huge contrast to a state average of almost three times that. This would indicate that something is going on internally that causes teachers to want to stay.
 7. Stability of school administrative leadership in recent years in concert with stability on the board is an asset. Continuity of direction and a focus on improvement is easier to maintain with stability of leadership. Your strategic planning is excellent and I understand was done largely, if not entirely in house.

However, the future will belong not to those who just embrace continuous improvement, but to those who build capacities for continuous innovation.

8. If there is alignment of commitments and values expressed in your beliefs, vision, and mission statements with actual behavior, you have a strong foundation capacity to pursue a great future. The appearance of matching beliefs and behaviors is there—but we have not visited in the schools or made other internal inquiries. I have talked briefly with Earl Husfield, whom I have known for a long time. I have confidence in his descriptions.
 9. Community support in the approval of recent bond elections and the tax ratification election are good indicators of community trust and confidence.
 10. More definitive answers to these questions can be determined in the profile work we would do. In addition to the identification of and setting priorities for leader characteristics we will ask two open-ended questions about perceived strengths and challenges. Those responses will be synthesized and reported by group.
- B. Characteristics of your next leader....
1. Capabilities to build a culture of excellence, at the same time that large increases in student enrollment are occurring, will be required to meet high expectations. Cultivating partnerships and alliances will be necessary. The leader you would appear to need will have to be able to “lead within and beyond the walls”.
 2. Based on your outstanding reputation and your current success on all fronts—student performance, staffing quality, facilities, community involvement, and financial management—you seem to have a vision and will need a leader who will be willing to advance your current vision and yet keep extending it. You would not appear to need someone to come in and attempt to impose his or her vision on you.
 3. Based on our professional knowledge and our experience at conducting 70+ searches in the last 12 years, we have identified a number of characteristics that are essential to success in leading schools today. We would use those initially to ask you, as a board, and the groups involved in the profile development, to rank the top ten (10) preferred characteristics based on what each thinks the district needs. We will summarize and use those to help you, as a board, and us, to get clear about what you are looking for. (See attached form.)

2, Strengths of our firm—uniqueness

- A. There are four of us—all former superintendents with a combined total of over 60 years of experience as superintendents in districts ranging in size from 500 to 42,000 students. James, Jenny, and I have presided over fast growing districts and have supervised over 750 million dollars worth of school construction. We can relate to your situation. All of us have always had our contracts renewed or extended and have tenures in districts of up to 15 years. Two of us have schools named after us. This speaks to our reputations as well as to our abilities to build

relationships and to get tasks done. We apply those same skills to conducting a search.

- B. We develop the most comprehensive profile of characteristics and perceptions of district strengths and challenges of any other firms we know about. We do both a written report of 10-20 pages as well as presentation of 30-40 slides that give meaning to all the responses. These documents are useful for the search and for future planning. But the main benefit is that they help you, as a board, and us, to have genuine clarity about what we are looking for. And, we do it in a way that enhances relationships of the board with the staff and the community.
- C. Our recruitment capabilities and knowledge of the field are exceptional. Our professional activities keep us in direct contact with an inordinate number of present and future leaders. Here are examples:
1. We have conducted the only Aspiring Superintendents Academy in the state for over 10 years---50-60 participants per year.
 2. We are the sole facilitators of the training of Mentor Superintendents. Each new superintendent must have a mentor his/her first year as a superintendent. We provide that for 30-50 annually.
 3. It was my privilege to lead the design of and to facilitate the superintendents who developed the document- *A New Vision for Public Education in Texas* -and was its primary author. We work with several consortia of districts involved in implementing its principles.
 4. In the past three years have helped to design and lead four state wide Academies for Transformational Leadership for TASA and four regional academies with a total participation of over 300 leaders in four sessions of two days each.
 5. We are sometimes involved in interim superintendent jobs, conduct strategic planning, and other consulting to districts.
 6. We annually facilitate the goal setting and professional development of TASA—120 or so top leaders in the state.
 7. The Superintendents Leadership Network sponsored by the Schlechty Center in Louisville, Kentucky is a national network that I help to design and facilitate---meets four times a year.
 8. This all results in our knowing many administrators---and if we do not know them we probably know someone who does, which not only gives us recruitment strength but assessment opportunities as well.
 9. Completing searches on time with no controversies or undiscovered faults in selected candidates that arose after selection.

Question 3 -Previous searches

Our smallest district where we have conducted a search is Wolfe City with about 500 students and the largest is Alief with over 40,000. Fast growth districts include Allen, Forney, Keller, Royse City, Van Alstyne, Farmersville, and Mansfield. Districts near Aledo include Weatherford, Granbury, and Keller. Ethic diversity has ranged from over 90% white such as Whitesboro to Richardson with 60% minority and significant poverty.

Every district is different---how the boards function vary---so while our basic process is standardized it always has to be customized in many respects.

