



SUPERINTENDENT SEARCH

ATLANTA PUBLIC SCHOOLS

December 12, 2023

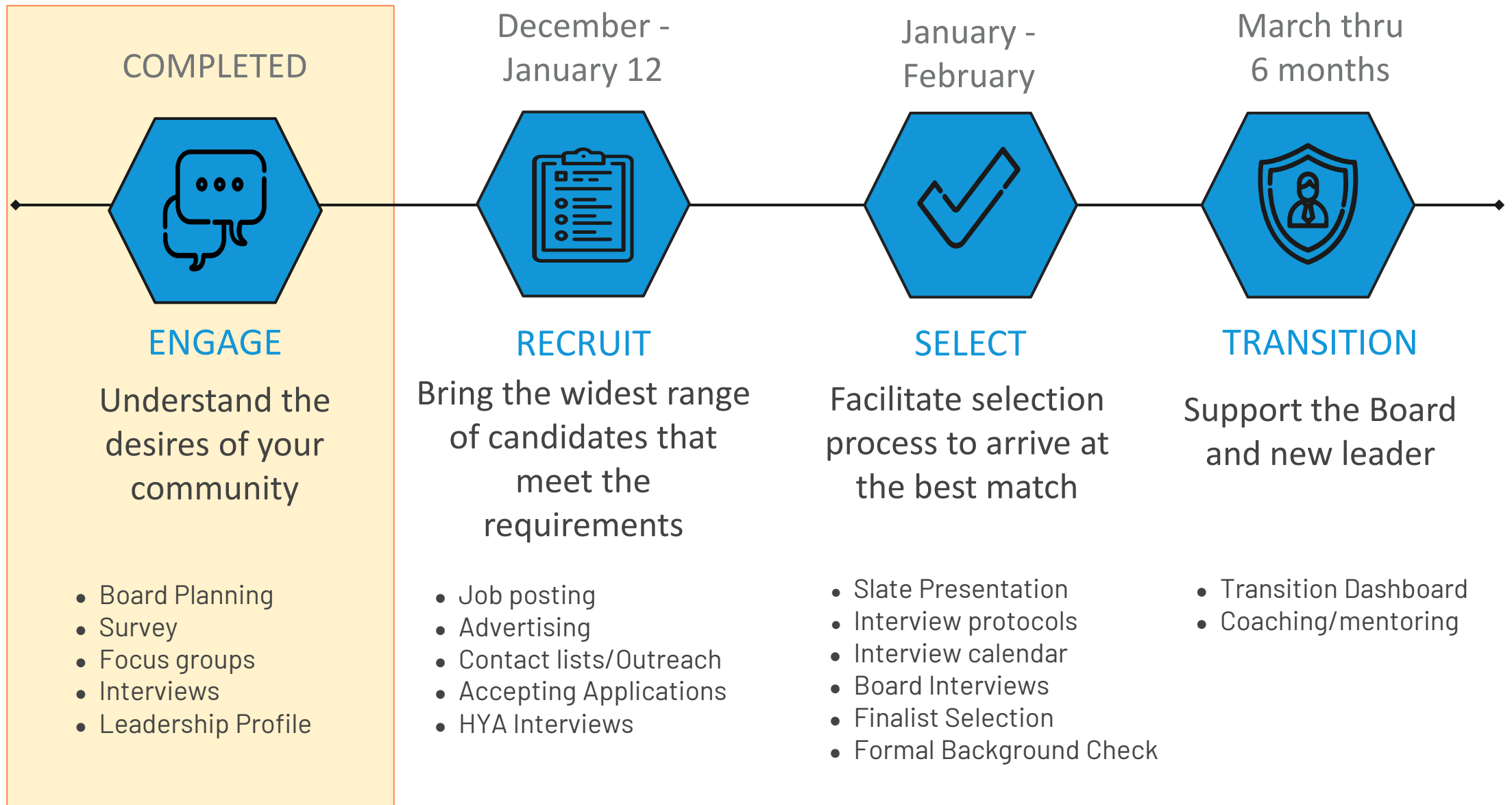
BOARD'S AWESOME RESPONSIBILITY:

- UNDERSTAND STAKEHOLDERS DESIRES
- FIND THE LEADER THAT IS THE BEST MATCH

ALL HYA ASSOCIATES
THAT INTERACTED WITH YOUR COMMUNITY
ARE HERE TODAY!



