



**THE HAMILTON COUNTY BOARD OF EDUCATION SEEKS A HIGHLY QUALIFIED  
PROFESSIONAL EDUCATOR TO SERVE AS THE SUPERINTENDENT OF  
HAMILTON COUNTY SCHOOLS**

**Our School System**

The Hamilton County Schools (HCS) is a diverse school system, providing approximately 44,265 students in the Chattanooga, TN area with high quality educational opportunities. The district offers a wide variety of educational programs for all students including International Baccalaureate programs, magnet schools with particular areas of study, and Future Ready Institutes designed to prepare students for college or career. HCS is known for a dramatic academic turnaround, resulting in HCS becoming the fastest improving district in the state of Tennessee.

Hamilton County is the fourth largest of the 142 school districts in Tennessee. There are 79 schools in the District: 44 elementary schools, 13 middle schools, 13 high schools, and 9 other schools and programs. The demographic representation of the students is approximately 56% Caucasian, 31% African-American, 10.5% Hispanic or Latino, and 2.5% Asian and Native American/Alaskan Native. HCS also has a significant number of English language learners. HCS employs approximately 6,300 faculty and staff, including 200 administrators and 3,400 licensed teachers.

HCS is governed by the Board of Education, a nine-member elected body whose members represent districts of substantially equal population across the county. Members of the Board serve four-year terms. The funding body for HCS is the Hamilton County Commission with funds primarily coming from county property taxes, sales taxes, and state and federal sources. The current annual budget for the District is \$434.3 million.

The Mission of Hamilton County Schools is "To create pathways to bright futures for all students in our community, by helping to equip them with the skills, knowledge and support required to

realize their full potential". The District's vision entails "Hamilton County Schools will become the fastest improving district in Tennessee." HCS strives to help students reach their highest potential by equipping them for multiple options upon graduation from high school: the option to go to post-secondary education; the option to go into the workforce; or the option to seek some type of alternative training.

The Hamilton County Board of Education is committed to success for all students through increased student achievement, parent and community involvement, safe schools and accountability. The Board has established a set of goals to guide district leadership in their oversight of school operations:

- Ensure a safe, clean, and orderly environment that promotes learning in all schools.
- Improve academic performance of all students through implementation of a system of high standards and accountability in all classrooms.
- Recruit and retain effective and qualified teachers for all children.
- Enhance and strengthen the programs that promote good citizenship, teach character education and value diversity.
- Develop a parent involvement program in every school.
- Implement a comprehensive plan that provides clear and open lines of communication among central office employees, school staff, parents and the community.

In 2017, the Board adopted Future Ready 2023, a strategic plan that elevated focus areas to further define the strategic direction for district leadership:

- Great Teachers, Great Leaders
  - A highly effective, supported teacher in every classroom and a strong leader in every building.
- Engage every child. Everyday.
  - Students who are motivated and interested in learning are more successful, confident and experience higher achievement. Fostering curiosity, creativity, and a love of learning are key to the hope, well-being and achievement of our students.
- Strong Foundations: Literacy and Math
  - Critical to a student's success both in school and beyond, literacy is more than reading and spans all subject areas and skills. Math is also a critical skill and tied to many of the growing job opportunities in our community.
- Building Our Values: Culture, Climate and Communication
  - Strong, supportive school climate and culture are essential to the success of our students and schools. Improve internal and external communication and increase public confidence in our school system
- Future Ready: Prepare all Students for College and Career
  - Creating pathways and opportunities for students as they prepare for post-secondary education and careers.
- Close the Opportunity Gap

- Intentional and focused support on our most at-risk students and schools reflects our commitment to equity and success for all students.

For additional information on the Hamilton County Schools, please visit our website at <https://www.hcde.org>

For additional information on Future Ready 2023 the Hamilton County Department of Education strategic plan, please visit the HCDE website at [https://www.hcde.org/district/future\\_ready\\_2023](https://www.hcde.org/district/future_ready_2023)

## **Our Location**

Hamilton County is located in southeastern Tennessee along the Georgia border. We are bordered to the west by the Cumberland Plateau and to the east by White Oak Mountain. Our geography is dominated by the Tennessee River, which runs through the center of the county. The county has a population of approximately 365,000, making it the fourth largest county in Tennessee. The city of Chattanooga, with approximately 182,000 residents, is the largest of the ten municipalities located in Hamilton County.

Chattanooga is a warm, friendly city filled with southern charm that offers a wide variety of activities for all ages. The local economy includes a strong, diversified mix of manufacturing and service industries, four colleges, and numerous nonprofits and foundations. Chattanooga has received national recognition for the renaissance of its beautiful downtown and redevelopment of its riverfront. The city is known for leveraging development funds through effective public/private partnerships, with significant civic involvement on the part of private foundations. Chattanooga was also one of the first US cities to effectively use a citizen visioning process to set specific long-range goals to enrich the lives of residents and visitors. "Sustainability" is a key concept for industry and government working together for enlightened development. With its scenic beauty, stable population and economy, civic vitality, cross-sector partnerships, fiscal integrity, and strategic location, Chattanooga enters the 21<sup>st</sup> century as one of the most progressive and livable mid-size cities in the United States.

