

An invitation to apply for the position of
Superintendent



Norfolk Public Schools
The cornerstone of a proudly diverse community



Norfolk, Virginia

The Position

The Norfolk Public Schools, Norfolk, Virginia, School Board, is seeking a highly qualified and fully certified Superintendent. The Board wishes to have the successful candidate assume the responsibilities of the position on or before July 1, 2020.

McPherson & Jacobson, L.L.C., Executive Recruitment and Development has been engaged as the consultant in a search for outstanding candidates. They will assist the School Board in identifying and screening the candidates.

The Qualifications

The candidate must have the background, skills, and abilities essential for excellence in educational leadership. The board recognizes that selecting a superintendent is one of the most important decisions it will make. The Board developed the following desired characteristics.

- Superintendent experience preferred in an urban district with similar size and demographics including the requirement of experience as a building principal.
- A proven educational leader with a clear vision who has demonstrated successful strategic planning through measurable and observable outcomes.
- A strong, visible, collaborative leader who values community involvement by all stakeholders and demonstrates a commitment to the entire community.
- An educational leader with a proven record of implementing successful district desegregation strategies and closing the achievement gap with a primary emphasis on students' needs.
- Demonstrated success in Board relationships and governance.
- An educational leader who is an advocate for students, faculty and staff.



The Community

Norfolk is located in southeast Virginia, 100 miles southeast of Richmond. The city of some 247,000 residents encompasses 66 square miles. It has seven miles of Chesapeake Bay beachfront and a total of 144 miles of shoreline along our lakes, rivers, and the Bay. Much of this land is located in residential neighborhoods.

Norfolk is home to the world's largest naval base and the North American Headquarters for NATO (North Atlantic Treaty Organization).

Norfolk International Terminal has completed a 300-acre expansion, making it the largest inter-modal center in the U.S.

Norfolk is home of the USS Wisconsin battleship and a vibrant harbor. Ocean-going cruise vessels of up to 3,000 passengers regularly stop at the Half Moone Cruise and Celebration Center downtown.

Norfolk is home to the Virginia Opera, the Virginia Stage Company, the Virginia Symphony, the Virginia Arts Festival, Chrysler Hall, Chrysler Museum of Art, the General Douglas MacArthur Memorial, and Nauticus, the National Maritime Center.

USA Today called Norfolk one of the Top 10 booming downtowns, recognizing a decades-long housing, retail and financial boom in Norfolk.

Norfolk has been recognized as a Tree City and its neighborhoods have extensive trees and flowers. It is home to the Norfolk Botanical Garden.

Old Dominion University, Norfolk State University and a new downtown campus of Tidewater Community College are located in Norfolk, and Wesleyan College is located on the border between Norfolk and Virginia Beach.

Eastern Virginia Medical School and its four internationally recognized research institutes are located in Norfolk, as is Sentara Health System, DePaul Medical Center-Bon Secours and Virginia's only free-standing, full-service pediatric hospital, Children's Hospital of the King's Daughters.

The city offers numerous parks, trails, Northside Skate Park, and many sports courts for those who enjoy the outdoors.

Sports fans can attend an Admirals Hockey game at the Scope Arena or a Tides Baseball game at Harbor Park.

For additional information about Norfolk, visit: www.norfolk.gov.

Norfolk's schools educate approximately 29,000 students every day, from pre-kindergarten through grade 12. Full-day preschool classrooms ensure that 1,998 3-year-olds and 4-year-olds enter school with critical early literacy and numeracy skills.

NPS has an astounding array of academically challenging programs from which to choose, including five middle school specialty programs, five high school specialty programs, three K-8 choice schools, two 3-8 schools, two Pre-K-2 schools, one 3-5 school, and two Pre-K schools. June 2019 graduates earned over \$88.5 million in scholarships.



NPS is proud of its 2,276 classroom teachers, whose laser focus is helping students achieve at high levels. Our teachers are led and inspired by 57 principals and site directors. NPS employs close to 4,495 full-time, permanent staff members. There are 238 administrators; 2,147 teachers; 449 non-classroom teachers; and 1,540 classified staff members.