Most districts want basically the same thing—"Someone who can walk on water, and someone who is street wise too!" But what districts need varies depending on the circumstances. For example, when a district is broken, mismanaged, or trust has been diminished, then someone who can create a "healing" environment, but still lead improvement is desired. If a district is facing a fast rate of growth, then some experience in bond elections, construction can be helpful. If a district is in deep financial trouble—someone with strong financial management is needed. When a district has a history of dysfunctional or unstable boards, then a seasoned superintendent is best. We have done searches in all these types of districts.

4. Regarding fitness of candidates---

A. Commitment to long-term fit---We work with the district until the board is satisfied-recruiting new candidates if necessary. We get all our candidates to commit to staying "long enough to be accountable for decisions"---We know those who go with their "resume in their pocket or purse". We value longer tenure in previous position and a career path of increasing responsibility. If we place a superintendent we will not put that superintendent in another search until after three years.

B. Average tenure of those we have placed---about 5 years---the first superintendent we helped a district to find is still three -13 years later.

5. Tools to screen candidates---

We depend on our personal knowledge and on interviewing people we trust who know the candidate well. ESC directors are a good source of information. We do advanced internet checks---we chase down rumors---we will not recommend a candidate who is the midst of a controversy in their present district. We do not use psychological or personality tests or scales like the Myers Brigs or FIRO-B. We examine closely all public documents and information—TEA snapshots, AEIS, etc. We peruse newspaper clippings. Discovery of minor errors in judgment are reviewed—applicants with personal or professional integrity issues that need explaining -we eliminate. Once the basics are satisfied we weigh the candidate characteristics, experience, success, and orientation against the profile as finally approved by the board. At the appropriate time we make inquiries in prior districts. We do not do a criminal history background until a finalist is named—unless we have a reason. We will not do a credit check unless we have a reason or requested to do so by the board.

Question 6—Staff members assigned

We designate a "lead" or manager for each search. All four work of us work on recruitment and evaluation. James and Jenny manage the paperwork and contract for clerical services as needed. At least two of us and sometimes three will be in the district to conduct the profile sessions. If you hire us—I will be the lead for your search—meaning I would be the primary interface with the board and with candidates----and would not be the lead for another search until a lone finalist is named. In the interest of full disclosure I work for The Schlechty Center, a non-profit organization located in Louisville, Kentucky and who has about 50 school district clients in Texas where we work to increase student engagement and leadership development.

Question 7 --Posting the job

If you hire us we will post the job the next day on TexasISD.com and on TASA.net. We advertise nationally only when requested and paid for by the district. Virtually 100% of those looking for a superintendent's job or looking to relocate read these websites daily.

Our email and phone numbers are posted. We solicit nominations and contact those we think might be a fit –even if they have not expressed prior interest with us.

Question 8—Access to applications

All applications are available for the board to review. We also recruit and evaluate anyone suggested by the board. We will review each candidate with the board. We sometimes do groupings but do not rank candidates selected for interview. We require complete confidentiality on all applications to protect all parties.

Question 9---Cost

Our total cost for our professional fee and all expenses described in the proposal is \$8,500.

We trust have provided you the information you need. Thank you for the opportunity.

SUPERINTENDENT PROFILE DEVELOPMENT: CHARACTERISTICS

Who Are You? Please mark one of the following:

Teacher/Campus _____ Administrator _____ Support Staff _____ Community _____

Below are 21 characteristics from the consultants' experience in developing profiles and from research on what is needed to successfully lead school districts. Place the number for your rank in the boxes below. The number 1 indicates your first choice on through 10. Although all of these characteristics, abilities, orientations, should be considered vitally important, **please rank only those that you consider to be the 10 most important for your district.**

