



Bastrop

Independent School District

Superintendent Search Executive Summary

September 15, 2025

The Bastrop ISD superintendent search began with the facilitation of staff and key stake holder meetings, which included staff, principals and district leaders. In addition, a Candidate Profile Survey opened August 25, 2025 for stakeholders to contribute and offer suggestions regarding the selection of the new superintendent. In total, 272 responses were received in English and 11 were received in Spanish during the period the survey was open for participation. The following report summarizes the collective input derived from all stakeholder participants.

Section One: Stakeholder Meetings

All Staff

9.9.25

Q1. What scares you most about getting a new Superintendent?

- Not sharing or supporting our current vision and progress
- Using Bastrop as a steppingstone
- Lack of understanding of our curriculum/philosophy

Q2. What do you consider to be the strengths of BISD?

- Strong collaboration among campus leaders
- Healthy, consistent culture
- Strong community and business partnerships
- Student-first decision-making
- Wide range of student programs and opportunities

Q3. What concerns do you have for BISD?

- Equity gaps between area/campuses
- Long-term funding limits beyond bond dollars
- Restructuring departments at Service Center to ensure coordination across Service Center departments
- Managing rapid growth effectively

Q4. What are the most important personal qualities or characteristics you feel are needed for the next superintendent of BISD?

- Approachable
- Integrity
- Honesty
- Humble
- Courageous
- Inspirational
- Good listener
- Fair
- Great communicator

Q5. What do you think are the most important skills or education needed for the next superintendent of BISD?

- Ability to keep our momentum moving forward and not change the good we are doing
- Well-rounded in all areas of education – Experience across the board
- Clear vision for the future
- Proven success with demographics like Bastrop
- Community awareness and highly visible at schools and events
- Leads by example
- Able to make tough, timely decisions and take calculated risks

Q6. What are the most urgent issues the new superintendent must immediately address?

- Employee compensation and competitiveness to attract and retain high-quality teachers
- Improving hiring and onboarding practices and supporting “grow-your-own” staff
- Funding for maintenance and facility upkeep and new construction
- Growth management

Q7. What do you think will be the most important issue for the new superintendent to address?

- Student achievement
- Managing growth and facilities
- Supporting continued academic improvement
- Compensation to compete with surrounding districts to attract and retain quality staff
- Continue the positive culture by listening and building on what works

Q9. What priorities will the new superintendent of Bastrop ISD need to address in the first 100 days?

- Staffing, compensation and teacher retention
- Improve district marketing and rebranding
- Create solid systems and consistent processes
- Be visible and learn about the culture
- Visit campuses to understand key programs at each campus

Community and Key Stakeholder Meeting

9.9.25

Q1. What scares you most about getting a new Superintendent?

- Lack of knowledge or experience
- Not understanding the community
- Believing their way is the only way
- Overspending

Q2. What do you consider to be the strengths of BISD?

- Lots of programs and opportunities for all students with a wide variety of pathways
- Strong community involvement to develop partnerships with community and businesses
- Embracing growth and identity as a district

Q3. What concerns do you have for BISD?

- Academic performance
- Managing rapid growth
- Recognizing the large, diverse geographic area especially when making campus boundary realignment
- Recruiting and retaining qualified teachers

Q4. What are the most important personal qualities or characteristics you feel are needed for the next superintendent of BISD?

- Approachable
- Visible
- Strong communicator and listener
- High moral character
- Integrity
- Observant
- Responsive

Q5. What do you think are the most important skills or education needed for the next superintendent of BISD?

- Proven experience in improving student achievement
- Broad knowledge of all aspects of education
- Strong leadership and hiring skills
- Confidence and ability to delegate effectively

Q6. What are the most urgent issues the new superintendent must immediately address?

- Student safety
- Recruitment and retention of qualified staff
- Testing changes
- New legislative requirements

Q7. What do you think will be the most important issue for the new superintendent to address?

- Literacy
- Fast growth
- Placing the right leaders at each campus
- Staff culture during a challenging time for teachers

Q9. What priorities will the new superintendent of Bastrop ISD need to address in the first 100 days?

- Get to know the community, teachers, students and families
- Be visible and build trust
- Understand areas of deficit and opportunities for improvement
- Ensure alignment with legal and policy guidelines

Meetings with Student Advisory Council, PTA Representatives and
District Improvement Committee
9.11.25

Q1. What scares you most about getting a new Superintendent?

