

**POSITION PROFILE FOR
SUPERINTENDENT OF THE MOUNTAIN VIEW WHISMAN SCHOOL DISTRICT**



INTRODUCTION

The Mountain View Whisman School District (MVWSD) is located in Santa Clara County at the southern tip of the San Francisco Bay area. As two great, historic school districts, the Mountain View School District, founded in 1854 and the Whisman School District founded in 1869, merged in 2001. The district serves a community of approximately 80,000 residents and over 5,000 students in seven elementary schools and two middle schools. Also preschool classrooms are located at three elementary school sites. Graduates of the K-8 Mountain View Whisman School District matriculate to schools in the Mountain View Los Altos High School District. A dedicated, professional staff focuses on meeting the needs of every child by supporting high academic expectations for all students. The community is rich in its diversity of ethnicity, language, culture and socioeconomic backgrounds. This diversity is reflected in many ways including an enrollment of over 30% of all students who are served as English Language Learners. MVWSD has also initiated a variety of programs to enhance the effective use of technology as an instructional tool in classrooms across the district. The district places great value in parents' ability to choose the best educational model for their children and then supports that opportunity through a variety of innovative programs offered at schools throughout the district. Partnerships with city officials, local businesses, neighboring school districts and various community agencies extend the depth and quality of resources available to schools. The district is committed to ongoing efforts to unify the community by working with emerging leaders of under-represented groups alongside a multitude of civic, business and elected public officials.

Student profile information reveals a diverse enrollment with the three largest demographic groups being 44% Hispanic/Latino, 29% White and 15% Asian with various other ethnicities comprising the remaining 12% of the student body. Recent data shows the percentage of students participating in the federal free and reduced lunch program to be just around 40%. MVWSD employs over 250 teachers, 219 classified staff, 14 certificated personnel and 12 staff members for pupil services.

MISSION AND PHILOSOPHY OF THE MOUNTAIN VIEW WHISMAN SCHOOL DISTRICT

The Mountain View Whisman School District, serving a diverse Silicon Valley community with a rich heritage, will ensure that every student acquires the knowledge, skills, and attitudes necessary to succeed at each educational level and in life. Building on a culture of collaboration and innovation, highly trained and caring staff will know, engage, and challenge each student.

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PRIORITIES OF THE MOUNTAIN VIEW WHISMAN SCHOOL DISTRICT

The priorities of the Mountain View Whisman School District are academic excellence, strong community, and a broad worldview. The district prepares all children for the world ahead by challenging, inspiring and supporting students to thrive in a world of constant change.

BOARD OF TRUSTEES STRATEGIC GOALS

The strategic goals of the Mountain View Whisman School District are:

- Every child meets or exceeds academic standards.
- Everyone in the district values and feels connected to a diverse community.
- Attract and retain a diverse, talented, and caring workforce.
- Engage students, parents, and the community, including businesses and city leaders, as partners in our mission.
- Operate as a Continuous Improvement district.
- Operate with integrity, efficiency, effectiveness, and transparency.

LOCAL CONTROL ACCOUNTABILITY PLAN - STRATEGIC GOALS AND INITIATIVES

GOAL 1: Ensure that all students have access to equitable conditions of learning through:

- 1A. Highly Qualified Teachers and Staff
- 1B. Well Maintained and Inspiring Facilities

GOAL 2: Ensure all Students achieve Common Core State Standards through:

- 2A. Standards Aligned Instructional Materials that address the needs of all subgroups
- 2B. Standards aligned instructional practices that address the needs of all subgroups
- 2C. Implementation of research based instruction for English Language Development and academic content language aligned to CCSS ELA, ELD, and Math

GOAL 3: Ensure that all students develop 21st Century Learning Skills and are academically prepared and have the mindset for successful high school, college, and career pathways through:

- 3C. Increasing English Learner reclassification rates
- 3D. Decreasing the number of students who are classified as Long Term English Learners
- 3E. Access and achievement in a broad course of study
- 3F. Acquisition of 21st Century Learning skills

GOAL 4: Ensure a safe, healthy, and respectful school environment for students, staff, parents, and community members through:

- 4A. Developing and implementing a comprehensive Response to Intervention and Instruction Plan
- 4B. Developing and implementing District and school safety and positive climate plans

GOAL 5: Ensure that students, staff, parents, and community members are engaged as partners in the achievement of academically successful outcomes for students through:

- 5B. Fostering staff and parent collaboration and leadership

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5C. Developing a comprehensive communication plan for the District

Community Collaboration

The Mountain View Whisman School District believes in a positive and productive partnership with city agencies and community organizations. These partnerships extend opportunities for students and staff through various avenues of program support.

