



**Confidential
Position Profile
District Superintendent**

February 2010



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Position Profile

Position	Superintendent
School District	Forest Hills Local School District
Location	Cincinnati, OH
Reporting Relationship	Reports to five-member Board of Education
Website	http://foresthills.edu

District Overview

The Forest Hills Local School District (Forest Hills or District) encompasses the communities of Anderson Township and the Village of Newtown and serves over 7,800 students, 85% and 15% are residents of the Township and the Village, respectively.

Recognized by the Ohio Department of Education (ODE) as one of the elite Ohio school districts, rated *Excellent with Distinction* or *Excellent*, the past nine years, the District consistently outperforms the national ACT and SAT average scores.

Key Statistics

Academic Rating	Excellent with Distinction
Total Students	7,789
Total Employment	914
Number of Teachers	522
% Teachers with Masters Degree or Higher	71.5%
% Households with Students in District	25%
Number of Buildings	9

The Board of Education and staff are guided by the District's mission "*To provide educational opportunities that enable our students to acquire the knowledge, skills and personal qualities necessary for responsible citizenship and lifelong learning*" and its central theme "*Success for All Students*" as they work collaboratively to enhance the learning and achievement for all students.

Forest Hills is recognized as a "destination district for teachers." The District is proud of the credentials and quality of its teachers, average over 10 years of teaching experience, and the high retention rate, over 98%.

The District has six elementary schools, one middle school, and two high schools. Elementary schools offer kindergarten through sixth grade (two schools offer pre-school) and these schools emphasize personalized and individualized learning in small classrooms.

Nagel Middle School, with 1,170 students, offers an interdisciplinary team teaching approach to grades seven and eight. The school is organized into smaller-size groups of about 125 students per team, providing a friendly and personal approach to learning.

Anderson and Turpin High Schools serve students grades nine through twelve, with a combined attendance of approximately 2,500. A wide variety of academic and career options is available in both schools.

The District offers rigorous academic programs to prepare students with the knowledge and skills for the 21st century, and has a strong reputation for a well-rounded education, including extracurricular activities. It also benefits from many active parent groups with the PTA being one of the largest in the state.

In addition to Forest Hills, there are several quality private schools in the area including Immaculate Heart of Mary School, Guardian Angels School, McNicholas High School, and Miami Valley Christian Academy.

The vacancy is a result of the upcoming retirement of Dr. John B. Patzwald, who has served as the Superintendent for 18 years. For more information, please visit the District website above and the ODE website at <http://www.ode.state.oh.us/>.

Financial Overview

Forest Hills enjoys a reputation for managing public dollars responsibly and a history of strong community support. Since 2002, all but one (May 2009) of the operating levies passed. The results of an October 2007 Fallon Research study also indicate strong community support and pride in the District educational system.

Results From Fallon Research Study

Question	% Positive Responses (rated Excellent or Good)
Quality of Education Being Provided	90.5
District is Going in the Right Direction	83.2
Spending Its Money in an Effective and Responsible Manner	64.6

For fiscal year 2009, the District reported Total Revenues and Other Financing Sources of \$69,161,112 and Total Expenditures and Other Financing Uses of \$74,384,557. A deficit of (\$5,223,445) and a Cash Balance of \$12,336,996 were reported as of June 30, 2009.

Key Financial Statistics – Fiscal 2009

Annual Operating Budget	\$74.5 million
Cost Per Pupil	\$10,463
Instruction as % of Total Annual Spending	58.4%
Administration as % of Total Annual Spending	9.4%
Special Education Annual Expenditure	\$13.8 million

The District reports impressive results in several financial metrics as compared to other Hamilton County public school districts (22 districts), and Similar Districts (21 districts), as identified by the ODE.

Key Metric	Hamilton County Ranking	Similar District Ranking
Cost Per Pupil	15 th lowest	10 th lowest
Instruction as % of Total Annual Spending	4 th highest	5 th highest
Administration as % of Total Annual Spending	22 nd lowest	18 th lowest
Cost Per Pupil of Districts Meeting 30 Indicators	1 st lowest	6 th lowest

Forest Hills, like other Ohio public school districts, is faced with significant funding challenges. The District has cut \$26 million from the operating budget, including 46 positions in the past four years, and is considering an additional \$1.5 million in cuts over three years to eliminate the need for an operating levy in 2010.

General Responsibilities

The Superintendent is responsible to administer the schools in conformity with the Board’s policies; rules and regulations of the State Board of Education; and the laws of the state of Ohio. The Superintendent, in collaboration with the Treasurer, is responsible for a \$74.5 million annual operating budget and a team of 914 dedicated associates. The Treasurer, in addition to his financial responsibilities, is also responsible for business operations and reports to the Board.

The Superintendent’s direct reports include Director, Curriculum; Director, Student Services; Director, Human Resources; Communications Coordinator; and nine Principals (two high school, one middle school, and six elementary schools).

Key Objectives

The Superintendent must set the tone at the top and raise aspirations and expectations, not rely on the status quo. Key objectives include the following:

- Lead the development of a vision and strategic plan for the District that defines how it will continue to maintain its competitive advantage compared to other educational opportunities available in the area. The plan should address priorities such as academic performance, funding for operating and capital budgets, facility renovation/replacement, and deployment of technology.
- Advance the District’s academic performance and review the current instructional plan, and lead development of new academic initiatives, if necessary, to ensure instruction of 21st century learning skills.