- Potential changes to established practices and vision
- Someone not familiar with our district or demographics
- Too much change, too quickly
- Losing focus on bilingual learners and their needs
- Not knowing the district well

Q2. What do you consider to be the strengths of BISD?

- Strong community partnerships and involvement, including PTA
- A supportive and welcoming community
- Significant investment in infrastructure and staff by successfully passing bonds
- Variety of student opportunities and pathways for success
- Academic progress and achievement across the district
- Clear goals and steps in the right direction
- District level support for campuses
- Dynamic and growing district

Q3. What concerns do you have for BISD?

- Someone coming and in and making big changes
- Frequent rezoning which creates challenges for families
- Inequity among campuses
- Need leadership willing to invest in the district long term
- Recruitment and retention of high-quality teachers
- Lack of professional development opportunities for veteran teachers
- Inadequate compensation to stay competitive
- Meeting the needs of special education students as the district grows

Q4. What are the most important personal qualities or characteristics you feel are needed for the next superintendent of BISD?

- Approachable
- Friendly
- Compassionate
- Inclusive
- Understands and values the district's diverse culture
- Tolerant
- Open-minded
- Demonstrates due diligence and follow-through
- Collaborative
- Visible
- Servant leader with integrity and strong public presence

Q5. What do you think are the most important skills or education needed for the next superintendent of BISD?

- Responsive and accountable
- Passionate and deeply committed to the district's success
- Strong instructional leadership with experience in school turnaround
- Familiarity with districts similar to Bastrop's dynamics
- Supporting diverse learners
- Business and financial savvy
- Long term commitment and not using BISD as a steppingstone to a bigger district
- Strong stakeholder management skills
- Skilled mediator

Q6. What are the most urgent issues the new superintendent must immediately address?

- Safety and security
- Taking thoughtful, deliberate time when making decisions
- Gaining a deep understanding of BISD campuses and their unique dynamics
- Supporting teachers
- Aligning curriculum to better meet the needs of the district diverse student population

Q7. What do you think will be the most important issue for the new superintendent to address?

- Ensuring all students achieve and campuses perform successfully
- Teacher retention
- Increase family and community engagement to strengthen district support
- Getting to know staff and students on all campuses

Q9. What priorities will the new superintendent of Bastrop ISD need to address in the first 100 days?

- Be visible on every campus
- Learning staff and student needs
- Break the first 100 days into three phases: Observe, Plan and Implement
- Listen to community stakeholders and parents to build trust and communication
- Remain approachable while putting actionable plans into place
- Being visible and involved at events
- Connecting with all the district

Section Two: Candidate Profile Survey Responses

What BISD is known for

- Quality staff with high turnover
- Doing what is best for kids even though our scores do not reflect it
- Small town feel in a very rapidly growing population with diversity
- Athletic programs

BISD Does Well and Should Continue

- Ability to offer a wide range of opportunities for all students
- Community relations
- Working to improve educational opportunities for all students
- Connecting with parents

BISD's Most Serious Challenge

- Increasing student achievement
- Recruiting and retaining the best teachers
- Meeting the demands of quickly growing and changing populations
- Funding the needs of BISD; Financial constraints
- Discipline on campuses

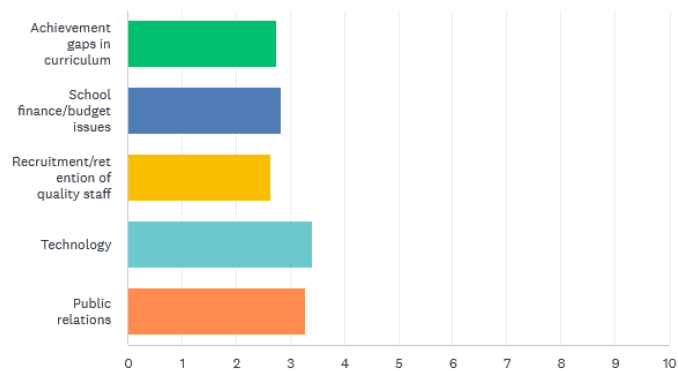
Personal Qualities Desired in New Superintendent

- Approachable
- Good Listener
- Fair
- Good Communicator
- Accountable
- Ethical
- High Moral standards
- Integrity
- Bilingual
- Humble
- Kind

