

Invites Applications and  
Nominations for the Position of:  
**Superintendent  
of Schools**

**Greenwood/Asher**  
& ASSOCIATES, LLC

# The Opportunity

The Fayette County Board of Education is accepting nominations and applications for the next superintendent of the Fayette County Public Schools (FCPS). The Board is seeking an individual who shares its commitment to putting the interests of students first and ensuring that each child is prepared for college and career, engaged fully in their communities, and ready to excel in a global society. The administration of the school system, in all of its aspects, is delegated to the superintendent, who carries out administrative functions in accordance with the policies adopted by the Board and relevant state law. The execution of all decisions made by the Board concerning the internal operation of the school system is delegated to the superintendent. The superintendent serves as the executive officer of the school district and secretary to the Board. Together, the five-member Board, the superintendent, and the district office are responsible for setting standards for student, program, and operational performance, while respecting the local School-Based Decision Making autonomy of each school.

## About Fayette County Public Schools



Serving more than **42,000 students** from the Lexington-Fayette Metro Area, Fayette County Public Schools is the **second largest district** in the Commonwealth of Kentucky, and every decision made – from the boardroom to the classroom – is based on doing what is best for all of our students. Our **70 schools and special programs** provide world-class offerings for children in preschool through 12th grade and serve 90% of school-aged children in Fayette County. Known throughout the Commonwealth of Kentucky for high achieving students, exemplary staff, engaged families, and involved community members, our students and employees repeatedly earn state and national accolades in academic, athletic, and professional arenas.

Fayette County students consistently rank at the top on state and nationally recognized measures of academic performance, posting ACT scores, state test scores, and national test scores higher than state averages. Although the district accounts for just 6 percent of the student enrollment in the state, our students regularly represent two to three times that percentage of National Merit semifinalists,

Governor's Scholars, and Governor's School for the Arts participants. **Our recent graduates were accepted to all 15 of the nation's highest ranked colleges and universities** as rated by U.S. News and World Report, all eight Ivy League Schools, and four of the five U.S. military academies. With more than **\$104 million in scholarship offers**, they are attending college in 40 states, Washington, D.C., Puerto Rico, and six countries.

Ranked as one of the nation's **Best Large Employers for 2021** by Forbes Magazine – the only public school district on the list – Fayette County Public Schools is home to the Kentucky Elementary Teacher of the Year, the Kentucky High School Teacher of the Year, and the state's overall Teacher of the Year. More than 85 percent of the district's teachers hold advanced degrees and 203 FCPS teachers have earned National Board Certification.

Home to one of the nation's only K-12 International Baccalaureate campuses, our district is also proud to have **six National Blue Ribbon Schools** – a trademark of excellence and a symbol of quality noted by everyone from families to policymakers. We also have

eight National Green Ribbon Schools, selected for exemplary efforts to reduce environmental impact and utility costs, promote better health, and ensure effective environmental education, including civics and green career pathways.

Students who graduate from the Fayette County Public Schools receive more than just a high school diploma. When families choose our schools, they are choosing an experience designed to equip their children to excel in whatever future they can imagine for themselves. Our students have unlimited potential, and we are committed to helping them develop the attributes they will need to succeed not only in college and career, but also in life. Our purpose – captured in the system’s

“Portrait of a Graduate” – is to ensure that every student who enters the doors of the Fayette County Public Schools exits as a graduate who is academically prepared, college and career ready, civically engaged, culturally competent, and equipped for the future.

Leaders in the district believe in the importance of collaboration, soliciting input from all community members and stakeholders, and using their insights and perspectives to help all students achieve at the highest level. In return, families, civic leaders, and the business community are deeply supportive of the district and are committed to working side-by-side with district leaders to create a positive learning environment where every student can succeed.

## District’s Core Values:

Students first.

Victory is in the classroom.

Leadership, capacity building, shared accountability, and collaboration for results are keys to success.

Families are our partners.

It takes an entire community to ensure the success of our public schools.

## District’s Mission:

The mission of the Fayette County Public Schools is to create a collaborative community that ensures all students achieve at high levels and graduate prepared to excel in a global society.



