

Superintendent Search Summary Report

KANSAS CITY

PUBLIC SCHOOLS



January 11, 2023

JGCONSULTING

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KANSAS CITY PUBLIC SCHOOLS COMMUNITY ENGAGEMENT STRATEGY

Synopsis

JG Consulting facilitated community-based meetings including staff, families, and community members to inform the executive search process. These meetings were held between **December 5, 2022, and January 6, 2023**. The executive search team also met with all board members to develop the Leadership Profile. JG Consulting will continue to engage with the community stakeholders during the superintendent search process.

Communication Channels & Priorities

1. Weekly communication (email, phone, and in-person) with the Board of Directors and JG Consulting to discuss the progress of the superintendent search.
2. Kansas City Public Schools will provide regular updates for the community, staff, and students using some combination of the following communication channel options:
 - District's Website
 - Social Media: Facebook, Twitter, LinkedIn, and other commonly used platforms
 - Email
 - Automated Phone Calls & Text Messages: District's messaging system
 - Postal Communication (if applicable)
 - Media Outlets: Newspaper, radio, and television

Initial Search Recommendations

The Kansas City Public Schools Governing Board and JG Consulting shall create a consistent message to communicate with the community, staff, families, and students about the superintendent search process. Additionally, the Board of Directors should consider appointing a designated representative(s) to address all media requests. These requests are typically managed by the School Board President, but each Board Member shall commit to communicating the same message relative to the stage of the superintendent search process. JG Consulting will provide a weekly status report (every Friday) to the Board of Directors during the search process in anticipation of the upcoming Board Meeting(s). Furthermore, JG Consulting will participate, as needed, in Board Meetings to provide updates to the community, staff, families and students. Ongoing communication will ensure transparency and inclusivity during each stage of the superintendent search.

ONLINE SURVEYS & DATA

[KCPS Anonymous Survey: English; Spanish; Swahili; Arabic; Vietnamese; Burmese](#)

JG Consulting conducted nine (9) Town Hall meetings in English and Spanish with translation services offered to each meeting on December 10, 12, 13, 14, and 15. Approximately 37 internal and external stakeholder meetings. These meetings engendered a positive and productive conversation representing a diverse group of parents and guardians, Kansas City Public Schools staff and community stakeholders to solicit input as it relates to the qualifications of the next Superintendent to serve Kansas City Public Schools. The firm also interviewed all Board Members.

