

QUALIFICATIONS AND CHARACTERISTICS

The Superintendent of Schools, as chief executive officer, is accountable to the Board of Education. The Superintendent of Schools is expected to be the education leader of the Houston Independent School District and to develop and implement policies and programs designed to uphold the guiding principles outlined by the Board of Education in *A Declaration of Beliefs and Visions*.

In concert with the staff, students, parents, and community, the Board of Education has identified certain characteristics and qualifications as highly desirable in a Superintendent of Schools for the Houston Independent School District.

Professional Characteristics

- Embraces and adheres to the Board of Education's guiding principles outlined in *A Declaration of Beliefs and Visions*
- Is committed to a high-quality education for all students
- Provides documented evidence of significant increases in student achievement and academic performance
- Demonstrates that he/she is a person of vision—an innovative risk-taker with a willingness to listen and learn from all constituencies and an ability to communicate that vision
- Has a proven record of success in
 - managing an urban, multicultural district with high learning expectations for all students
 - reducing student drop-out rates, with all graduating students able to function successfully in a technologically evolving society
 - serving in a variety of educational roles—urban-district experience preferred
 - fiscal planning, managing building programs, and projecting future needs in an urban district similar to HISD
 - attracting exceptional personnel
- Endorses and commits to enhancing shared decision-making through a decentralized approach

- Builds trust through strong, positive communication skills in all aspects of duties, roles, and decision-making with the Board of Education, parents, community, and staff
- Endorses and commits to enhancing unique district programs, such as Magnet schools, the CLEAR curriculum, the Teacher Toolbox, and school-community partnerships

Personal Characteristics

- Positive outlook that values and respects people
- Dedication to serving the needs of all students
- Willingness to be visible and accessible
- Commitment to staff development
- Sense of humor
- High degree of honesty and integrity
- Ability to be fair and consistent with staff and community
- Ability to delegate responsibility appropriately
- Courage in decision-making
- Passion for learning and commitment to academic excellence
- Enthusiasm and energy
- Ability to effectively communicate and advocate for public education
- Commitment to innovative thinking
- Ability to inspire and motivate others

APPLICATION INFORMATION

The name of only one candidate will be made public. Applicants are to apply or express an interest through the online application process.

Enter www.tasb.org/ess in the Internet browser for easy access.

Please address all communication and inquiries to executive.search@tasb.org

IMPORTANT DATES

October 22, 2004

Application deadline

November 3, 2004

Board and consultant review applications

November 4–6, 2004

Initial interviews

November 9, 2004

Board and consultant prepare for follow-up interviews

November 10, 11, & 13, 2004

Follow-up interviews

November 15 & 16, 2004

Board visits candidates' home districts

November 17, 2004

Board announces finalist

December 9, 2004

Board votes to hire Superintendent of Schools

February 1, 2005

Superintendent reports to district



Houston Independent School District Board of Education

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Dianne Johnson, First Vice President
Diana Dávila, Second Vice President
Arthur M. Gaines, Jr., Secretary
Manuel Rodríguez, Jr., Assistant Secretary
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Equal Opportunity Policy: Houston ISD does not discriminate on the basis of race, religion, sex, age, national origin, marital or veteran status, or handicap in admission or access to, or treatment or employment in, its programs and activities in compliance with applicable federal and state laws.

THE HOUSTON INDEPENDENT SCHOOL DISTRICT

Announcement of Position Opening

for Superintendent of Schools



HISD Announcement of Position Opening for Superintendent of Schools

The Houston Independent School District (HISD) Board of Education is seeking an exceptional, visionary leader to serve as Superintendent of Schools. The position oversees an urban school system that has built a national reputation for documented academic progress, innovation and reform, and a strong community orientation as delineated in the Board's guiding principles, *A Declaration of Beliefs and Visions*.

At the end of school year 2003–04, Dr. Kaye Stripling announced her retirement, effective August 31, 2004. Dr. Stripling served as a teacher, administrator, and superintendent of schools during her distinguished 40-year career with HISD.

THE HOUSTON INDEPENDENT SCHOOL DISTRICT

Founded in 1923, the Houston Independent School District is the largest public school system in Texas and the seventh-largest in the United States. The district exists to strengthen the social and economic foundation of Houston by giving its youth the highest-quality education available anywhere through a comprehensive core curriculum and through challenging instructional and career-preparation programs.

The reform efforts that have made HISD one of the finest urban school systems in America were launched in 1990, when the HISD Board of Education adopted *A Declaration of Beliefs and Visions*, which called for a new educational structure that fosters the relationship between the teacher and the student, features shared decision-making through a decentralized system, focuses on performance rather than compliance, and offers a common core of academic subjects for all students. The 2001 Board of Education recommitted itself to *A Declaration of Beliefs and Visions* with its Addendum; and in 2004,

the Board of Education adopted a resolution to reaffirm its own commitment to *A Declaration of Beliefs and Visions*.

In 2002, the California-based Broad Foundation declared HISD to be the top-performing urban school district in the nation and the winner of the inaugural Broad Prize for Urban Education. The prize is awarded annually for outstanding overall improvement while narrowing the achievement gap between economic and ethnic groups. That success is reflected in the consistent improvement in HISD's results on annual state and national achievement tests. HISD is rated *Academically Acceptable* by the Texas Education Agency, with 25 schools earning *Exemplary* status and 40 others earning *Recognized* status in 2003.