# District's Equity Statement:

Fayette County Public Schools shall commit to providing educational excellence for every student. Achieving equity requires strategic decision-making to remedy opportunity gaps and create a barrier-free learning environment. District leaders will reflect this commitment in policy and in governance. As a district, we believe educational equity focuses on:

*To ensure that all students demonstrate growth and achievement we must take timely, deliberate, and unified action to eliminate exclusionary practices and address historical and social barriers that prevent our students from reaching their highest potential.*

**1**

**Inclusion:** All learners are welcomed, accepted, and protected against harassment or discrimination in our schools, as we celebrate the diversity of our students, staff, families, and community and teach our students to understand and effectively engage with people of different backgrounds.

**2**

**Access:** All learners shall have an equal opportunity to actively engage in all academic and extracurricular opportunities.

**3**

**Process:** All learners shall receive fair and just but not identical treatment and supports, including high quality coursework that reflects the diversity of our students and highly qualified teachers who are prepared and supported to meet student needs.

**4**

**Outcome:** All learners shall have educational experiences that ensure achievement of high academic and social expectations.

(2020-21)

## Fast Facts in FCPS

37



Elementary Schools

12



Middle Schools

12



Special Programs

6



High Schools

3



Technical Centers

**41,488**  
Total Students Enrolled

Grades K-5



18,018

Grades 6-8



9,759

Grades 9-12



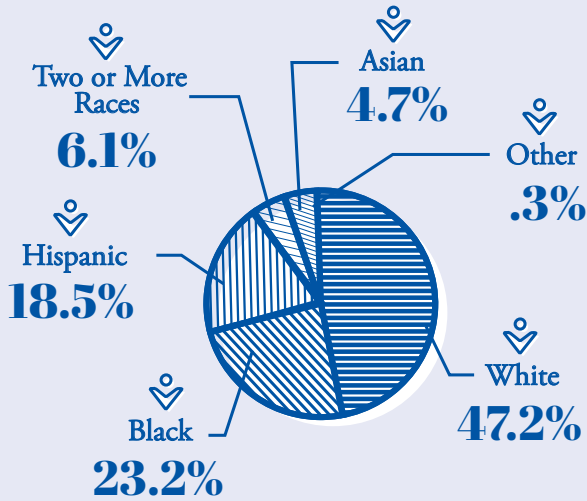
12,540

Preschool & Over 18



1,171

# Diversity



**4,945**  
Special Education

**7,544**  
English Learners (EL)

**8,312**  
Gifted and Talented

**95**  
Native Languages Spoken

# District

2020-21 **\$575.2 M** Working Budget  
2018-19 **\$14,960** Per Pupil Spending

**9,003** Total Employees  
All Other Staff: **2,501** Certified Staff: **3,649** Classified Staff: **2,853**

**3,443** Full-Time Teachers

**\$42,431** Beginning Salary  
**\$60,361** Average Salary  
**2,956** Advanced Degrees  
**203** National Board Certification



To view the 2017-2021 "Expect Excellence" Strategic Plan, please visit <https://www.fcps.net/strategic>.

## Points of Pride

## Rich Curriculum

To ensure all students have equitable access to a guaranteed and viable curriculum, FCPS has invested \$12.1 million to provide a high-quality reading and math curriculum and state-of-the-art instructional materials for every classroom in every school in grades K through 12. The implementation of a new K-8 science curriculum was completed this school year, and we are currently evaluating a new social studies curriculum. FCPS employs art and music teachers in every elementary, middle, and high school. Orchestra instruction begins in fourth grade at every elementary school, band is added in fifth grade, and both continue through middle and high school. Our schools provide K-12 world language instruction in three target languages – Chinese, Japanese, and Spanish – and we add French, German, and Latin at the middle and high school levels. We have implemented a nationally recognized, standards-based, comprehensive, health curriculum called HealthSmart for middle and high schools and provided instructional resources for each school. The strength of our wellness and physical education programs led to FCPS receiving a Community Leadership Award from the President's Council on Fitness, Sports, & Nutrition. During the 2020-21 school year, Fayette County Public Schools has become a 1-to-1 district, purchasing Chromebooks for all students in grades K-12.

