

Personal/Professional Qualities of the next Executive Director

High integrity and instills trust – can hold confidences – displays courage honors commitments – is direct and truthful

Ability to build consensus around a common vision and purpose – painting a compelling, inspired and relatable picture around the vision and strategy to motivate others to action - sustains energy around an organization wide effort

Ability to ensure accountability (establish accountability measures and systems to monitor metrics, performance indicators)

Ability to build effective teams – strong identity teams that use the diverse skills and perspectives to achieve common goals (What does a CCSESA team win look like?)

Ability to Manage through systems (managing work processes and external organizations to accomplish CCSESA goals)

Ability to manage ambiguity – when the future is unclear the ED should be able to develop a path forward with multiple contingency plans

Political and organizational sophistication, appreciation of nuance and the importance of compromise— build networks - strong relationships with key individuals/opinion makers – policy – the ED should know the seat of politics, power, influencers – and avoid creating tensions between groups –_ability to balance the broader political and policy priorities of state policymakers with the more focused and sometimes localized, priorities of county superintendents

Collaborator – someone who facilitates and leads a process with partners agencies and associations to collectively improve outcomes for students statewide regardless of the zip code in which they reside

Ability to manage conflict – gets in front of situations (predicts and nullifies) navigates difficult conversations – settles differences in productive ways with minimum noise

Innovative (creating the new and different ways CCSESA can be relevant) anticipate future trends and position CCSESA – formulate a clear strategy and map steps that will accelerate us toward our strategic goals.

Self-Aware – ability to personally learn and adapt - be flexible – proactively seek feedback. Can read the room and adapt approach.

Balancing the needs of different stakeholders – recognize that CCSESA is comprised of 58 independently operational (elected or appointed) officials that operate in different contexts

serving diverse communities. Helping us understand the art of compromise and that by going together in partnership with education and non-education partners we go farther – shape, influence and be a liaison between different stakeholder groups – acts fairly (students first)

Listening Skills – be open and receptive – listen to what is unsaid

Good communication skills – in small and large group settings with diverse stakeholders, can adjust messaging and provide clear concise messages.

Action oriented – taking on new opportunities and tough challenges with urgency, high energy and enthusiasm

Drives results – uses resources effectively to maximize productivity – prioritizes aggressive goals high standards and record of achievement –understands the political and fiscal realities of the moment and adjusts accordingly

Background – Experience necessary

Knowledge of the operational practices and norms of different statewide agency partners (DOF, SBE, CCEE, CDE), the legislator, Governor’s office and education partner associations (ACSA, CSBA, CASBO, CTA, CSEA, SEIU etc.)

Established relationships within these venues

Experience advocating and writing policy – developing and implementing strategic plans

Strengths and Challenges of CCSESA – look to the PACE report

Strengths of CCSESA

We (County Superintendents) are the intermediary agency between the state and districts

We have strong relationships with the districts we serve and other local government agencies in our counties and in the business community

We have incredible depth of knowledge and expertise that can be mobilized quickly and efficiently

We have expanded statutory responsibilities in Ed code that make us relevant to the Statewide System of Support

We have system in place to learn from one another and job share

Challenges

We are not perceived by agency and education association partners as an organization that operates in unity

In some cases, we are perceived by state policymakers, their staff and school districts as advocating for our interests rather than the interests of districts.

We have a reputation within the Governor's office and Department of Finance as being more supportive of protecting regional and countywide programs operated by COEs instead of embracing the authority, responsibility and accountability of school districts to operate programs for students not statutorily assigned to county superintendents.

Some county offices are perceived by Governor and Legislative staff as being unwilling to embrace our AB 1200 and LCAP technical assistance, monitoring and oversight roles with districts and local boards

We are not aligned and well organized

We lack clear long, and short-term vision and purpose

We do not have well understood and practiced by-laws and operational systems – norms

We are easy to divide and conquer due to disparate needs and individualism (competitiveness for scarce resources?)

CCSESA in the Future

I want our organization to be the go-to organization – where all seek advice prior to establishing new policy or educational direction. I would like CCSESA to be thought of as the organization that gets things done – we operationalize policy.

I hope our organization is perceived as a great place to work and that we recruit and grow talented young individuals.