



FCMAT Requests Applications of Interest for County Administrator at Inglewood USD

District Background

The Inglewood Unified School District (IUSD) encompasses nine square miles in Los Angeles County and is approximately 13 miles southwest of the city of Los Angeles. The district serves approximately 8,000 students in 19 schools in the city of Inglewood and an adjacent unincorporated area of Los Angeles County (Ladera Heights). The district's schools include one preschool child development center, one transitional kindergarten (TK) through grade five (TK-5) school, six TK-6 schools, one TK-7 school, three TK-8 schools, one grades 7-8 middle school, three high schools, one district-operated TK-8 charter school, one alternative education high school (11-12), and one adult education school. The district-operated TK-8 charter school has 760 students. Numerous independent charter schools are also located in the district.

Approximately 30.4% of the district's students speak a foreign language at home, and 86% of its students are eligible for free or reduced-price meals. The district's unduplicated pupil percentage (students who are English learners, foster youth, or eligible for free or reduced-price meals) is 89.8%.

The Inglewood community is undergoing a renaissance. The new Los Angeles stadium and entertainment district, home to the National Football League's Los Angeles Rams and Los Angeles Chargers, the potential for a new home arena for the National Basketball Association's Los Angeles Clippers, and other Inglewood-specific and LAX airport-related development and investment present enormous opportunities and challenges for the community at large.

The district has been under state receivership since September 14, 2012, when the governor approved Senate Bill (SB) 533 (Chapter 325/2012) that included an emergency appropriation of \$55 million to avert fiscal insolvency. Of the \$55 million authorized, the district drew \$29 million from November 2012 through February 2013 because of negative cash flow projections. The county superintendent has assumed all legal rights, duties, and powers of the district's governing board, superintendent, and personnel commission. Under receivership the district's five-member governing board serves in an advisory role until the district shows adequate progress in implementing the recommendations of a comprehensive review in five operational areas (financial management, personnel management, community relations and governance, facilities management, and pupil achievement), and the Los Angeles County Superintendent of Schools, with the concurrence of the State Superintendent of Public Instruction (SPI) and the president of the State Board of Education (SBE), determines that the district has built sufficient capacity to self-govern.

The Position

The county administrator at Inglewood USD serves under the direction and supervision of the county superintendent and occupies a unique role. The administrator is not a superintendent, but a hybrid of governing board, superintendent, fiscal expert, turn-around specialist, systems developer, and strategic implementer, called upon to lead the district through the challenging steps of recovery in all operational areas. Although much improvement has been made in the early years of the recovery process in Inglewood, much remains to be done, offering the successful candidate a rare leadership opportunity. The ideal administrator will have the ability to lead the district's continuous improvement process to increase all measures of student achievement, restore fiscal solvency, strengthen and balance the district's

fiscal, human and facility resources, and design and strategically implement policies, procedures, systems and structures — all with an eye to sustainability and return to local governance.

Working in partnership with the Los Angeles County Office of Education (LACOE) support team, this proven leader will implement and execute the jointly-developed IUSD/LACOE action plan that prioritizes the items below from among the myriad of outstanding items in the recovery process:

- Addressing all Assembly Bill 1840 requirements including the development and implementation of a facilities consolidation and closure plan
- Implementing budget and fiscal practices that result in long-term solvency
- Improving special education services and compliance
- Implementing a comprehensive, coherent K12 instructional program that improves teaching and learning at all schools for all students.

This position is currently held by an administrator who has been in the district since 2017 and has decided to retire after a distinguished teaching and educational leadership career. The county superintendent has approximately ten full- and part-time staff and consultants in Inglewood who provide daily leadership of and support for a variety of high-priority elements of the district's strategic plan, recovery plan and action plan, and for FCMAT's comprehensive review recommendations. Additional resources are provided by the California Collaborative for Educational Excellence (CCEE). The collective LACOE, CCEE and FCMAT teams will facilitate the transition between the current administrator and the successful candidate. By the end of October 2019, all three district executive cabinet positions (chief academic officer, chief business official and human resources executive director) will either be newly filled or vacant.

