

PORTSMOUTH PUBLIC SCHOOLS LEADERSHIP PROFILE REPORT

October 9, 2014



HYA Executive Search
Hazard, Young, Attea & Associates

Survey Participants

Group	Personal interviews or focus groups	Online Survey
Board	9	N/A
Administrators	39	55
Teachers and Support Staff	25	474
Parents	21	155
Community	26	79
Business	6	14
Students	2	3
Total	128	780

Consistently Reported Themes

- ***Strengths***

- Athletic programs
- Curriculum offerings - AC13, First College, vocational, Pre-school, etc.
- Long term and committed employees
- Personalized attention is possible and often achieved in PPS
- Small community atmosphere is encompassing and provides a “unique” life style of Portsmouth
- Professional development has an excellent track record in PPS
- Technology has advanced in recent years
- Dr. Stuckwisch set a tone of openness, accessibility and was supportive of staff
- Rich history of Portsmouth—maritime, segregated to integrated schools, and the influence of the U.S. Military and Federal Government

Consistently Reported Themes

- ***Challenges/Concerns/Issues***
- City Council, School Board, Superintendent and City Manager relationships need improvement
- Budget, finance, expenditures and revenue are prominent concerns
- Division communication and transparency need improvement to overcome negative and incorrect assumptions about PPS.
- Enrollment is slowly declining
- Facilities have made significant improvements, but maintenance and cleanliness are in need of attention
- Improved transparency

Consistently Reported Themes

- ***Challenges/Concerns/Issues***
 - Resistance to change
 - Strategic plan and vision needed for long term direction
 - Employee morale is low, lack of raises and competitive wages, plus negative perceptions of PPS all impacting morale
 - Poverty should not limit high expectations of student achievement for all children
 - Employee accountability and performance was a widespread concern

Consistently Reported Themes

- ***Desired Characteristics***

- Ability to build trust and strong relationships with all constituencies, especially City Council and School Board
- Approachable, accessible and visible in schools and all aspects of the community
- Coalition builder—inspires through vision and can communicate a passion for education
- Educationally experienced with skills and knowledge preferably with a diverse set of socio-economic stratus including poverty
- Excellent communicative skills
- High integrity, honesty and ethics
- Supervision for accountability and decisive
- Creative thinker, independent and not afraid to challenge the status quo with out of the box thinking
- Willing to become a committed and integral part of Portsmouth

On-Line Survey Participants

Stakeholder Group		
	Frequency	Percent
Administrator	55	7
Business	14	2
Parent	155	20
Community Member	79	10
Student	3	0.4
Teacher or Support Staff	474	60.6
Total	780	100.0

Key	VV-Vision & Values	IL-Instructional Leadership	CE- Community Engagement	CC- Communication & Collaboration	M-Management
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Percentage of Respondents Who Selected Each Item (By Subgroups)									
Number indicates rank order by overall results		National HYA Benchmark	ALL (467)	Admin (41)	Business Comm (8)	Comm (58)	Parent (105)	Student (2)	Teacher / SS (253)
1	Listen to and effectively represent the interests and concerns of students, staff, parents, and community members.	38%	55%	35%	50%	46%	68%	33%	55%
2	Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators.	40%	47%	47%	43%	43%	28%	33%	53%
3	Have a clear vision of what is required to provide exemplary educational services and implement effective change.	36%	45%	58%	29%	53%	45%	33%	43%
4	Recruit, employ, evaluate, and retain effective personnel throughout the District and its schools.	36%	42%	42%	50%	48%	48%	0%	39%
5	Identify, confront, and resolve issues and concerns in a timely manner.	35%	42%	27%	57%	38%	48%	33%	41%
6	Hold a deep understanding of the teaching/learning process and of the importance of educational technology.	35%	41%	35%	0%	39%	42%	100%	42%
7	Effectively plan and manage the long-term financial health of the District.	34%	39%	40%	36%	27%	28%	0%	45%
8	Increase academic performance and accountability at all levels and for all its students, including special needs populations.	30%	37%	42%	64%	54%	50%	33%	29%
9	Promote high expectations for all students and personnel.	38%	37%	38%	50%	57%	41%	67%	32%
10	Align budgets, long-range plans, and operational procedures with the District's vision, mission, and goals.	28%	34%	27%	29%	42%	23%	67%	38%