HYA'S SIGNATURE SEARCH PROCESS



ENGAGE PHASE

STRATEGIC PLAN

BOARD INTERVIEWS

INDIVIDUAL INTERVIEWS

FOCUS GROUPS

APS MEETINGS

STAKEHOLDER SURVEY

HYA

LEADERSHIP PROFILE

HYA's research-based approach helps the Board best understand the desires of stakeholders.

Government
Foundations

Ecumenical Leaders

Teachers' Association

Business Partners

Elected Officials

Taxing Bodies

Social Service Agencies

APS Partnerships

Health Organizations

Technical and Higher Education

OVER 60 GROUPS WERE ENGAGED
SUMMARIES AND A FULL LIST OF PARTICIPANTS
ARE IN THE PROFILE



ATLANTA
PUBLIC
SCHOOLS

Philanthropic Community

City Council

STUDENTS

Classified Associations

Chamber of Commerce

College & Career Associations

Administrators Mayor

Parent Groups

Curriculum
Specialists

Student-led Organizations

RESEARCH BASED STAKEHOLDER SURVEY

1,455 RESPONDENTS
57 PAGES OF COMMENTS

Respondents:
40% Parents;
23% Staff;
20% Teachers;
8% Administration
8% Community

RESEARCH BASED

Assess strategies that have been proven to have the greatest likelihood of affecting student learning.

AUDIENCE REFERENCED

Designed to compare and rank survey takers in relation to one another within subgroups.