Students are encouraged to demonstrate positive behavior according to the Standards of Student Conduct. The school division has implemented Positive Behavioral Interventions and Supports, which outlines expectations for children, families and staff, and promotes collaboration in meeting and exceeding expectations. Norfolk Public Schools partners with a variety of agencies to ensure safe, secure schools.

NORFOLK CITY SCHOOL BOARD GOALS:

- Improve Student Academic Achievement and Outcomes
- Ensure Safe, Caring, and Healthy Learning Environments
- Strengthen Family and Community Engagement

BOARD AND DIVISION PRIORITIES:

1. Increase the percentage of schools earning full accreditation (100% fully accredited by 2022)
2. Increase the percentage of VDOE Continuous Improvement Schools and NPS High Academic Performing Schools
3. Decrease all subgroup achievement gaps (5% or less by 2024)
4. Increase the On-Time graduation (85% by 2024)
5. Provide Educational Equity, Options, and Opportunities
6. Attract and retain highly qualified & effective staff (fully staffed at start of school)
7. Expand Educational Planning and create a Five Year Capital Improvement Plan for facilities and technology
8. Promote a culture of safety, high attendance rates, decreased dropout rate, positive organizational culture, and student behavior
9. Attract and retain community partnerships and strengthen family engagements
10. Strive to Improve Relationships and Increase Governance Capacity (School Board only)

Programs available to Norfolk Public School Students

- Middle School Specialty Programs (World Studies, Medical, Science and Engineering and more)
- High School Specialty Programs (Military Science, International Baccalaureate, Arts, Medical/Health Professions, Leadership, Science and Engineering)
- Full-Day Pre-Kindergarten Offering
- Full-Day Kindergarten
- Gifted and Special Educations Programs
- Before- & After-School Programs
- Athletics & Extracurricular Activities



Budget Information

- FY20 Operating Budget: \$336 million
- 76% of Operating Budget dedicated to direct instruction
- \$10,671 per pupil cost for FY2014, the latest year available from the VDOE

School Board

The School Board consists of seven members who are elected to serve four-year terms.

- Dr. Noëlle Gabriel, Chair
- Mr. Carlos Clanton, Vice Chair
- Ms. Tanya Bhasin
- Ms. Lauren Campsen
- Mr. Rodney Jordan
- Ms. Adale Martin
- Ms. Christine Smith

Mission Statement

Norfolk Public Schools is on a mission to ensure that all students maximize their academic potential, develop skills for lifelong learning and become successful contributors to a global society.

We believe Norfolk Public Schools is the cornerstone of a proudly diverse community with highly qualified teachers and staff dedicated to providing diverse teaching and learning opportunities for all students.

*To find out more about Norfolk Public Schools, please visit:
<http://www.npsk12.com>*

APPLICATION & SELECTION PROCEDURES

Available at www.macnjake.com



MCPHERSON & JACOBSON, L.L.C.

11725 Arbor St., Suite 220

Omaha, Nebraska 68144

Phone (888) 375-4814

Fax (402) 991-7168

Email: mail@macnjake.com

Selection Timeline

1. Application deadline:
November 14, 2019
2. Finalists selected by
School Board:
December 4, 2019
3. Interviews with
School Board:
December 16-20, 2019
4. Selection of new
superintendent:
Early January 2020
5. Starting date:
On or before July 1, 2020

An application for superintendent should include:

- A letter setting forth personal qualifications, experiences and reasons for interest in the position
- A current résumé
- A completed application form
- Reference letters, certificates and licenses, and academic transcripts from colleges/universities indicating degree(s)

Candidates are asked to not contact board members directly. Any effort to do so may eliminate them from consideration. Names of applicants will be held in strict confidence whenever possible; however, McPherson & Jacobson complies with individual states' Freedom of Information laws.

Norfolk Public Schools is an Equal Opportunity Employer. The district does not discriminate on the basis of race, religion, color, sex, age, national origin or disability and, when needed, will provide reasonable accommodations to applicants and employees. Anyone requesting a reasonable accommodation in the application or recruitment process, please contact McPherson & Jacobson at the address/phone/email above.