



Educate... Every Child, Every Day

Leadership Profile Report Summary

February 9, 2021



HYA



Broad Spectrum of Data Collection

Qualitative: Talked with approximately 200 stakeholders in 3 open forums, 21 focus groups and 17 individual interviews.

- Depth and breadth of engagement
- Highly interactive

Quantitative: 2345 respondents, which includes 52 Spanish language participants. By group, the final tally was:

- 1558 parents (46 Spanish language)
- 462 teachers and certificated staff members (3 Spanish language)
- 121 support staff members (3 Spanish language)
- 52 administrators
- 76 students
- 75 taxpayers without children currently in school
- 2689 comments on open-ended questions

Five Big Takeaways

The new superintendent must:

1. Effectively address issues related to equity and diversity
2. Instill trust and mutual respect among all stakeholders
3. Communicate frequently, clearly, and thoughtfully and listen actively and deeply
4. Unify stakeholders with articulation and implementation of a strategic vision, clear goals/ends, and focus on the achievement, health, and growth of every student every day
5. Authentically engage with students and staff, parents and service providers, and an array of community partners

Focus Group/Interview

Strengths:

- Tradition of and reputation for educational excellence coupled with forward thinking innovation
- Extensive community support with highly educated and engaged parents
- Outstanding staff at all levels of the system.
- Opportunities for students
- Thriving university town in a lovely location with excellent schools makes PSD a “Destination District” for families.

The Survey Says: Strengths of the District

Survey results and focus group responses reflected similar strengths. The top five in the survey were:

- The overall quality of education in the district
- College and career readiness of graduates
- High standards for student performance
- The district employs effective teachers and staff members
- ***It is especially noteworthy that nearly 90% of all respondents agreed or strongly agreed they would recommend someone move to the district because of the quality of the schools.***

Percentage of Positive Responses

	ALL	Parents	Teachers	Support	Admin	Students	Taxpayers	Latinx	Spanish Speakers
QUESTIONS	(n=2293)	1512	459	119	52	76	75	106	52
<i>The overall quality of education in the district</i>	82	79	92	86	94	73	80	82	84
<i>The college and career readiness of PSD graduates</i>	75	70	87	81	89	64	80	69	85
<i>The district's effectiveness in meeting the needs of my child</i>	65	62	79	68	79	42	68	64	78
<i>The district's effectiveness in meeting the needs of students with disabilities</i>	59	53	66	69	71	59	58	59	78
<i>The district's effectiveness in meeting the needs of English Language Learners</i>	60	66	50	70	51	59	52	53	87
<i>The district's effectiveness in meeting the needs of exceptionally talented students</i>	61	55	70	80	77	55	69	65	85
<i>The district's effectiveness in meeting the needs of historically underrepresented i</i>	37	39	30	49	34	35	41	38	74
<i>The district's ability to attract and retain excellent teachers</i>	65	64	64	70	77	66	73	67	84
<i>The quality of communication from the district</i>	55	59	44	49	53	35	56	64	87
The district has high standards for student performance.	81	80	85	82	87	70	80	78	88
The district is working successfully to help students feel welcome, connected to, and bel	64	65	64	69	71	62	55	61	88
The district provides a well rounded educational experience for all students.	71	71	73	73	77	68	57	68	76
The district is meeting the social emotional needs of students	59	57	63	71	67	33	59	54	83
The district engages parents as partners to improve the school system	73	71	80	80	82	63	73	74	89
The district is fiscally responsible	67	68	67	56	71	68	69	73	95
The district employs effective teachers and staff members	92	91	99	96	98	89	93	90	95
Recommend moving to district because of schools	88	84	96	94	96	92	85	85	86

For first nine questions (boldfaced and italicized), positive responses are ratings of “Excellent” or “Good” and negative ones are “Average” or “Poor.”

For the remaining questions positive responses are ratings of “Strongly Agree” or “Agree” and negative ones are “Disagree” or “Strongly Disagree.”

Areas of Excellence and Need

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The district is working successfully to help students feel welcome, connected to, and belong.	64	65	64	69	71	62	55	61	88
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KEY:

Green cells indicate that the ratio of positive to negative responses is ~5:1 or greater.

Red cells indicate that there were more negative responses than positive ones

Focus Groups/Interviews: Challenges and issues

- Students' social emotional needs are and will become even more significant.
- Addressing the needs of under resourced, traditionally underrepresented and marginalized students and families
- Impact of Covid on education, finance, and trust
- Retaining and attracting exceptional staff
- Site-based management

The Survey Says: Top Challenges and Issues

- Attending to students' and staff social emotional needs, especially given issues associated with remote and hybrid learning during the pandemic
- Meeting the needs of historically underrepresented minority students and special education students
- Understanding and addressing the different perceptions between parents and staff
- Improving the quality of communication
- Engaging with stakeholders in schools and throughout the community

Differences to Note

QUESTIONS	ALL (n=2293)	Parents 152	Teachers 159	Support 119	Admin 52	Students 76	Taxpayers 75	Latinx 106	Spanish Speakers 52
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The difference in perceptions between teachers and parents may indicate different standards or expectations regarding the district's effectiveness.

The difference in perceptions between respondents to the English language and Spanish language surveys may indicate the positive impact of Family Liaisons

Focus Groups/Interviews: 10 desired characteristics of the next superintendent

1. A thoughtful and active listener and exceptional communicator
2. Inspirational, dynamic, and highly energetic leader (“a firecracker”)
3. Proven ability to engage with community partners including non-profits, service organizations, businesses, and higher education
4. Demonstrates a sincerely kind heart, compassion, overall kindness and caring for district staff, kids and the community.
5. Integrity, honesty, and transparency
6. Innovative, creative, and “out of the box” thinker

... and more.

7. Visible, approachable, and accountable through involvement and being an active presence in schools and immersive presence in the community
8. Strong educational leadership background; classroom teaching experience; academic and instructional leader
9. A unifier who builds strong culture of respect and trust with a positive voice and presence
10. Demonstrates experience with diverse/marginalized populations and successfully addressing problems and gaps related equity and inclusivity issues

The Survey Says:

Expectations for the next superintendent

1. Foster (i.e. sustain and strengthen) a positive, professional climate of mutual trust and respect (overall consensus number one and number of one of all staff groups).
2. Provide regular and transparent communication (teachers, students, and Hispanic respondents rated this as one or two).
3. Sustain and strengthen a culture of belonging and connection for all students and staff (respondents to the Spanish speaking survey and Hispanic respondents to English survey identified this as number one).
4. Understand and address the needs of our diverse population (students rated this as number one [tied with communication] and teachers rated it as number two).
5. Recruit, employ, and retain effective personnel (parents rated this as number one)

Next Steps

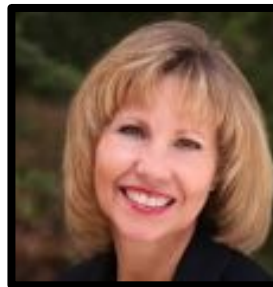
- Recruit applicants, process applications, conduct screening interviews, and reference checking.
- Present the slate on or about March 22
- Schedule interviews of slated candidates
- At a future meeting discuss contract and compensation
- At future meetings determine the process for handling finalists' interviews

The last words ...

Parent Comment 722: “The person should listen to parents [and all stakeholders] and take their opinions and concerns into consideration when instituting policy changes that affect our students. Surveys should matter and not be summarily dismissed ...”

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***Thank you,
Tessa!***