Major Corporate Supporters	
Google Synopsys	
City of Mountain View <ul style="list-style-type: none"> • Mountain View Parks and Recreation • Mountain View Police Department • Mountain View Library • Shoreline Community Joint Powers Agreement 	Major Foundation & Non-Profit Supporters <ul style="list-style-type: none"> • Mountain View Educational Foundation • El Camino Health District • Parent Teacher Association • Morgan Foundation
Public Finance of Programs & Facilities <ul style="list-style-type: none"> • Parcel Tax - Measure C • Capital Facilities Bond - Measure G 	Key Community Partners <ul style="list-style-type: none"> • Community School of Music and Arts • YMCA • Community Health Awareness Council

Schools and Facilities

MVWSD maintains clean, safe and secure schools and facilities that are designed to be attractive, pleasant and functional environments for teaching and learning.

Middle Schools - Grades 6-8	
Crittenden Middle School Isaac Newton Graham Middle School	
Elementary Schools <ul style="list-style-type: none"> • Benjamin Bubb Elementary School • Mariano Castro Elementary School • Frank L. Huff Elementary School • Edith Landels Elementary School • Monta Lorna Elementary School • Stevenson Elementary School • Theuerkauf Elementary School 	Other Programs and Special Entities <ul style="list-style-type: none"> • District Office (on Stevenson ES campus) • Kenneth N. Slater ES (Autism, Early Start, Google pre-K joint use) • Castro ES - Dual Immersion • Stevenson ES - PACT • Crittenden MS - Independent Study • Pre-K at Castro ES, Slater ES, & Theuerkauf ES

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	<ul style="list-style-type: none"> • Cooper ES - leased to Primary Plus • Whisman ES - leased to German International School of Silicon Valley
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MVWSD General Fund Budget Framework and Overview

Mountain View Whisman School District General Fund Budget 2013-2014					
Revenue Summary	Amount	%	Expenditure Summary	Amount	%
LCFF Sources	\$35,052,771	68%	Salary & Benefits	\$37,083,885	80%
Local Sources	\$12,245,253	24%	Contracts & Services	\$6,502,462	14%
Other State Sources	\$2,832,004	5%	Books & Supplies	\$2,381,398	5%
Federal Sources	\$1,754,357	3%	Capital Outlay & Equipment	\$366,393	1%
	\$51,884,385	100%		\$46,334,138	100%

Measure G - Capital Facilities Bond

On June 5, 2012, over 67% of the local voters approved Measure G, which generates funding to provide safe, efficient, and modern facilities for Mountain View Whisman School District students and staff. The approval percentage was the highest in Santa Clara County and the 4th highest of the 34 school bond measures in the State of California.

Measure G is forecast to generate up to \$198 million to repair, upgrade and expand district schools. Funds are generated through the sale of general obligation bonds to be repaid through assessments on residential and commercial property located within the Mountain View Whisman School District. The annual cost to property owners is \$30 per \$100,000 of assessed property value.

All projects funded by the issuance of Measure G general obligation bonds are subject to review by both the district's Board of Trustees and an independent citizens' oversight committee. The district

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continuously provides public forums to present progress and seek input from community members, parents, and staff.