## Innovative Offerings

Recognizing that one size does not fit all, the district augments the offerings in traditional schools with a mix of stand-alone programs and magnet, gifted and talented, or specialized programs housed within schools designed to meet the diverse learning needs of our students. These challenging educational programs provide equitable learning experiences for students with a variety of academic, social, emotional, and behavioral needs. Independent programs include a K-8 STEM academy for girls; an all-male college preparatory program delivered through the lens of African-American history, culture, and culturally responsive teaching and learning strategies; a state-of-the-art AgriScience Center with a working veterinary clinic and the third largest array of solar panels in this hemisphere; both an early college program and a

STEAM Academy in partnership with the local community college; and a re-engagement dropout prevention program for over-aged, under-credited students. Programs within schools include three elementary, two middle, and one high school gifted and talented, accelerated programs for students in grades 4-12; advanced science and math learning where high school juniors are conducting graduate level research with renowned scientists; biomedical sciences; the nation's first School Based Partial Hospitalization Program for students facing mental health challenges; an International Baccalaureate Programme spanning elementary, middle, and high schools; specialized creative and performing arts programs; pre-engineering; and K-12 Spanish Immersion at four elementary schools, one middle school, and one high school.

## State-of-the-Art Facilities

Student enrollment in the Fayette County Public Schools has grown from 37,575 in 2010-11 to 41,488 this year. Thanks to generous support from our local community in 2007 for a 5-cent property tax dedicated to facilities improvement, the district has not only been able to build new schools to keep up with enrollment increases, but also to invest in modernization and replacement of existing schools. In the past five years, FCPS has built and opened three new elementary schools and a new high school. We have also purchased three existing facilities and completed renovations on two of them – one to house two innovative programs and one to relocate the district's central office so that a historic

high school building can once again serve children. The third building – a 162,476 square-foot structure located on a 6.73-acre campus in the heart of downtown Lexington – will become home to a 22nd century, future-forward, career and technical education campus that brings the district's two existing career and technical education programs together under one roof. A replacement building for one of the district's six comprehensive high schools is currently under construction, and we are in the design-phase for a new middle school in one of the rapidly growing parts of Fayette County. The land where the middle school is located also includes acreage for a new elementary school.

# Next Generation High Schools

In partnership with Commerce Lexington and the Business Education Network, FCPS has begun the work of transforming our high schools by creating smaller learning communities organized around student career interests aligned to future employment opportunities such as medicine, information technology, professional services and leadership, engineering, manufacturing, and robotics. Currently in place at three of our high schools, “The Academies of Lexington” help prepare all students for life after high school by combining the academic rigor of college preparatory programs with the relevance of career-focused education. This approach moves away from the traditional classroom model toward a more hands-on, project-

based system built around the needs of today’s world. By linking academics with real-world careers, our academies personalize learning, making it relevant and engaging by helping students see the purpose and value of their coursework. By connecting our business and industry partners to the classroom, the age-old question of “why do I have to learn this” becomes moot. Teachers and students can see how content translates to career competency, while workforce leaders have a hand in shaping their future employees. The Academies also expand access to Advanced Placement and dual credit classes, so our students are better equipped for the academic rigors ahead.

## Comprehensive Approach to School Safety

Following the 2018 recommendations from the FCPS District Safety Advisory Council, the district introduced a 10-Point Safety Investment Plan to address critical facility upgrades, school climate and culture, social emotional learning, emergency planning, prevention, training, communication, and physical and mental well-being. Thoughtfully developed, the plan is built on existing strengths to eliminate potential vulnerabilities in order to make our schools the safest place in our communities for students and those who educate them. Each of the 10 components addressed a specific need, not only to prevent a school shooting, but also to mitigate the other risks our students face including bullying, self-harm, suicide, drug use, online exploitation, trauma, and community-based issues. Backed by our local business community, the Fayette

County Board of Education approved a 5-cent property tax to generate \$13.3 million annually to support the plan. Since then, the district has hired 57 mental health professionals, added full-time nurses in every high school, expanded its police force, implemented a K-12 social emotional learning curriculum, built secure vestibules at 28 schools, contracted for social media monitoring, issued and began requiring photo IDs for all staff and middle and high school students, added metal detectors and security ambassadors in every high school, and installed exterior door alarms, security cameras, and electronic door access throughout the district.



# Candidate Profile

The Lexington-Fayette County community played a significant role in creating this candidate profile. FCPS conducted a comprehensive outreach effort to ensure that every person had the opportunity to be heard through community listening sessions and a survey. To view findings of these outreach efforts in more detail, please visit <https://www.fcps.net/search>.