Candidate Qualifications

The successful candidate will be a transformative leader who has demonstrated prior success and who cares about students and their academic and personal achievement. The ideal candidate will have a professional and personal profile that includes:

- Commitment to the district's recovery and long-term success
- Proven track record of increasing student achievement in a fiscally distressed, urban school district
- Demonstrated ability to develop organizational systems, strategic implementation and capacity building across all functional areas
- Success in effectively leading major change initiatives
- Ability to engage, persuade and collaborate with the broader community, business and civic organizations to establish partnerships that support a vision for student success
- Ability to grow student programs, including retaining secondary students, improving the high school experience, and creating a comprehensive K12 program
- Courage to address and resolve challenges related to race, equity and poverty that may hinder academic success and student safety
- Excellent communicator who fosters transparency, develops trust, conveys a sense of urgency, and exemplifies honesty and integrity
- Bilingual / multilingual strongly desirable
- Visible leader who listens, is seen on campus and in classrooms, and participates with the community in the community
- Demonstrated experience working in a culturally and economically diverse community, with a strong sensitivity to the rich cultural background of students, families, staff and the community
- Caring and appreciation for Inglewood, its rich history, strong diverse cultures, and people
- Collaborator with and among all stakeholder groups: students, teachers, classified staff, administrators, parents, business and civic members, advisory board, associations, county office, and state agencies

- Experience building a talented team — recruiting, coaching, supporting, motivating, respecting and building capacity
- Respectful, active partner with employees and their respective associations
- Commitment to success of both the process and the ultimate goal
- Dynamic, confident and compassionate individual
- Demonstrated commitment to holding self and others accountable; willing to make tough decisions
- Sets an example personally for others to do their best; earns respect by positive and supportive words and actions
- Legacy of action
- Able to communicate a vision in actionable terms and successfully lead the action required
- Experience in school facility planning and improvement, including closing and consolidating schools
- Strong school business background

Compensation

The successful candidate will be offered a competitive salary. The current incumbent's base annual salary is \$250,000 plus a comprehensive benefit package. A five-year contract is desirable to demonstrate commitment and stability to guide the district through recovery and return to self-governance, with a work calendar of 244 days per year, including negotiated vacation days. The position is eligible for CalSTRS or CalPERS as an active employee. Special terms apply to existing employees of the CDE or LACOE. Final terms will be negotiable with the county superintendent.

Selection Process

FCMAT is designated as the agency that must identify and vet a list of qualified candidates for the position. LACOE will establish and coordinate a two-step interview process to narrow the list of candidates to finalists. The county superintendent, with the concurrence of the state SPI and the president of the SBE, will make the final selection.

Tentative Selection Timeline

- Application deadline: Friday, October 11, 2019
- Initial screening: Friday, October 18, 2019
- First round of candidate interviews by LACOE: October 30, 2019
- Final round of candidate interviews by LACOE: November 7, 2019
- Appointment by LACOE/SPI/president of SBE: November 12, 2019

Dates above are shown for planning purposes and may be subject to change.

Application Procedure

Initial screening will be based on the following two required items that must be submitted by the application deadline:

1. A letter of interest

The letter of interest must concisely address the following six points:

- The lack of stabilization of leadership has been a hindrance to the district's recovery. Describe how you will demonstrate your commitment to IUSD and its community.

- The administrator at IUSD must have a proven track record in instructional excellence and fiscal management. Please describe the transformation you led and the legacy you established in one or more recent positions relative to both of these topics.
- Describe how you will build trust between yourself and the district and community stakeholders.
- Explain how you will attract and retain student enrollment in IUSD.
- Inglewood is a diverse district. Describe your experience leading in a culturally and economically diverse environment and how you built on the strength of such diversity.
- As the IUSD county administrator, your job is ultimately to work yourself out of a job in the next five years, ensuring the return of local governance authority and positioning that newly empowered board to hire a superintendent. How will you build the capacity of the staff to ensure a leadership succession plan at all levels?

2. A current resume

Candidates selected for the first round of interviews will be required to submit the following items:

- A fully completed application
- Three (3) current letters of recommendation

Candidates selected for the second round of interviews will be required to submit the following materials:

- Verification of degrees and credentials

Instructions and deadlines for these additional required items will be provided to those selected for interviews. Receipt of applications will be acknowledged, and materials submitted will be treated confidentially. The county superintendent or her designee reserves the right to visit the districts and communities of candidates prior to a final selection.

Application

Application instructions and additional resources are available at <https://www.fcmat.org/inglewood>.

Initial applications shall be submitted via email to Inglewood@fcmat.org no later than 5 p.m. on October 11, 2019.

Questions may be submitted via email to Inglewood@fcmat.org. Any contact with the Los Angeles County Superintendent of Schools, the SPI or the president of the SBE to attempt to influence the selection process will be considered a breach of professional ethics and a basis for disqualification of an applicant.