Measure C - Parcel Tax

Locally generated revenue provides a critical supplement to state and federal educational funding. In the Mountain View Whisman School District, local revenue accounts for nearly one quarter of the total revenue required to fund needed programs. One of the largest sources of local revenue is the Parcel Tax, which generated \$2.8 million for the school budget in the 2012-2013 school year. The Parcel Tax provides essential funding that contributes financial support for the following areas and programs:

For all district schools:

- Classroom teachers - to offset state funding cuts
- Library technicians to maintain school libraries
- Counseling and mental health services

For all K-5 schools:

- Physical education for all students in grades 1-5
- Outdoor education (science camp) for all students in grade 5
- Materials and staffing for "hands-on" science programs
- Additional custodial staff to ensure clean, safe, well-maintained classrooms and schools
- Clerical staff to provide school office assistance as well as family and student support

For both middle schools:

- Classroom teachers - to expand instrumental and vocal music programs
- Staff and programs to provide intervention and support for "at-risk" students

The parcel Tax is an additional tax charged to property owners, who annually pay between \$127 and \$1,116 based on the size of their parcel. Exemptions exist for senior citizens receiving Supplemental Security Income, and owners of multiple contiguous parcels operated as a single business. The current Parcel Tax was approved for eight years and is set to expire in 2017.

MVWSD Academic Achievement 5 Year Trend according to the California Performance Index

As shown on the chart below, academic achievement results of the California Performance Index have shown continuous improvement for every reported sub-group since the spring of 2010.

Student Groups	2009	2010	2011	2012	2013
All	822	826	834	855	863
African-American	758	---	747	796	779
Asian	940	938	939	944	947
Latino	717	728	741	769	778
White	918	932	937	946	953

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Low SES	727	723	735	765	773
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STATISTICAL PROFILE FOR THE MOUNTAIN VIEW WHISMAN SCHOOL DISTRICT

MVWSD student enrollment numbers have increased by approximately 5% over the past five years. The district has experienced modest but continuous enrollment growth each year over the past five years. This increased enrollment is attributed to supportive families, a dedicated teaching staff and leadership initiatives focused on promoting instructional programs that have are designed to produce a positive impact on the core business of teaching and learning. Student enrollment demographic profiles have remained relatively stable during this time period.

School Year	Total Enrollment	Hispanic %	White %	Asian %	Black %	Other %
2010-11	4,825	46.18	28.33	14.22	2.76	8.51
2011-12	4,969	46.19	28.13	14.77	2.13	8.78
2012-13	5,010	45.35	28.86	14.93	1.88	8.98
2013-14	5,052	45.03	29.02	14.71	1.64	9.60
2014-15	5,065	43.49	29.18	15.34	1.60	10.39

During the same five year span from 2010 to 2015, the percentage of students designated as socioeconomically disadvantaged has decreased almost five percentage points. The percentage of enrollment representing the groups of English Language Learners and Special Education students has also decreased over this same five year time period.

School Year	Total Enrollment	ELL %	Special Education %	Socioeconomically Disadvantaged %	Average Daily Attendance %
2010-11	4,825	40.12	11.90	43.92	96.98
2011-12	4,969	40.29	11.27	45.34	96.75
2012-13	5,010	38.40	10.06	43.39	96.78
2013-14	5,052	35.83	9.80	44.22	96.13
2014-15	5,065	32.10	9.58	39.05	97.13

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Summary

The Mountain View Whisman School District Board of Trustees is seeking a Superintendent of Schools with a proven track record of successfully addressing vital issues in a complex organization with a wide range of demographic issues. The Board is also targeting a decisive, data-driven educator who demonstrates a student-centered focus that promotes differentiated instruction and second language acquisition. The next Superintendent will effectively collaborate with both professional staff and community leaders to pursue an academic vision and execute a mission that fosters a culture of openness, diversity, and constructive dissent. A successful candidate will value accountability in designing and charting a clear course of action while mobilizing the necessary resources to implement sound educational programs. Interested candidates should be supportive of the concept of educational choice as one essential strategy in addressing the needs of all learners ranging with the gifted to the at-risk student. The Board seeks an energetic and inspiring team leader with exemplary management skills who will energize others through appropriate and effective delegation of responsibilities.

The Board intends to appoint a Superintendent who will unify a wide variety of community constituents including students, educators, business leaders, and public officials. The MVWSD Board of Trustees also expects to appoint a visionary leader who thinks critically, listens attentively, communicates clearly, prioritizes strategically and values consensus attained from considering a wide range of diverse perspectives.