*The incoming superintendent must have the ability to work collaboratively with the Fayette County Board of Education; provide effective, positive leadership to teachers, staff members, and administrators; and become the district's ambassador within the community. The new superintendent must bring a strong managerial background and demonstrate the ability to address complex issues in a strategic, yet innovative manner.*

To be effective in the role, the successful candidate must possess the following professional and interpersonal competencies:

## Professional Competencies:

- Lead from a student-centered perspective, and motivate administrators, teachers, staff, students, families, and the community for improved student performance including equitable educational outcomes for all students;
- Create and communicate a compelling vision, reinforced by a “roll up the sleeves” mentality to drive successful education outcomes;
- Build instructional and leadership capacity to meet complex challenges and changing conditions;
- Be a proactive, committed, and engaged leader in improving district instruction and developing and setting educational goals that lead to high levels of achievement for all students;
- Manage financial, facility, and human resources effectively and ensure alignment with community expectations/needs as well as state and federal regulations;
- Further develop and strengthen collaborative efforts with community partners;
- Recognize and communicate the school system's role and purpose and be adept at building and sustaining dynamic partnerships within the community (e.g., post-secondary institutions, businesses, non-profits, advocacy groups, and governmental agencies) to advance the mission of FCPS;
- Collaborate and work effectively with district Board members;
- Cultivate trust and support effective governance with and among Board members, ensuring a holistic “learning journey” where all flourish—the leadership team, district, community, families, staff, students, and Board;
- Interpret and use district and school data to leverage improvement in performance and the conditions that support learning with an appropriate understanding of context;
- Lead and manage district and school level change and improvements; and
- Gather input from critical stakeholders, determine the appropriate path forward, and make and support difficult decisions and/or changes in the face of competing demands and priorities.



## Interpersonal Competencies:

- Have demonstrated success in leading initiatives that have resulted in meaningful and quantifiable improvement in advancing the district/school commitment to diversity, equity, and inclusion such as: **1)** reduction/elimination of achievement gaps; **2)** improvement in creating a more diverse staff reflective of the demographics of the school community; **3)** improvement in the awarding of service contracts to minority, veteran, or female owned/operated businesses; or **4)** improvement in policies and practices that reduce/eliminate disparate treatment of students and/or families based on their gender, sexual orientation, gender identity, race, ethnicity, native language, exceptionalities, etc.
- Have knowledge of and success implementing effective, evidence-based learning strategies for diverse learners;
- Have a high level of emotional intelligence and be able to build trust, overcome challenges, diffuse conflicts, empathize with stakeholders, and build positive and productive relationships;
- Exhibit integrity, trustworthiness, humility, approachability, and empathy;
- Demonstrate highly effective communication skills, including a demonstrated commitment to engaging regularly in two-way communication with internal and external stakeholders by actively seeking varied perspectives and pursuing ongoing, meaningful engagement;
- Demonstrate exceptional listening skills and the ability to synthesize varied perspectives and priorities into a unifying and compelling “call to action;”
- Be able to make difficult decisions in the midst of strong advocacy that reflects conflicting perspectives and differing opinions;
- Be able to support and effectively communicate rationale for decisions; and
- Possess skill and experience building positive and highly productive relationships with all stakeholders, including the Board.

# Education and Experience

## Minimum Qualifications:

- Bachelor’s and master’s degrees in the field of education from a college or university approved by the Department of Education
- Experience as a leader in an urban district or a district of similar size, scope, and demographics
- Experience as a teacher and building level leader/or district administrator with evidence of effective instructional leadership
- Demonstrated leadership experience supported by measurable accomplishments that reflect growing levels of achievement for all students
- Hold or qualify for certification as a superintendent in the Commonwealth of Kentucky

## Preferred Qualifications:

- Ph.D. or Ed.D. in the field of education
- Experience as a superintendent



# About Fayette County and Lexington, Kentucky

Widely known as the “Horse Capital of the World,” Lexington serves as a health care, education, retail, and cultural center for both Central and Eastern Kentucky and its robust local economy is due in large part to its diversification of employment opportunities. What makes Lexington, Kentucky, unique is its variety – the variety of its landscape, educational opportunities, health care choices, employment options, family activities, arts and culture, businesses, and economy. Our region is among the smartest, most affordable, most job friendly, most entrepreneurial, most inspiring, and most innovative places in America.