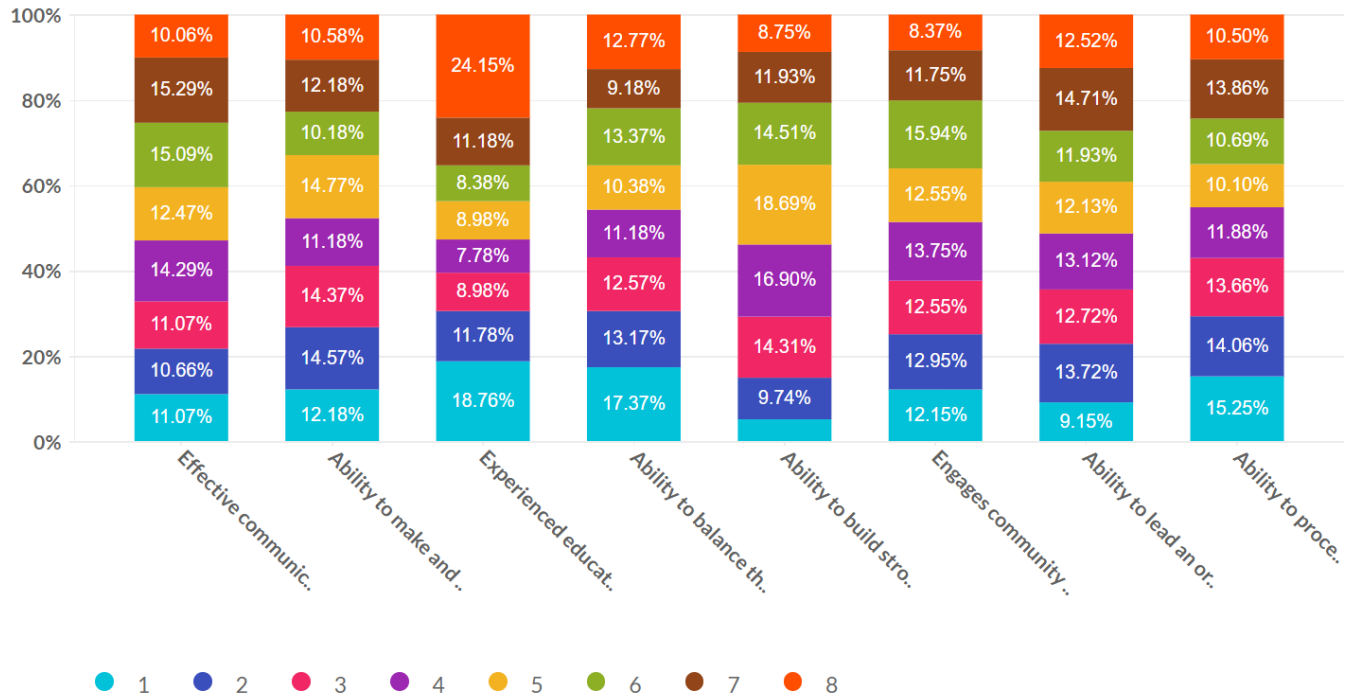
The district garnered approximately **522** community engagement survey responses in English, Spanish, Arabic, Swahili, Burmese, and Vietnamese (as of January 9). The results of the survey and the breakdown of participants are in the following charts:

Choices	Response percent	Response count
Current Parent/Legal Guardian	35.06%	176
Kansas City Public Schools Staff/Faculty/Administration	60.36%	303
Current Student	5.58%	28
Former Parent/Guardian	10.96%	55
Former Student	17.93%	90
Community Member (no children ever in Kansas City Public Schools)	14.54%	73
Other (Please specify) Show 45 responses	8.96%	45

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1. Rank each of the following qualities from most important (8) to least important (1)

Answered: 507 Skipped: 19



Effective communicator

Ability to make and defend difficult decisions

Experienced educator (teacher, principal and/or administrative leader)

Ability to balance thinking and feeling

Ability to build strong relationships

Engages community stakeholders to increase impact

Ability to lead an organization through change

Ability to process information and act quickly when necessary

SUPERINTENDENT EXECUTIVE SEARCH: PROPOSED TIMELINE

Proposed Activities	Proposed Timelines ¹
Planning discussion to initiate the Superintendent search with the Board of Directors.	October 31 – November 11
Internal and External Community-related meetings: a. Online survey (duration of the executive search) and in-person meetings (when allowable). b. In-person meetings including town hall forums.	Nov. 14 – Jan. 6
Present formal scope of work and preliminary job profile to the Board during executive session for approval and/or necessary modifications, research recruiting channels within PreK-12 and external networks; define marketing and recruiting strategies.	January 11
Candidate Application Portal is Open a. Marketing and Recruiting Activities b. Local, state, regional and national publications c. Other education publications and websites d. Campaigns: E-mails, calls, virtual meetings and in-person recruitment at national conferences	January 12 – 31
JG Consulting candidate screening; includes online interviews	January
Application Deadline	January 31
Prepare and present pre-screened applicants in a reporting format and with access to the online interview videos	February 3
Candidate Interviews: Round I	February 10 – 11
Candidate Interviews: Round II	February 16 – 17
Name the Lone Finalist	February 22

¹ All dates are aligned to meet the deliverables of the Board of Directors and are subject to change at any time.

KANSAS CITY PUBLIC SCHOOLS INTERVIEWS

Synopsis

The members of the Board of Directors collectively agreed on many concepts pertaining to the executive search process and development of the Superintendent profile. JG Consulting identified five specific objectives consistently mentioned by each Board Member during the interview process which will focus the campaign for a successful superintendent search. The team of consultants recommends that the Board of Directors commit to these shared beliefs and uses them as the primary objectives during each phase of the recruitment process leading to the selection of the Kansas City Public Schools Superintendent.