INCLUDED OPEN ENDED COMMENT

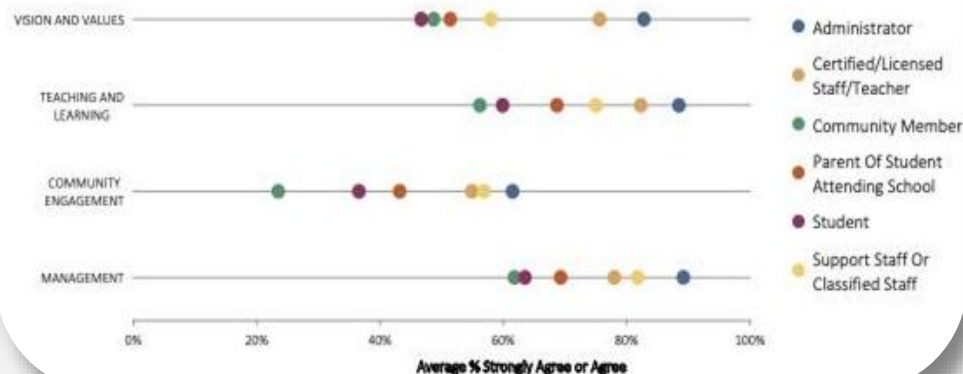
State of the District

ANALYSIS

State of the District Summary

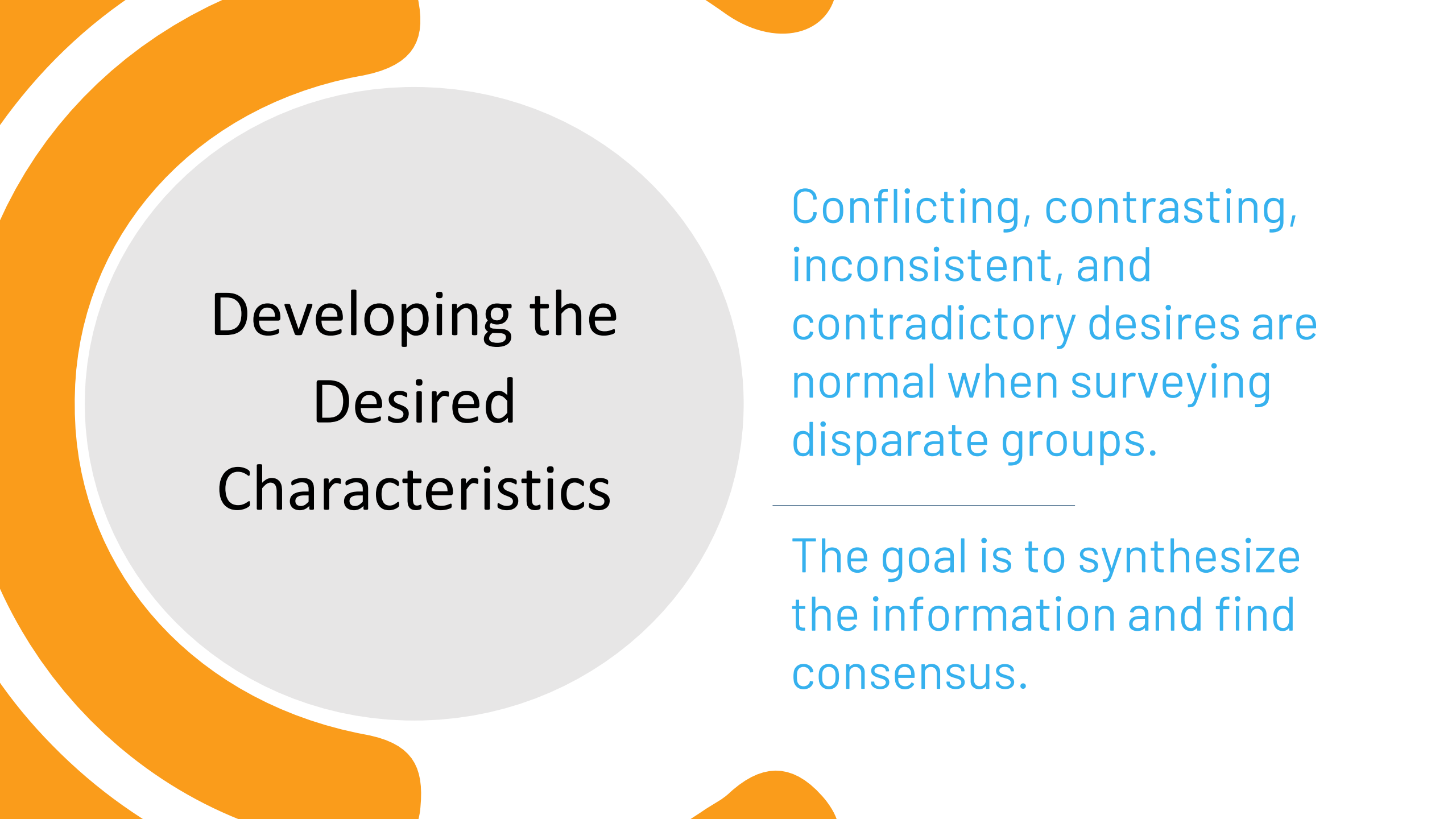
Respondents rated statements related to the state of the district on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Each statement corresponds to one of the following constructs: Vision & Values, Teaching & Learning, Community Engagement, and Management. Overall results are presented below; results for individual items are reported in the appendix.