Innovative support for classroom teachers and their students has played a major role in HISD's progress. By providing each teacher with a laptop computer, creating the CLEAR (Clarifying Learning to Enhance Achievement Results) curriculum, and developing the Teacher Toolbox, HISD has demonstrated to teachers

that the district supports and values them and their performance in the classroom. HISD also developed its own training academy for principals and was among the first school districts in the nation to adopt alternative certification, which allows professionals with degrees in fields other than education to become teachers.

HISD operates 302 campuses and educational programs within a 301-square-mile area. The district employs approximately 30,000 full- and part-time professional and support personnel, making it the largest employer in the Houston metropolitan area.

Students

HISD educates approximately 209,000 students within the greater Houston metropolitan area. The district serves a diverse student population, which is 58 percent Hispanic, 30 percent African-American, 9 percent White, and 3 percent Asian/Pacific Islander. Eighty-two percent of HISD students participate in free or reduced-price meal programs. HISD also serves more than 61,000 students whose first language is not English and who represent at least 90 foreign countries.

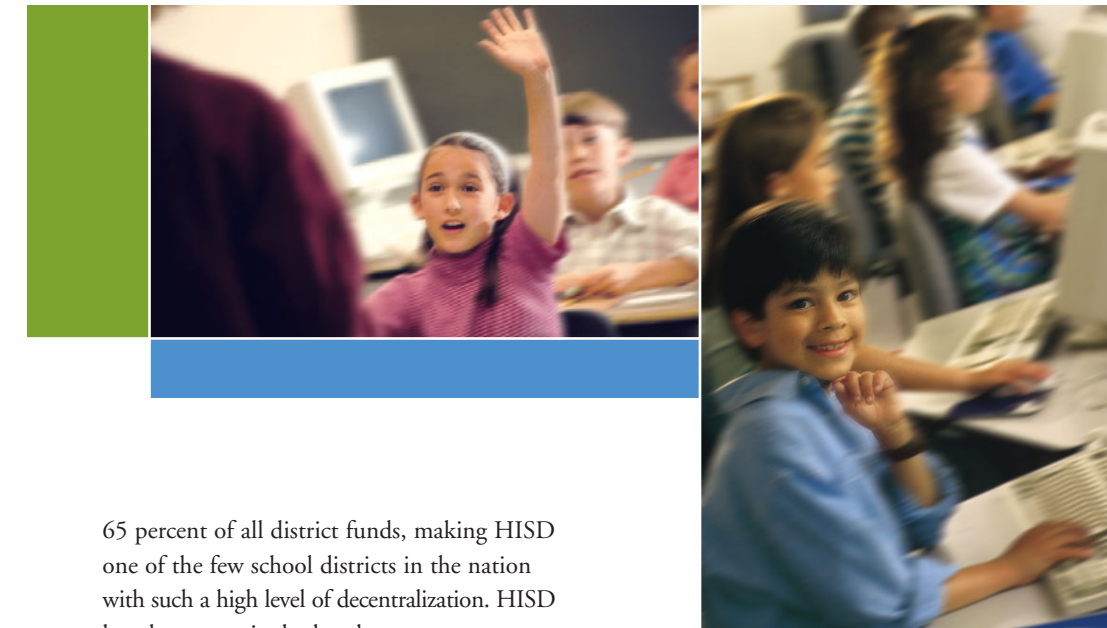


Finance

HISD's principal sources of revenue for the General Operating Fund are local funds derived primarily from taxes levied on real estate (78.2 percent), state funds on the basis of average daily attendance and recognition of the state share of teacher retirement costs (18.1 percent), federal funds or grants designated for special projects or activities (0.4 percent), and other financing sources (1.9 percent). HISD operates a general operating budget of \$1.32 billion, which includes salaries, contracted services, supplies and materials, debt service, capital outlay, and other expenses.

Exceptional fiscal management has enabled HISD to maintain the lowest property-tax rate among the 20 school districts in Harris County. HISD currently has the fourth-lowest property-tax rate among the 13 largest school districts in Texas.

In addition, HISD is committed to the decentralization of resources and decision-making authority to the school level, where student academic success is the highest priority. School year 2004–05 is the sixth year of HISD's decentralization initiative, in which schools have been given direct authority for approximately



65 percent of all district funds, making HISD one of the few school districts in the nation with such a high level of decentralization. HISD has also reorganized other departments to provide services to schools on a fee-for-service basis.

Facilities

Houston's voters have supported HISD in two recent bond elections, allowing the district to renovate existing facilities and construct new ones. In 1998, Houston's voters approved Rebuild 2002, a \$678-million school-repair bond issue that built 11 new schools and renovated 78 other schools and 22 support facilities. To show their continued confidence in the district, voters approved Rebuild HISD, an \$808.6-million bond issue, in November 2002. The bond program is building 28 new schools, renovating 25 campuses, and renovating and building additions for seven overcrowded elementary schools. The initiative is also improving gymnasiums and playgrounds and creating early-childhood education centers.

To review *A Declaration of Beliefs and Visions* and for additional information about the Houston Independent School District, go to www.houstonisd.org.

THE HOUSTON COMMUNITY

Houston is a dynamic, international city that still retains a strong sense of local pride and community. The nation's fourth-largest city, Houston is home to the Texas Medical Center and many Fortune 500 corporations. Half of the world's largest foreign companies have offices in Houston, which demonstrates the city's important role in the global economy.

The greater Houston area is home to five major universities and several smaller colleges. It is noted for its resident professional companies in the performing arts and boasts four major professional sports teams and a prestigious, world-class museum district.

The city benefits from a culturally diverse population that creates a unique and vibrant blend of traditions, celebrations, and perspectives.