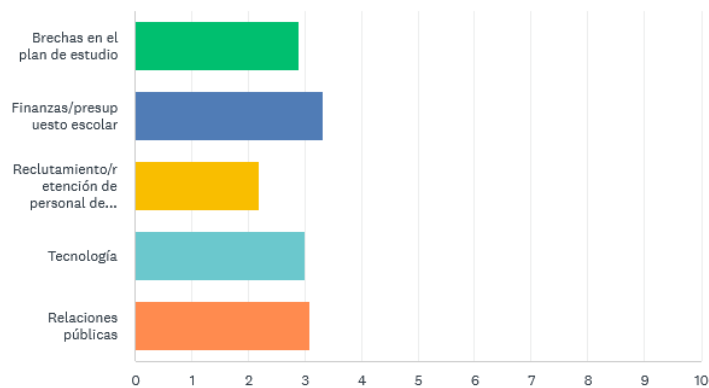
Skills Necessary for the New Superintendent

- Levelheaded; Strong visionary leader
- Experience in a diverse community
- Strong financial and organizational skillset that can see the overall picture in the long term
- Present and involved in BISD and Bastrop community and business
- Overall skills as a leader of a district (student achievement, finance, construction, HR, etc.)

Ranking of District Needs

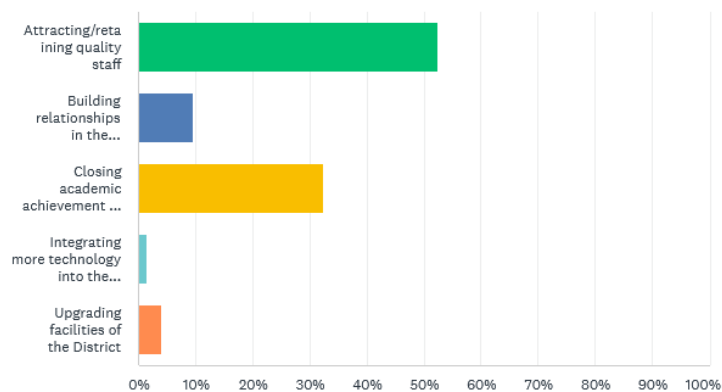


	1	2	3	4	5	TOTAL
Achievement gaps in curriculum	14.12% 37	16.41% 43	21.76% 57	24.81% 65	22.90% 60	262
School finance/budget issues	7.66% 20	19.16% 50	35.63% 93	24.52% 64	13.03% 34	261
Recruitment/retention of quality staff	17.11% 45	14.45% 38	15.59% 41	21.67% 57	31.18% 82	263
Technology	31.20% 83	22.93% 61	14.29% 38	18.42% 49	13.16% 35	266
Public relations	28.09% 75	25.47% 68	13.86% 37	11.61% 31	20.97% 56	267

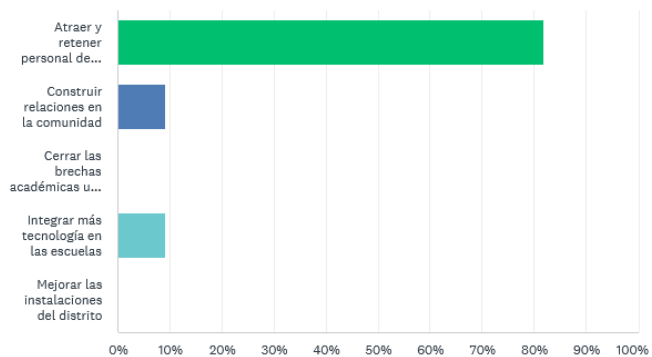


	1	2	3	4	5	TOTAL
Brechas en el plan de estudio	11.11% 1	33.33% 3	11.11% 1	22.22% 2	22.22% 2	9
Finanzas/presupuesto escolar	44.44% 4	0.00% 0	22.22% 2	11.11% 1	22.22% 2	9
Reclutamiento/retención de personal de calidad	0.00% 0	20.00% 2	20.00% 2	20.00% 2	40.00% 4	10
Tecnología	0.00% 0	40.00% 4	20.00% 2	40.00% 4	0.00% 0	10
Relaciones públicas	36.36% 4	0.00% 0	27.27% 3	9.09% 1	27.27% 3	11