State of the District Results by Constituent Group



Survey Results

	All (429)	Aasa Governing Board Or Executive ... (65)	Aasa Member (299)	Aasa Partner/Sponsor /Vendor (1)	Aasa Staff (26)	Other Educational Organization (21)	State Executive (17)
Demonstrate the political and analytical skills essential to working effectively with elected/appointed officials at the Federal level	51%						
Have an understanding of and experience with the educational and political systems in the United States	50%						
Communicate a clear, compelling vision for the future of education and AASA	48%						
Have experience successfully leading mission-driven organizations, such as school systems, non-profits, or similar professional organizations	47%						
Assess educational trends and policy issues accurately and effectively; synthesize the information; identify and implement solutions; and communicate the information	35%						
Create a climate of trust and mutual respect to ensure stakeholders are involved in the decision making process	32%						

The slide features a large grey circle on the left containing the title. To its left are several overlapping orange curved shapes. On the right, there are two paragraphs of blue text, with a thin horizontal line separating them.

Developing the Desired Characteristics

Conflicting, contrasting, inconsistent, and contradictory desires are normal when surveying disparate groups.

The goal is to synthesize the information and find consensus.



Creating a great urban school district involves a combination of factors that address both educational and community needs.



The Desired Characteristics are this combination of needs.



DESIRED CHARACTERISTIC 1

Chief Communicator

Formulate; Advocate;
Explain; Bring Together;
Excite; Comfortable
and confident with
any audience

A Chief Communicator is comfortable and **confident with any audience**, can **transparently explain** the direction and decisions of the District, can **formulate a compelling vision** for education, advocates, and most importantly **brings disparate groups together** in a common vision for success.

Constituents want a **strong, visionary**, Chief Communicator who can **excite and provide direction**.



DESIRED CHARACTERISTIC 2

Equity
Driven

Literacy as highest priority;
Right Size District;
Unified Direction for
all partners and
personnel

From the Strategic Plan, to the teachers, to the partner community, **LITERACY** was consistently brought up as the most important focus area.

If the energy of all constituents were **focused on literacy**, in a deliberate way, together, Atlanta would **change the trajectory of APS, unite all partners**, and most significantly **change the trajectory of children's lives**.

Right sizing the District was also consistently brought up in focus groups as needing to be addressed.



DESIRED CHARACTERISTIC 3

Evidence Based

Utilizes data to make
decisions; Creates an
evidence-based culture;
Student outcomes
focused
governance

A qualified candidate will have **recent, relevant, and demonstrated improvement of student outcomes**, as a result of their past leadership.

Key performance indicators, **utilizing data to make decisions**, creating an evidence-based culture, and **a focus on student outcomes** were descriptors used by stakeholders.



DESIRED CHARACTERISTIC 4

Knows Atlanta

Small Big City; Effort
to Engage All; Visible
Listener; Knows how to
effectuate change;
Politically astute;
Present

The new leader must really, really, **know (or get to know) Atlanta**. Some prefer someone from Atlanta, while others stated they would like a fresh perspective.

Where most agree is that a significant amount of time and energy must be devoted to **working with all constituencies**.

One statement from a focus group participant captured the sentiments of many: **“APS is Atlanta and Atlanta is APS; we need one another to be successful!”**



DESIRED CHARACTERISTIC 5

Experienced

Confident, bold and courageous; Evidence of progress with similar student population; Build upon APS's prior work

The next Superintendent must be **experienced leading complex systems and change.**

Although respondents may differ on whether the experience must be as a school leader, most agree that the next Superintendent must have **held the top post in a large organization with a diverse population in an urban setting.**

DESIRED CHARACTERISTICS

Chief Communicator

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Unified Voice:

**We must get it right this
time; we need longevity!**



NEXT STEPS

December 12, 2023: Presentation and approval of the Leadership Profile

December 13, 2023: Advertising and recruitment begins; application is open

January 12, 2024: Application closes

End of January: HYA screening interviews/vetting and slate presentation

February: Board Interviews/Selection

March: Superintendent Selection

April - June: Formal Public Vote and Transition Planning

July 1, 2024: Superintendent's contract formally begins.



QUESTIONS?