The University of Kentucky and Fayette County Public Schools are the two largest employers in Fayette County, and citizens also enjoy strong employment opportunities in equine related businesses and other industries. Lexington is home to the World Headquarters of Lexmark International and Tempur Sealy International. Recently ranked among the top ten “Most Diversified Metro Economies in the U.S.,” Lexington’s economic sectors are evenly distributed among government, education and health care, retail trade, manufacturing, professional and business services, and construction.

Anchored by the state’s flagship university, the University of Kentucky, the Bluegrass boasts 10 colleges and universities within 40 miles of Lexington. In addition, Lexington has four other professional and technical colleges. In total, nearly 70,000 students are enrolled in institutions of higher learning in the Bluegrass, awarding more than 18,000 degrees and credentials annually. Among cities over 300,000 in population, the U.S.



Census Bureau ranks Lexington as the 12th most highly educated in the nation (based on the 42.9% of the population 25 years or older holding at least a bachelor’s degree). Even more impressive, 18.6% of the population has a graduate or professional degree, ranking Lexington the 11th most highly educated city.

This educational attainment contributes to a passion about our public schools, and our families, business community, faith partners, and civic leaders demand a standard of excellence from the district and have high expectations for our graduates. They also exude a willingness to engage as partners as the district works to meet these expectations.

Fayette County consists of 283 square miles of gently rolling plateau in the center of the inner Bluegrass Region. The region’s most iconic brand is its scenic beauty provided by the many horse farms with the backdrop of historic Keeneland Race Course annually attracting an international audience for thoroughbred horse sales and racing. Keeneland has also hosted the Breeders’ Cup Championships twice since 2015.

The U.S. Census' estimate for Lexington-Fayette County is 321,951 (2018). The estimated population of the metropolitan statistical area (MSA), which is comprised of Bourbon, Clark, Fayette, Jessamine, Madison, Scott, and Woodford counties, is 512,650 (2017). Within a day's drive of two-thirds of the population of the United States, Lexington is strategically located at the intersection of interstates 64 and 75 in Fayette County, Kentucky. Lexington is accessible by air with non-stop flights to 17 destinations from Blue Grass Airport (LEX) and connecting service to hundreds of destinations worldwide.

Lexington was ranked No. 29 among the U.S. News & World Report Best Places to Live in 2019, was named the "48th Best City to Live In" worldwide by Mercer Consulting, and was rated a Top Ten Best Place to Live In America by Relocate America. Additionally, Lexington was ranked the #3 Safest City in America by SafeWise, #9 Best Cities for Remote Workers by moveBuddha, #9 Friendliest City in the U.S. by Conde Nast Traveler, #10 City with Best Work-Life Balance by SmartAsset, #24 Best Cities for Young Professionals by Thrillist,

and the #1 Most Affordable Cities for an Early Retirement by Smart Asset. From the excitement of cheering your favorite horse down the stretch, to unsurpassed collegiate athletics, to working with companies from around the globe – Lexington offers all the amenities of a major metropolitan area with the immediate escape of the unforgettable rolling countryside.

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For additional information about the Lexington area, please visit: <https://www.visitlex.com> and <https://locateinlexington.com>.



# Nomination and Application Process

## Salary

The position is a full-time, 12-month, administrative position. Compensation for this position is expected to be in the range of \$235,000-\$285,000 with additional benefits as part of the full compensation package. Additional compensation may be considered for a qualified and preferred candidate.

## How to Apply

Greenwood/Asher & Associates, LLC is assisting Fayette County Public Schools in this search. Applications and nominations are now being accepted. For a full application package, please provide a cover letter, CV, and list of five references. Confidential inquiries, nominations, and application materials should be directed to Greenwood/Asher & Associates, LLC. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

*As required by federal law, Fayette County Public Schools does not discriminate on the basis of race, color, national or ethnic origin, age, sex, political affiliation, religion, veteran status, or disability in its programs and activities on school property and off school grounds during school-sponsored activities, and provides equal access to its facilities to the Boy Scouts and other designated youth groups. In addition, the district does not discriminate on the basis of sexual orientation or gender identity.*

**Inquiries, nominations, and application materials should be directed to:**

### Betty Turner Asher

Founder, Greenwood/Asher & Associates, LLC  
Vice President & Managing Partner, Kelly  
Email: [bettyasher@greenwoodsearch.com](mailto:bettyasher@greenwoodsearch.com)

### Susanne Griffin

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### Ann Bailey

Senior Executive Search Consultant  
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For more information about Fayette County Public Schools, please visit: <https://www.fcps.net>.