Top Priority for the next Superintendent

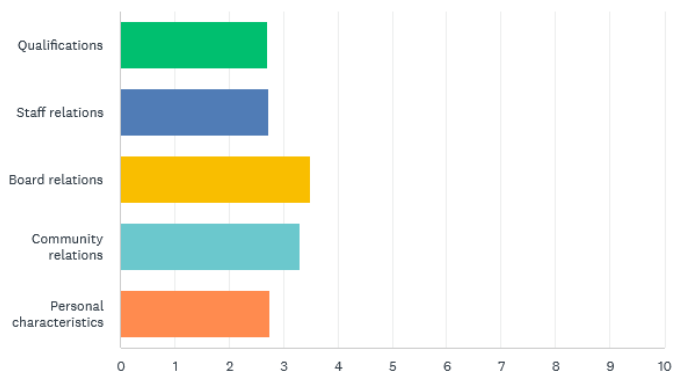


ANSWER CHOICES	RESPONSES	
Attracting/retaining quality staff	52.40%	142
Building relationships in the community	9.59%	26
Closing academic achievement or opportunity gaps	32.47%	88
Integrating more technology into the schools	1.48%	4
Upgrading facilities of the District	4.06%	11
TOTAL		271

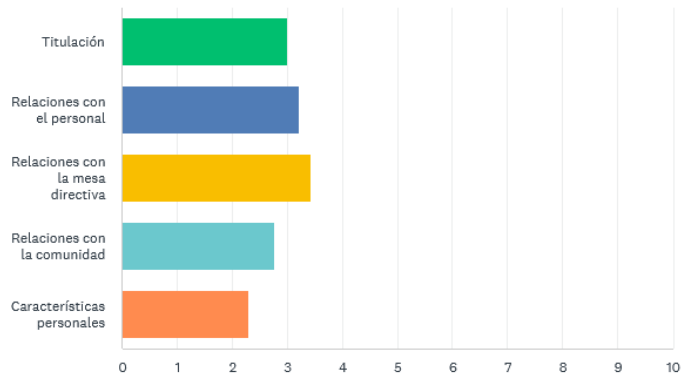


ANSWER CHOICES	RESPONSES	
Atraer y retener personal de calidad	81.82%	9
Construir relaciones en la comunidad	9.09%	1
Cerrar las brechas académicas u oportunidades educativas	0.00%	0
Integrar más tecnología en las escuelas	9.09%	1
Mejorar las instalaciones del distrito	0.00%	0
TOTAL		11

Most Important Abilities and Experiences of the Next Superintendent



	1	2	3	4	5	TOTAL	SCORE
Qualifications	21.29% 56	13.31% 35	13.69% 36	18.25% 48	33.46% 88	263	2.71
Staff relations	6.06% 16	15.15% 40	35.98% 95	30.30% 80	12.50% 33	264	2.72
Board relations	37.50% 99	20.08% 53	14.39% 38	11.36% 30	16.67% 44	264	3.50
Community relations	16.29% 43	33.33% 88	21.97% 58	20.83% 55	7.58% 20	264	3.30
Personal characteristics	18.49% 49	17.74% 47	13.58% 36	20.00% 53	30.19% 80	265	2.74



	1	2	3	4	5	TOTAL	SCORE
Titulación	30.00% 3	0.00% 0	30.00% 3	20.00% 2	20.00% 2	10	3.00
Relaciones con el personal	11.11% 1	44.44% 4	22.22% 2	0.00% 0	22.22% 2	9	3.22
Relaciones con la mesa directiva	22.22% 2	33.33% 3	11.11% 1	33.33% 3	0.00% 0	9	3.44
Relaciones con la comunidad	33.33% 3	0.00% 0	11.11% 1	22.22% 2	33.33% 3	9	2.78
Características personales	0.00% 0	20.00% 2	20.00% 2	30.00% 3	30.00% 3	10	2.30

What goals do you hope to see the new Superintendent accomplish?

- Recruit and retain highly qualified staff
- Continue moving forward and take Bastrop ISD to the next level academically
- Use district funds to maximize student achievement
- Improve parent involvement and communication

What is the most critical issue the new Superintendent will need to address when he or she is hired?