For more information about Hamilton County, please visit [www.hamiltontn.gov](http://www.hamiltontn.gov). For more information about Chattanooga, please visit [www.chattanooga.gov](http://www.chattanooga.gov).

## **Reports and Relationships**

The Hamilton County Board of Education governs the Hamilton County Schools by establishing overarching goals for the system, selecting a superintendent who will pursue those goals, adopting budgets and policies that prioritize those goals, and evaluating the superintendent on the basis of whether his or her administrative team achieved those goals.

The Superintendent of Hamilton County Schools is the Board of Education's one employee. As such, he or she reports directly to the Board and is ultimately responsible for executing the Board's vision through his or her subordinate administrators. This is a collaborative process,

necessarily requiring that the Board and the Superintendent have a high level of confidence in one another. A successful Superintendent must be able to follow the Board's direction while playing a significant role in shaping that direction.

As the Board's chief executive officer, the Superintendent must be able to cast a vision to the wider school community and lead the system's employees. He or she should be able to assemble and manage a team of highly qualified senior leadership who will themselves oversee the operations of a complex organization.

### **Basic Functions**

The Superintendent is charged to inspire, lead, guide, and direct the administrative, instructional, and operational support services teams in setting and achieving the set standards of excellence so that each individual student may have a quality learning experience that provides them with the skills and resources they need to be productive citizens in society. All of these responsibilities, accountabilities, and activities must be effectively executed and/or accomplished in an educational and community environment characterized by a desire to continue with current school successes and drive academic improvements system wide.

Specific responsibilities include, but may not necessarily be limited to, the following:

- Administer the development and maintenance of a positive, innovative educational program designed to meet the needs of all of the community.
- Recommend policies, guidelines, and procedures for adoption by the Board and execute the policies, guidelines, and procedures adopted by the Board.
- Develop a plan/culture that cultivates and supports all the human capital needs of the District. Nominate, appoint, and/or assign, and define the duties, of all district personnel (subject to approval of the Board as necessary). Create a working environment and culture that allows the District to recruit, retain, and motivate a high-quality team of educators who are passionate about educating children. Seek opportunities for professional growth, and ensure appropriate professional and personal development for all District personnel.
- Make recommendations to the Board with respect to school accommodations/facilities, boundaries for school attendance, and student assignment to the various schools.
- Prepare the annual budget for Board approval. Provide strategic and operational business and financial leadership to the District in order for the District to operate in a financially responsible manner consistent with all state rules and regulations.
- Conduct continuous study of the development and needs of the schools and keep the Board and public informed.
- Develop and promote opportunities for mutually beneficial partnerships between the District and a diverse group of community stakeholders.
- Represent the schools before the public and maintain, through collaborative leadership, a program of communications and public relations both inside and outside the schools that keeps the public informed of the activities, needs, and successes of the schools.

Seek appropriate opportunities to promote the District in the community and the region at large.

- Adhere to local, state, and federal laws.
- Serve as the primary liaison with state and local government officials and representatives regarding legislation and appropriations affecting the District.
- Visit the schools as often as practical to observe the work of the staff in the school setting.
- Continually investigate, support, and implement innovative and appropriate uses of technology.
- Perform such other duties as the Board may direct.

### **Requirements**

- Passionate, energetic, enthusiastic; exhibits a love for educating young people and enthusiasm for the educational process.
- Visionary leader who exhibits innovative thinking with the necessary skills and abilities to put the Board of Education's vision into action.
- Superior management and leadership skills; ability to revise/develop/maintain good management policies.
- Superior human relations skills: visible and approachable; creates an atmosphere of acceptance; builds consensus and loyalties across a diverse group of stakeholders; community-oriented; transparent in interactions with the community; politically astute and savvy; ability to understand the political dynamics of the community.
- Effective written and oral communication skills; ability to communicate to internal and external stakeholders; good listener.
- Exhibits high personal expectations and high expectations for others.
- Ability to recruit, develop, and retain highly qualified employees and lead others to do the same.
- Strong planning and concept development skills; strategic, creative, innovative thinker yet organized with the ability to prioritize appropriately.
- Appropriate financial acumen and financial management skills.
- Good decision making skills; understanding of data and data analysis in good decision making; courage to make tough/necessary decisions.
- Knowledgeable in the use of technology as an educational and administrative tool.
- Seeks personal and professional growth opportunities.
- Appropriate educational credentials. Terminal degree preferred.
- Successful history as a central office administrator in an educational setting.
- Experience building and maintaining long-term community partnerships.
- Proven ability to deliver academic gains for students for in sub-groups

### **Compensation and Benefits**

Base compensation will be commensurate with experience. Additionally, the Board has adopted a management-by-objective system of bonuses tied to the pursuit of strategic goals.

### **Other Considerations**

Hamilton County Department of Education is an Equal Opportunity Employer.

Tennessee's Open Records Law requires that applications become public record.

Tennessee's Open Meetings Law requires the Board of Education to interview candidates in meetings open to the public.

### **Application Process**

Interested applicants should submit a current C.V. and a letter of interest setting forth their qualifications to serve as the next Superintendent of Hamilton County Schools to [hcdesuperintendent@buffkinbaker.com](mailto:hcdesuperintendent@buffkinbaker.com).

Priority consideration will be given to applicants who respond before October 22, 2021.