Five Objectives:

1. Serving ALL students' academic, well-being, safety, and security needs, including the growth and expansion of counselors, special education supports, extracurricular activities, and relevant and engaging learning experiences.
2. A commitment to establishing and maintaining effective communication protocols (both internal and external)
3. Building multiple opportunities for robust parent engagement and participation in student learning and success.
4. Established agreements to meet school board and superintendent expectations around communication and collaboration to optimize district work and student achievement.
5. Inspiring and preparing students for future career opportunities through local and state partnerships with business, military, agricultural, educational, and service-related industries.

Recommendations for the transition to a new Superintendent:

The Kansas City Public Schools Board of Directors should consider requesting a 90-day entry plan from the newly hired Superintendent. The purpose of the 90-day entry plan is to allow the new leader space to learn about the district's current goals and to set up processes for continuously monitoring progress toward those goals and reporting results and outcomes to the Board of Directors. It is recommended that within the first 90 days, the Board of Directors and Superintendent engage in a strategic planning exercise (i.e., teambuilding retreat, workshop, etc.) to identify and develop an ongoing shared vision, goals, and priorities and to establish agreed-upon expectations and methods for board/management communication and operational workflow protocols. Finally, it is recommended that, during the transition, and annually, the district host a community town hall(s) to support two-way communication and establish community ownership in the education of its students.

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Goals:

- Continuous improvement of the academic performance of each student, with expanded and relevant learning and extra-curricular opportunities
 - Implement new strategies for internal and external communication to grow productive relationships both inside and outside the district
 - Promote community inclusion and parent participation with opportunities for engagement training, establishment of clubs and organizations, student celebrations and performances, etc. using consistent multi-language messaging for all
 - Grow trust and transparency through commitments by all Board Members and the superintendent to hold each other accountable for high expectations and behaviors singularly focused on improving student safety, well-being, and achievement
 - Implement a renewed plan for engaging new and existing community partners to galvanize support for and grow district initiatives
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COMPREHENSIVE INPUT OVERVIEW TO DEVELOP LEADERSHIP PROFILE

Kansas City Public Schools is seeking a Superintendent who exhibits the following characteristics, traits, and/or qualities:

Board	Staff	Community ²
<ul style="list-style-type: none"> • A leader who is aligned with the board's commitment to student outcomes and achievement • A bold leader who understands the importance of policy and can assist at the Legislature in support of public education • A leader who is approachable, authentic, and committed to the KCPS • A listener who is responsive to student, and classroom/school needs • Someone who is committed to equity and ensures all students have access to quality education • An organized, transparent manager who works together with the board to create fair and equitable policies and holds staff accountable to enforcing those policies • A leader who can recruit, retain, recognize, reward, and develop quality staff and maintain the district's culture • Someone who acts ethically and with integrity and is respectful of others • An ability to recognize current programs and practices in the district that are working and the ability and tact to develop other effective approaches • Someone who can support all the campuses and provide a solid support system • Someone who understands, values, and respects the district's culture and the people they serve • A superintendent who connects students to their own personal aspirations and prepares them for success • Expansion of program development, especially at the 	<ul style="list-style-type: none"> • A leader who is on the cutting edge of education and will bring a spirit of innovation to KCPS • A leader that can navigate the school-choice terrain • An instructional leader who has strong managerial skills • A leader who can ensure financial solvency but make strategic investments to improve student learning • Someone who is vulnerable, has a compelling story and can build bridges • A motivational leader who builds excitement and inspires students to learn and teachers to teach to their highest potential • A proactive recruiter for students and staff who can stem the exodus of students to charters, private schools. • A visionary with a strategic plan (big picture) for making KCPS the district of choice • Someone who can balance academics with an appreciation of and support for extracurricular activities, mental health supports and whole-child-focused opportunities • A commitment to strengthening safety and security throughout the district and community • Equity-focused in policy making, staff hiring and student outcomes • A caring, trustworthy problem-solver with integrity, empathy, and an understanding of the needs of KCPS's diverse community • A creative thinker who can optimize student outcomes in 	<ul style="list-style-type: none"> • A humble leader with thick skin willing to engage multiple stakeholders to improve KCPS • A leader who has experience improving student outcomes • A leader that is whole-child oriented and has experience leading SEL initiatives • Prefers a Superintendent who will commit to the long-term. • A Leader who understands the importance of retaining employees by valuing their work and role in the district. • A leader who focuses on filling teacher shortages and developing a strong staff • A leader who inspires students to be successful and to WANT to further their education beyond PK-12 • A visionary who helps students see the bigger picture of what is possible and what they are capable of • Someone who is empathetic and relatable, who understands and appreciates our rich culture and can effectively communicate in an urban community • A good listener and willing learner with an ability to make tough decisions • Someone who acts fairly and equitably to all students and staff • Positively engages and uses local leaders, businesses, and outside organizations as tools to support the district initiatives • Leads by being visible, out in the public, walking around and visiting campuses • Honors, values, and learns about their predecessor and