Percentage of Respondents Who Selected Each Item (By Subgroups) (continued)									
Number indicates rank order by overall results		National HYA Benchmark	ALL (467)	Admin (41)	Business Comm (8)	Comm (58)	Parent (105)	Student (2)	Teacher/ SS (253)
11	Be visible throughout the District and actively engaged in community life.	28%	30%	20%	29%	19%	32%	67%	32%
12	Lead in an encouraging, participatory, and team-focused manner.	27%	29%	36%	29%	32%	21%	33%	31%
13	Strive for continuous improvement in all areas of the District.	27%	29%	25%	21%	22%	34%	67%	30%
14	Guide the operation and maintenance of school facilities to ensure secure, safe, and clean school environments that support learning.	26%	29%	27%	14%	23%	34%	0%	29%
15	Encourage a sense of shared responsibility among all stakeholders regarding success in student learning.	34%	26%	38%	14%	29%	28%	33%	24%
16	Maintain positive and collaborative working relationships with the school board and its members.	31%	26%	18%	21%	29%	21%	33%	28%
17	Hold a deep appreciation for diversity and the importance of providing safe and caring school environments.	23%	25%	22%	43%	29%	25%	33%	25%
18	Provide meaningful guidance for systematic and comprehensive district-wide curriculum, instructional services, assessment programs, and professional development.	23%	25%	36%	29%	20%	24%	0%	24%
19	Seek a high level of engagement with principals and other school-site leaders.	22%	22%	29%	21%	32%	24%	67%	19%

Percentage of Respondents Who Selected Each Item (By Subgroups) (continued)

Number indicates rank order by overall results		National HYA Benchmark	ALL (467)	Admin (41)	Business Comm (8)	Comm (58)	Parent (105)	Student (2)	Teacher/ SS (253)
20	Communicate effectively with a variety of audiences and in a variety of ways.	27%	22%	20%	29%	27%	21%	33%	22%
21	Develop strong relationships with constituents, local government, area businesses, media, and community partners.	20%	22%	15%	43%	32%	19%	0%	21%
22	Involve appropriate stakeholders in the decision-making process.	26%	20%	24%	36%	23%	15%	0%	21%
23	Be an effective manager of the District's day-to-day operations.	20%	18%	7%	14%	13%	19%	0%	21%
24	Utilize student achievement data to drive the District's instructional decision-making.	19%	17%	40%	14%	18%	16%	33%	14%
25	Act in accordance with the District's mission, vision, and core beliefs.	25%	12%	11%	14%	9%	6%	0%	15%

Portsmouth Public Schools

Desired Characteristics

After seeking input from its Board members, parents, staff, students, and community via focus groups, interviews, and an online survey, the School Board of Portsmouth of Portsmouth City Public Schools (PPS) seeks a strong educational leader who possesses the following characteristics:

- Is willing to make a long-term commitment to PPS and to the community of Portsmouth
- Possesses financial experience and savvy and the ability to stretch resources with limited funding
- Possesses the ability to build relationships and trust with all constituencies in Portsmouth; community, schools, parents, staff, School Board and City Council
- Is a strong communicator who can form and lead the “PPS” story to many different audiences
- Possesses a strong vision for education and provide the leadership and operational management to achieve that vision
- Understands the impact of poverty, but demands high expectations for all and ensures growth and outstanding achievement for all students.
- Recruits, develops, evaluates and retains exemplary staff members at all levels
- Demonstrates openness, accessibility, fairness, ethics and honesty
- Is both collaborative and decisive, demonstrating both creativity and risk-taking skills
- Fosters trust and transparency
- Understands the complexity of achieving excellence in a city environment with limited resources that must be used with fiscal accountability and transparency for student achievement.

Portsmouth Public Schools

Desired Characteristics

- **With regard to leadership experiences and accomplishments, the successful candidate:**
 - Is or able to be certified as a Virginia superintendent
 - Possesses deep knowledge and experience with providing a comprehensive curriculum for all students, i.e., AP/IB, arts, special education, vocational and technical education, etc.
 - Demonstrates a solid track record of increasing responsibilities and success
 - Has experience as a teacher, school based administrator and central office administrator.
 - Possesses doctorate (preferred)