Candidate Profile:

The successful candidate will be a proven educator who:

- leads ethically by example through clear strength of moral character and unquestioned integrity.
- practices principled but pragmatic leadership by demonstrating priority commitment to students, staff members and school leaders with evidence that all work is student focused.
- utilizes the power of technology as a tool to expand and enhance teaching and learning as well as empower all constituents with real time data to drive improvement strategies.
- thinks strategically, values dissenting opinions and balances resources and expertise to satisfy the varying needs of the district across a broad and diverse spectrum of cultural and socioeconomic perspective.
- models leadership as evidenced by attention to detail, timely responses to constituent concerns, and respect for dissenting perspectives.
- employs effective strategies of communication so decision makers stay fully informed of the relevant issues that demand priority attention.

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- is knowledgeable of potential opportunities related to school choice, including charter schools, turnaround models, alternative education, online and blended learning.
- establishes and maintains a professional climate and culture of collaboration, mutual respect and results based accountability.
- mobilizes, energizes, and collaborates with teams of leaders to transform challenges into creative problem solving opportunities.
- embraces efficient and sound management practices while recruiting and retaining an expert team of educational leaders who appropriately distinguish responsibilities emanating from the federal, state and local levels.
- builds and sustains coalitions across governmental agencies and departments as well as with office staff of community municipalities, state legislators and other elected officials.
- promotes a visionary agenda that anticipates educational challenges and addresses strategic priorities through active engagement in the governance process.
- demonstrates trust in team leaders by delegating responsibly and supporting the need for continuous improvement through reasonable and appropriate measures of accountability.
- networks productively with other school superintendents to build on successful experiences in benchmark districts with similar circumstances.
- is knowledgeable of the current field of professional research literature pertinent to the issues and solutions needed to address educational needs in the district.
- listens attentively to constituents and stakeholders, and communicates regularly with them on a variety of issues, challenges, opportunities.
- communicates in a clear and concise manner with local, national, and international media; delivering and making public presentations; and building rapport with external audiences.
- demonstrates ability to develop and manage complex budgets, clarifying details as necessary with professional staff, community stakeholders and elected leaders.
- eases tensions and disarms critics with an effective and appropriate sense of humor.

Application Criteria: The successful candidate will meet or exceed the following qualification criteria and preferences:

Minimum Qualifications:

- Qualify for or hold a California Professional Clear Credential;
- A minimum of five (5) years of managerial experience
- Other requirements: Experience, maturity and leadership abilities in appropriate facets of administration; awareness to the needs and objectives of the District, its Strategic Plan, and the ability to supervise and evaluate the work of others. Proven ability to:
 - a) possess personal integrity, self-confidence, and concern for people;
 - b) build positive and appropriate relationships with all district stakeholder groups;
 - c) forge meaningful coalitions with legislative leaders at the local, state, and national levels;
 - d) maintain high expectations for the staff and students;

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- e) show commitment to excellence in student achievement, effective learning and thinking skills;
- f) exercise effective leadership with the Board of Trustees in goal setting, long and short range planning, and policy development;

Preferred Qualifications:

An individual who has a regional or national reputation as an educational leader with credentials, demonstrated successful experience, or ability in the following areas:

- Qualify for or hold a California Professional Clear Credential;
- Implementing programs to close achievement gaps by focusing on the needs of all students;
- Leading collaboratively by valuing an inclusive, participatory decision-making process by seeking input from key stakeholders and staff members;
- Pursuing a clear vision and securing the necessary resources to facilitate progress toward that vision;
- Serving as a responsible steward of the taxpayer's resources;
- Building and maintaining trust relationships with high impact decision makers such as: elected board members; business and community leaders, city council members, state representatives, and leaders from institutions of higher education;
- Working with legislative and fiscal issues that pertain to education (e.g., analyzing legislative bills, testifying at legislative committee hearings, collaborating with elected representatives);
- Communicating with diverse audiences of various sizes;
- Successfully leading a large organization dedicated to ambitious goals, quality standards, and continuous improvement.

Compensation: \$200,000-\$220,000, commensurate with experience, with additional benefits as part of the full compensation package. Additional consideration may be considered for a qualified and preferred candidate.

The Mountain View Whisman Board of Trustees encourages all qualified candidates to apply by the deadline of April 17th, 2015.

For more information and to apply, contact:
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