

Charlottesville City PS Board of Education Leadership Profile Report

June 17, 2021

Presented by:

**Brad Draeger
Ann Monday**

HYA | HAZARD
YOUNG
ATTEA
ASSOCIATES

Engagement of Stakeholders

Focus Group(s) and Online Survey Participants	Personal Interviews and/or Focus Groups	Online Survey
Board of Education	7	NA
Administrators	65	19
Teachers	9	108
Support Staff	15	38
Students	0	67
Parents	16	88
Community Members (non-parents)	22	27
Total	134	347
Grand Total	481	

Consistently Reported Themes

Strengths

- AP offerings for high school students
- Division-wide equity initiatives
- Dr. Atkins' leadership and long tenure
- Eliminating tracking
- Expanding academic enrichment and advancement opportunities
- Fiscal support for schools
- Highly regarded principals
- Improved graduation rates for African American students

Consistently Reported Themes

Strengths

- Model STEM program
- Pre-K programs
- Renowned fine arts program
- Resources/expertise in the area of mental health, social and emotional learning, trauma informed care, wellness and health
- Staff work ethic
- Teacher quality
- Technology to support student learning

Consistently Reported Themes

Challenges/Concerns/Issues

- Expanding equity work to include English language learners and their families as well as LGBTQ students
- Developing and executing a CIP that addresses the ES/MS reconfiguration and addresses renovations of existing facilities.
- Growing English as a Second Language program, migrant and refugee families in the community
- Hiring and retaining staff, especially teachers and administrators of color
- Implementing reconfiguration plan
- Lack of sufficient progress in closing gaps in student literacy and academic achievement; need for increased parent engagement for students of color
- Lack of staff collaboration that includes principal and teachers in planning and decision-making

Consistently Reported Themes

Challenges/Concerns/Issues

- Maintaining commitment to end tracking of students
- Providing career pathways that include quality, available Career and Technical Ed programs
- Resistance to change, innovation, new perspectives
- Strategic plan needs revision to include measurable benchmarks and defined outcomes
- Transitioning from having a SRO in the building to new security plan
- Use of stimulus funds — present needs and future implications

Consistently Reported Themes

Desired Characteristics

- Budget and finance experience
- Communicator who can build relationships and trust in a diverse community
- Creates and retains a collaborative work environment where divergent perspectives are valued without fear of reprisal
- Deeply committed to diversity, equity and inclusion; relentless in seeking improvement in this area
- Instructional leader who can guide the system in development of more rigorous and relevant instruction for all students
- Knowledge of unique aspects and needs of middle schools

Consistently Reported Themes

Desired Characteristics

- Political skills to navigate successfully in a diverse, activist community
- Strong and confident enough to deal with conflict and make tough decisions
- Transparent and open
- Understands the need for career pathways that include quality Career and Technical Education
- Visible in school and in the community
- Visionary, optimistic about the future of public schools

Executive Summary of On-Line Survey

The following statements were perceived to be the Charlottesville City Public School Division strengths:

- Technology is integrated into the classroom (TL)
- District schools are safe (TL)
- The division employs effective teachers, administrators and support staff in its schools (M)
- The district is working to close achievement and opportunity gaps
- The district engages with diverse racial, cultural, and socio-economic groups

Percentages of respondents overall who selected each item, as well as percentages by stakeholder group are in the separate CCPS on-line survey report

Executive Summary of On-Line Survey









































































The top-rated leadership profile characteristics constituents desire in a new superintendent are:

- Foster a positive, professional climate of mutual trust and respect among faculty, staff, and administrators (CE)
- Understand and be sensitive to the needs of a diverse student population (TL)
- Establish a culture of high expectations for all students and personnel (VV)
- Recruit, employ, and retain effective personnel throughout the District and its schools (M)
- Provide a clear, compelling vision for the future (VV)

LEADERSHIP PROFILE DETAILS

Respondents were asked to select 4 statements they deem most important in selecting a new superintendent. Results by constituent group are presented below. Each constituent group’s top 4 most frequently selected statements are depicted by blue cells (reading the chart vertically); consensus is illustrated as multiple constituent groups selected the same statements (reading the chart horizontally).

 Top 4

	All (347)	Administrator (19)	Community Member (Non-Parents) (27)	Parent Of Student Attending School (88)	Student (67)	Support Staff (38)	Teacher (108)
Foster a positive, professional climate of mutual trust and respect among faculty, staff, and administrators	60%						
Understand and be sensitive to the needs of a diverse student population	48%						
Establish a culture of high expectations for all students and personnel	37%						
Recruit, employ, and retain effective personnel throughout the District and its schools	36%						
Provide a clear, compelling vision for the future	35%						
Demonstrate a deep understanding of educational research and emerging best practices and implement strategies	33%						
Provide transparent communication	31%						
Be visible throughout the District and actively engaged in community life	30%						
Integrate personalized educational opportunities into the instructional program	15%						
Effectively plan and manage the long-term financial health of the District	13%						
Be an effective manager of the Districts’ day-to-day operations	11%						
Provide guidance for district-wide curriculum and instruction	10%						

CCPS Superintendent Position

Desired Characteristics

With regard to leadership experiences and accomplishments, the successful candidate will possess the following characteristics:

- Budget and finance experience
- Communicator who can build relationships and trust in a diverse community
- Creates and retains a collaborative work environment where divergent perspectives are valued
- Deeply committed to diversity, equity and inclusion; relentless in seeking improvement in this area
- Instructional leader who can guide the system in development of more rigorous and relevant instruction for all students
- Knowledge of unique aspects and needs of middle schools
- Political skills to navigate successfully in a diverse, activist community
- Strong and confident enough to deal with conflict and make tough decisions
- Transparent and open
- Understands the need for career pathways that include quality Career and Technical Education
- Visible in schools and in the community
- Visionary, optimistic about the future of public schools, can lead and inspire others toward a more just and hopeful future where all children reach their potential

CCPS Superintendent Position

Desired Characteristics

With regard to leadership experiences and accomplishments, the successful candidate will possess the following criteria:

- Is or able to be certified as a Virginia superintendent
- Demonstrates a solid track record of increasing responsibilities and success
- Experience and success improving educational outcomes for students of color
- Has experience as superintendent or cabinet-level leader in a diverse community
- Doctorate preferred