

**Little Rock School District  
Community Audit and Leadership Profile Report  
February 23, 2022**



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**Finding a Leader For Your Future**

# Little Rock School District Community Engagement Objectives

- Identify the perceived strengths and challenges in LRSD.
- Identify desired qualities and characteristics the next Superintendent should possess and demonstrate.
- Build community understanding and support for the search process.
- Ensure the broadest possible community participation in the Superintendent Search process.

# Structure of Engagement Activities

- BWP & Associates consultants met with Board members and other constituent groups from February 1 – February 21, 2022.
- Engagement included 26 meetings with Board members, employees, students, parents, elected officials, and community leaders. A community forum is planned to be rescheduled.
- Approximately 197 people participated in conversations and 1,808 (41 of those in Spanish) have responded to the online survey.
- Overall, approximately 2005 community members participated in the community audit.

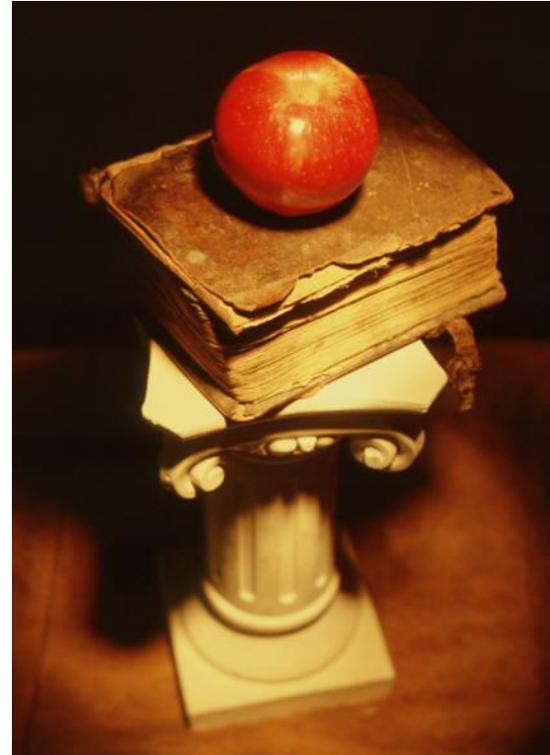
# LRSD Search Survey Results Summary

## Demographics Survey Participants

- 67% were professional staff members
- 59% of respondents were parents
- 38% were employees
- 5% were students
- 52% were White
- 33% were Black
- 79% had students receiving Special Education services
- 76% of schools (38/49) had survey responses

# Questions Asked of Participants

1. What are the strengths of the Little Rock School District (LRSD)?
2. What are areas of concern or issues of the Little Rock School District?
3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?
4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?



# Analysis of the Results

- The responses from the approximate 2,005 participants who attended interviews, focus group meetings and completed the survey providing input were reviewed by the consultants.
- Using both the qualitative and quantitative data gathered, a modified frequency distribution system was used to map comments heard multiple times that were relevant and insightful.
- These comments are listed in the report and the following slides provide highlights. The top 3 responses from the survey are noted by an asterisk\*.

# Highlighting Strengths of the District

- capital city - location
- excellent caring teachers and staff\*
- great educational options and programs for students\*
- excellent and diverse business options (industry, health care, etc.)
- supportive - interested parents and community members\*
- good use of available resources and strong community partnerships
- strong curriculum/instruction
- effective leadership – great opportunity for a new leader
- diversity - focus on equity and inclusion
- small town feel – everyone knows each other
- some school facilities are in great shape
- the history and legacy of LRSD

# Highlighting Challenges of the District

- workplace morale\*
- achievement/opportunity gaps\*
- curriculum/instruction\*
- COVID rebounding
- facilities not equal
- community relations
- declining enrollment and - financial projections
- technology
- workforce diversity for not just the college bound
- competition from charters and private schools
- school behavior issues

# Highlighting Other Considerations

- doctorate preferred, but not required
- consider a diverse slate of candidates
- experience matters (especially here in this diverse, urban district close to
- the capitol)
- experience in community relations\*
- prefer a seated superintendent, or deputy superintendent\*
- needs to live in the LR community
- knows the history of LRSD
- is a transformer
- has a proven track record of success in many areas\*
- high on accountability

# Developing Leadership Profile

- After reviewing both the survey data and organizing the prominent responses from the engagement meetings and forums, the consultants have drafted a description of what we believe the majority of participants desire in the next Superintendent from the characteristics and skillsets that emerged from the data.
- We present this profile to the Board as a draft so that you will have time to absorb its contents and provide final agreement and or approval.

# Desired Qualities and Characteristics of New Superintendent: Building the Draft Leadership Profile

All of these characteristics are important and are not in any ranked order. The \* denotes the top three survey responses.

The individual appointed should be:

- an experienced leader who will be highly visible in the schools and the community, will be committed to the community and living in the district and is knowledgeable and understanding about southern culture and the rich history and legacy of LRSD;\*
- a student-centered leader who will incorporate equity, diversity and inclusivity as part of the landscape of the overall wellbeing of students, staff and the community;
- a visionary leader who is collaborative, has good managerial skills and is a good organizer who will work well with the Board and bring unity to the District;\*
- a strong leader who is culturally competent, data informed and is knowledgeable about curriculum/instruction and professional development based on their expertise, passion, and understanding of teaching and learning;\*

# Draft Leadership Profile (*cont.*)

- an educator who is a good communicator/spokesperson with internal and external stakeholders both in oral and in written form, is transparent in their actions and demonstrates a high level of compassion, honesty and fairness;\*
- a focused leader who believes in accountability, has excellent interpersonal skills, makes decisions, executes them with courage and has the ability to work successfully with community partners;
- an individual who is politically savvy, is sensitive to multiple political agendas and recognizes Little Rock's unique role as a capital city;
- a person who understands Arkansas school finance, collaborates on seeking additional resources and has good financial skills and experience in district and school budgeting;
- a consensus and team builder who is approachable, appreciates the value of a small town environment, listens to all voices, understands and appreciates different points of views.

# Planned Next Steps in LRSD Search Process

## ***Specification: Completed February 23, 2022***

*Board approves Leadership Profile – ASAP*

*Rescheduled Community Forum March 1, 2022*

*Updated Community Audit and Leadership Profile Report Completed  
March 4*

## ***Recruitment/Assessment: March 5, 2022, application deadline***

*BWP receives/reviews applications screens applicants*

*completes reference checks prepares slate of candidates March 6 –March 14*

*BWP presents recommendations of candidates March 17, 2020*

## ***Selection:***

*Board conducts 1<sup>st</sup> round of interviews week of March 28*

*Possible additional engagement; second round interviews  
and selection of finalist week of April 11*

*Board and candidate negotiate contract week of April 18*

*Board announces new superintendent April 28*

*Introduction to the community – week of May 9*

*Superintendent begins on or before July 1, 2020*

# Questions?

“Individual talents get magnified many times over through the collective lens of an effective team.”

*Dalal Haldeman*