Rank	Characteristic	Description
	Alliances	Understands & values community & regional partnerships, works for good state policies, skilled at managing political aspects of decisions/actions
	Communication	Adapts style and approach appropriately to the audience, communicates the vision, can explain and defend decisions, become the face & voice of the district, engages in efforts to improve and expand communications, cheerleader for the district, ability to positively interact with stakeholder groups
	Continuous Improvement	All processes, systems, and people can improve, open to new ideas, supports encourages experimentation, supports professional development
	Curriculum & Instruction	Good working knowledge of, understands what engages students, conditions for teachers and students to perform in extraordinary ways
	Inclusive	Appreciates and celebrates the diversity of thought and opinion throughout the district, respects/values cultural and other diversities, supports norms of mutual respect, sensitive to ethnic and gender composition of the staff and hire accordingly
	Effective Listener	Willing to understand and consider all points of view, open door policy regarding the concerns, suggestions and comments from others
	Employees/ Colleagues	Able to hire quality staff, makes hard decisions, understands how to get things done through other people, holds accountable, genuinely cares about others, appreciates, ability to accept criticism
	Ethical/ Moral	Exhibits deep commitment to, honors, values, keeps word, always seeks out the right thing to do, open and honest with the Board and staff
	Finances/ Business	Strong command of school finance requirements, processes, etc., good controls, connects dollars to goals & priorities
	Goal Oriented	Clear about, commits to, driven by, helps others achieve, values and uses data, involves others in development, engages in strategic thinking & planning, able to move a large diverse organization to achieve a set of common goals
	Growth/ Bonds/ Facilities	Plans ahead, can manage enrollment projections, keep facilities maintained, safe, conducive to learning, understands debt financing
	History/ Tradition	Will learn about our history and our traditions before making changes, helps frame new and better futures while respecting the past
	Human Relations	Builds trust, supports, challenges, dependable, predictable, approachable, sense of humor, mature, patient, forgiving, humble, understanding, focused sensitive to privacy of various issues, capable of conflict resolution, ability to allay concerns of individuals that may feel intimidated
	Involved/ Visible	Visible in schools, student activities, and in community, civic leader/worker, community builder
	Leadership	Ability to lead and motivate people to perform at their highest level or to a common goal, visionary thinker, establish and drive a strategic plan in support of the vision, sets high but realistic measurable expectations for all employees, capable of conflict resolution, can recognize and admit when something is not working
	Learner/ Knowledge	Reads widely, has technical knowledge of instruction, effective management, asks questions, keeps current, learns from experience and others
	Organization/ Systems	Understands systems impact how people work, are the sources of capacity to succeed, focuses on building culture and structures to sustain improvements
	School Board Relations	Cultivates trusting relations, leads them educationally, encourages focus on values, vision, mission, goals, results, advocating for quality in the community, open and honest with the Board and staff
	Student Oriented	Passionate about educating every child to his/her full potential, desire to provide programs and resources to result in maximum student performance at all levels and in all subgroups, awareness of the importance of putting children first in all decisions, success of every student is top priority at all times
	Teamwork	Creates conditions for success, gives credit to others, takes blame, fosters collaboration, keeps purposes clear, empowers to act, expects results
	Experience	Experience in a district with similar demographics

**All of these characteristics should be considered as vitally important.
Your ranking of the top ten is strictly for priority and emphasis.**

N2Learning

Final Search Firm Questions

Please briefly answer the questions below and return your answers to Donna Roe at: droe@aledo.k12.tx.us no later than Friday, March 1st at 3:00 PM.

1) What do you know about Aledo ISD?

A. Tell us your impressions regarding demographics, strengths, trends, its relationship to the community and possible areas for improvement.

Aledo ISD's enrollment has remained relatively unchanged for the past three years with a growth of approximately 100 students. This certainly could change should the economy stabilize and the current increase in gas prices does not continue. The need to create a much stronger industrial and business base in the district is critical to positive growth in the future. A positive trend in the district is the continuous academic performance of the school district in attracting future business growth. Even though the district's academic performance is strong based on current assessment, this must change if the Aledo ISD is truly going to prepare its students for the future. Basing learning on current test scores will not properly prepare students for the future.,

B. Based on your understanding of the district, what are some of the characteristics you think we need in our next leader?

- Personable
- Trustworthy
- Will make the tough decisions
- Good listener
- Calm under pressure
- Open minded
- Good communicator
- Servant leader
- Organized
- Respected
- Loyal
- Big picture focus
- Takes personal responsibility

2) Please briefly describe how you are different from other search organizations. Please include your firm's strengths and how they fit our needs.

N2learning has:

passion for transforming public education

a clear understanding of the characteristics and attributes of strong educational leaders

over 110 years of leadership in public education shared within its three partners

has prepared 80 principals to be strong leaders of the future through its Principal Institute

3) Regarding previous searches, describe the size differences of some of the districts you have served and how that affects what you do.

The only superintendent search to date that N2Learning has completed is Frisco ISD (50,000 students). Four districts have asked us to meet with them regarding their search.

4) Regarding fitness of candidates:

A. What types of commitment do you make in finding the right candidate for a long term fit?

We commit to working with the district and new superintendent to develop and implement a transition plan for long-term success.

B. What is the average tenure for superintendents placed by your firm?

No record at this time

5) What tools / resources will you use to screen applicants?

- Personal knowledge of the candidate
- Will thoroughly review each candidate's application
- Will personally call references
- Will review performance of each candidate's district
- Will meet personally with each selected candidate

6) How many staff members from your firm will be assigned to work on the search?

I will be the lead person doing the search with Danny Modisette assisting

7) Regarding posting the job, what posting sites will your firm use to post the job?

Aledo ISD website

N2Learning website

Texas ISD.com website which is read by 99% of all Texas school administrators .

8) Will all applications/resumes be available to the board, regardless of the recommended candidates presented to Aledo ISD board?

Yes

9) What would your overall costs for Aledo ISD to use your services?

\$12,500 plus expenses