PUBLIC SCHOOLS OF BROOKLINE
LEADERSHIP PROFILE OF NEW SUPERINTENDENT

- **Focus on students** – Addresses issues such as buildings, enrollment growth, assessment and systems, without detracting from the primary goal of educating students.
- **Establish and maintain mutually respectful and effective relationships** – Demonstrates interest, caring and empathy.
- **Instructional leader** – Recognizes effective instruction; respects the expertise of teachers; critically evaluates programs and reforms to ensure only the most effective are adopted.
- **Developer of leaders** – Hires, supports, coaches and mentors principals and central office administrators to be effective leaders; trusts them to do their jobs well; values the role of principals and empowers them.
- **Makes difficult decisions** – Seeks input, analyzes and gives thoughtful consideration, makes the decision, explains the reasoning to all, even in the face of resistance, and moves forward.
- **Narrows the achievement gap** – Record of success implementing differentiated strategies that accelerate learning for targeted populations and individual students.
- **Builds confidence in PSB** – Explains needs in a compelling way, develops meaningful projections and plans for future needs, and follows through on commitments. Able to acknowledge Brookline's past success, respects those who have worked hard and succeeded, but also be willing to make changes when needed and when supported by current research.
- **Commitment to prepare students for the world they will live in** – Demonstrated track record of active support for meaningful programs and structures to help students succeed in a complex world, (i.e., METCO, world languages, inclusion, etc.). Active commitment to providing role models for all students by building a diverse, representative staff and leadership team.
- **Communication** – Listens actively and responds to input; establishes systems and expectations to ensure information is communicated accurately, timely, consistently and with transparency; excellent oral, written and presentation skills.
- **Vision** – Articulates the vision in ways that inspire staff to carry it out; takes actions that visibly carry out the stated vision.
- **Visibility** – Is present in classrooms; steps up to take the lead on community issues; accessible.

Sources of Information for Leadership Profile

Focus groups and interviews were held with a broad range of internal and external stakeholders, to gather perspectives about the qualities desired in the new Superintendent, and the issues that he or she may face in the first years on the job. Between December 14, 2015 and January 7, 2016, 15 sessions were scheduled for community partners and Town agencies, and 19 sessions were scheduled for School and District staff to meet with Atlantic consultants to contribute their thoughts. In addition, five public community-wide forums were held.

Survey Results

An online survey was available on the district's website from December 22, 2015 to January 22, 2016. The survey was available in Arabic, Chinese, English, Haitian Creole, Hebrew, Japanese, Korean, Portuguese and Russian languages. 371 respondents participated, and they identified themselves as:

79%	Parents
32%	Community Members
13%	Employees
10%	Students
6%	Other:

- AC Member
- Alum (3)
- Former Brookline teacher (3)
- Former parent (4)
- PTO (5)
- Town Meeting Member (3)

Note: respondents identified with multiple categories, so the total exceeds 100%.

New Summary Report - 23 January 2016

Please indicate the Most Important and Least Important characteristic from the following list. Leave two unselected.

Attribute	Rank	Bayesian Average
Continuous focus on students and learning	1	10.5049
Ability to build and sustain a trusting and respectful climate	2	10.2622
Focuses on educating ALL students	3	9.8328
A track record of selecting and developing quality personnel	4	9.2586
Holds self and others accountable for effectiveness	5	8.9432
Develops a culture of professionalism and continuous improvement	6	8.7895
Ability to make and follow through on decisions to completion	7	8.6681
Ability to collaborate and create teams and partnerships	8	8.5496
Ability to make and explain reasons for difficult decisions	9	7.9477
Belief system and actions that embrace diversity	10	7.8436
Superb communication skills	11	7.1053
Effective fiscal management	12	6.9694
Experience with diverse student populations	13	6.8559
Actively involves community groups in meaningful ways	14	5.9802
Being a strong instructional leader	15	5.629
Prioritizes the use of data in decision making	16	4.854

Value	Percent		Count
Student	10.1%		33
Employee	12.8%		42
Parent	78.7%		258
Community Member	32.3%		106
Other - Write In	5.5%		18
		Total	328