- Retention of staff and pay increase
- Continue closing the academic gaps
- Updating and maintaining existing facilities
- Managing the growth of the district and its changing diversity (financial and infrastructure)

Ranking of Statements Concerning BISD

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Bastrop ISD is headed in the right direction.	10.07% 27	39.93% 107	27.24% 73	14.93% 40	7.84% 21	268
Bastrop ISD has high standards for student performance.	7.87% 21	32.58% 87	26.97% 72	22.85% 61	9.74% 26	267
Bastrop ISD is helping all students succeed.	6.37% 17	19.85% 53	36.33% 97	25.09% 67	12.36% 33	267
Bastrop ISD provides safe and secure schools.	14.39% 38	48.86% 129	18.56% 49	12.12% 32	6.06% 16	264
Bastrop ISD is innovative.	5.66% 15	30.94% 82	40.00% 106	18.87% 50	4.53% 12	265
Bastrop ISD is fiscally responsible.	9.77% 26	30.83% 82	36.84% 98	15.41% 41	7.14% 19	266
Bastrop ISD communicates well.	15.04% 40	51.50% 137	16.92% 45	10.90% 29	5.64% 15	266
Bastrop ISD is one the best districts in Texas.	5.24% 14	16.48% 44	27.72% 74	26.22% 70	24.34% 65	267
Bastrop ISD meets or exceeds my expectations.	4.87% 13	21.72% 58	27.72% 74	27.34% 73	18.35% 49	267

	TOTALMENTE DE ACUERDO	DE ACUERDO	NI DE ACUERDO NI EN DESACUERDO	EN DESACUERDO	TOTALMENTE EN DESACUERDO	TOTAL
Bastrop ISD va en la dirección correcta.	27.27% 3	36.36% 4	27.27% 3	9.09% 1	0.00% 0	11
Bastrop ISD tiene altos estándares de desempeño estudiantil.	0.00% 0	81.82% 9	9.09% 1	0.00% 0	9.09% 1	11
Bastrop ISD está ayudando a que todos los estudiantes tengan éxito.	9.09% 1	72.73% 8	9.09% 1	0.00% 0	9.09% 1	11
Bastrop ISD ofrece escuelas seguras.	9.09% 1	63.64% 7	18.18% 2	9.09% 1	0.00% 0	11
Bastrop ISD es innovador.	0.00% 0	63.64% 7	18.18% 2	9.09% 1	9.09% 1	11
Bastrop ISD es responsable fiscalmente.	10.00% 1	60.00% 6	30.00% 3	0.00% 0	0.00% 0	10
Bastrop ISD se comunica bien.	18.18% 2	63.64% 7	18.18% 2	0.00% 0	0.00% 0	11
Bastrop ISD es uno de los mejores distritos en Texas.	0.00% 0	63.64% 7	27.27% 3	0.00% 0	9.09% 1	11
Bastrop ISD cumple o supera mis expectativas.	9.09% 1	54.55% 6	18.18% 2	9.09% 1	9.09% 1	11

Specific Areas of Expertise for Superintendent Candidates

	CRITICAL	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	NOT NECESSARY	TOTAL
Budget Development/ Management	27.17% 72	38.11% 101	31.70% 84	1.89% 5	1.13% 3	265
Facilities Management	13.26% 35	35.23% 93	45.45% 120	4.92% 13	1.14% 3	264
Human Resources Management	36.23% 96	37.36% 99	23.02% 61	2.64% 7	0.75% 2	265
Public Relations	22.26% 59	37.36% 99	32.83% 87	4.53% 12	3.02% 8	265
Curriculum Development	41.13% 109	34.72% 92	20.38% 54	3.02% 8	0.75% 2	265
Technology	12.83% 34	30.57% 81	45.28% 120	6.04% 16	5.28% 14	265

	CRÍTICO	POR ENCIMA DEL PROMEDIO	PROMEDIO	POR DEBAJO DEL PROMEDIO	NO ES NECESARIO	TOTAL
Desarrollo/ Administración del presupuesto	18.18% 2	36.36% 4	36.36% 4	9.09% 1	0.00% 0	11
Administración de instalaciones	0.00% 0	36.36% 4	45.45% 5	9.09% 1	9.09% 1	11
Administración de recursos humanos	9.09% 1	36.36% 4	36.36% 4	9.09% 1	9.09% 1	11
Relaciones públicas	0.00% 0	36.36% 4	54.55% 6	9.09% 1	0.00% 0	11
Desarrollo curricular	10.00% 1	30.00% 3	50.00% 5	10.00% 1	0.00% 0	10
Tecnología	0.00% 0	50.00% 5	40.00% 4	10.00% 1	0.00% 0	10