- Develop and lead an out-reach strategy to market the District and enhance relations with the residents, business community, and elected officials. Be able to effectively articulate the District's message and educate the community (75% of households do not have/send children to Forest Hills) on the value of the education to gain broader support for future funding needs.
- Develop a strategy for future negotiations with the three unions that ensures responsible fiscal management of the District's assets and resources, and that ensures Forest Hills continues to attract and retain the most talented teachers and administrators. (Labor negotiations are expected to be completed by Spring 2010.)
- Review operating expenses, working in collaboration with the Treasurer, to ensure the appropriate cost reductions have been or are made for responsible fiscal management of the District's assets and resources; and develop the strategy and business case to prepare for a future operating levy.
- Maintain awareness of state and federal matters and be involved with external groups to ensure the District is knowledgeable of educational reform initiatives, research-based best practices, and new funding opportunities that will advance the District's mission.
- Review and evaluate the District's teacher/administrator professional development programs and implement enhancements, if necessary, to ensure the District continues to attract and retain the most talented teachers and administrators.
- Review the current organizational structure to ensure the appropriate structure aligns with the strategic plan, which may also include succession and organizational restructuring plans to manage the vacancies that will be created by several central office leaders that are eligible to retire in the next three to five years.
- Enhance and continue to build strategic relationships with higher education institutions, both four-year and vocational, to provide opportunities for students to advance their learning and achievement.

Minimum Qualifications and Preferences

The Superintendent should have the broad-based educational knowledge and experience to advance instruction and the business and financial acumen to continue responsible fiscal management of the District's assets and resources. The minimum qualifications include:

- Master's degree.
- Valid Superintendent's certificate as prescribed by the state of Ohio, or the ability to obtain one.
- Demonstrated track record of leading and advancing academic excellence in a public school district.
- Demonstrated track record of responsible fiscal management of assets and resources in a public school district.

- Demonstrated track record of community engagement and building support on complex issues with many diverse stakeholder groups.

While it is preferred that candidates have building level, central office, and superintendent experience, applicants with relevant experience will be considered. Applicants from Ohio and outside the state will be considered, as the Board desires to hire the best leader available in the market.

Leadership Competencies

The Superintendent, serving as the District's Chief Executive Officer,

- Must be a highly visible, mission leader committed to high student achievement and the success of all students.
- Should thrive on working in a high achieving environment and have a contagious optimism that inspires others.
- Must lead with courage and confidence and be capable of quickly building strong relations and trust with the Board to gain the support for the Superintendent's vision and strategic plan.
- Should be approachable and supportive of external groups (e.g., PTA, Boosters) and provide appropriate support to parents throughout their child's learning experience.
- Should be a good listener and decisive decision maker, and a creative problem solver.
- Should live a leadership style that empowers others to lead, while holding them accountable for performance against established goals.
- Must model professional and ethical conduct and have the poise and presence to interact with many diverse audiences.
- Must possess excellent social, communication and political skills to sell his/her vision and strong collaborative skills to build credibility and trust with various stakeholders.
- Must live and embrace the local community values and have the desire and energy to be the ambassador and public cheerleader for the District. While it is not required, it is highly preferred that the Superintendent live within the District.

Compensation

Compensation is designed to attract the best-qualified educational leader. Comprehensive health care, retirement benefits, and relocation assistance will be provided.

Quality of Life and Living in Cincinnati

Cincinnati is Ohio's second largest metropolitan city with a metro population of more than 2.1 million people. *Fortune Magazine* names Cincinnati one of the Top 10 places in the country to live and work. The Cincinnati area is home to many colleges and universities, including nationally recognized University of Cincinnati and Xavier University, and world-class professional sports, including Cincinnati Bengals football and Reds baseball.

Forest Hills, located just 10 minutes east from downtown Cincinnati, encompasses the communities of Anderson Township and the Village of Newtown. Anderson Township, population 43,850, is considered one of the area's most desirable neighborhoods in which to live. The Village of Newtown, a beautiful and quaint village of 3,955 residents, is considered one of the County's "Best Kept Secrets."

Anderson Township is a community committed to fiscal conservatism and is financially sound, holding an Aa1 bond credit rating (one of only 112 jurisdictions in the United States holding such a rating). Anderson also has one of the lowest effective residential property tax rates of any Hamilton County community without a payroll tax.

The population continues to grow and the Township has gained more residents (an increase of 9.8 %, per 2007 Census) than any of Hamilton County's 49 communities. One major reason why so many people choose Anderson Township as their home is the Forest Hills' schools. The community also offers the variety of affordable housing options; access to one of the nation's Top 100 Hospitals, Mercy Hospital Anderson; and the community's commitment to Greenspace.

Residents have access to more than 2,500 acres of parks, Greenspace and other publicly accessible land offering amenities, such as playgrounds, hike/bike trails, athletic fields, courts for volleyball, tennis, and basketball, a boat launch, and the popular wet playground. Visit www.cincyusa.com, www.andersontownship.org and www.villageofnewtown.com for more information.

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