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<p>high school level</p> <ul style="list-style-type: none"> Someone who will review and accept Blueprint 2030 while offering “tweaks” for improvement Someone who can and will offer effective solutions to the teacher shortage Someone who understands and supports the restorative practices approach Someone who understands Trauma Informed Care/Instruction A visionary and strategic leader with a focus on academics Someone with the ability to inspire, set a vision and galvanize people around that vision Someone with the ability to navigate a complex system Someone with experience in change management An experienced operations manager Someone who is committed to the KCPS community and can create stability A risk taker who can make difficult decisions and communicate effectively about those decisions 	<p>the face of growing financial limitations and pressures</p> <ul style="list-style-type: none"> A collaborator who connects with and builds opportunities for students and staff through partnerships with alumni, local church leaders, other districts, higher-ed, businesses, etc. A marketer who will celebrate the many positive opportunities and experiences available to students, staff, and families in KCPS An excellent communicator and listener The ability to pass a bond Someone who can attract students and families to the district while maintaining the district’s diversity Someone who can provide stability and is committed and loyal to longevity with the district Ability to build trust with community stakeholders, including foundations and businesses Ability to articulate a vision for increased student achievement and assess the most impactful priorities to achieve that vision. Ability to attract and retain high-quality staff Someone with financial prudence who is aligned to the needs of students Someone who values developing the whole child and who will support multiple pathways to student success An innovator Someone who supports restorative justice and trauma-informed practices Someone who can create new opportunities to attract families back to the district Someone who respects the community and supports what is working while improving what is not, and will prioritize a few impactful 	<p>board’s work before making changes</p> <ul style="list-style-type: none"> Keeps students at the forefront of decision-making A listener who treats people with dignity and respect AND builds a team who does the same throughout the district A leader who can inspire and motivate people in all roles throughout the system. Not afraid to make mistakes, acknowledge and learn from them Someone with the skills and ability to energize and excite the community about what is happening in our schools Someone with the ability to navigate, build relationships and effectively lead in a complex political climate with the state legislature, business community and local elected officials Someone with the ability to assess where the district is, where it needs to go, and build a strategy to achieve those goals Someone who is an effective communicator Compelling advocate with the community at-large for public education Someone who is effective at maximizing limited financial resources Ability to pass a bond Someone effective with restorative practices Someone experienced in effective community engagement practices Someone committed to the KCPS community Someone who can demonstrate the ability to be a “community minded servant” Someone with a deep understanding and commitment to Blueprint 2030 who has the humility to
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	<p>new initiatives instead of changing everything all at once</p> <ul style="list-style-type: none"> • Someone who is engaged with the leadership team and can communicate and delegate effectively to staff • Someone who sets clear and defined roles for staff and trusts them to execute expectations • Someone who understands the importance of good teaching • Someone who has a mindset of curiosity (Like Ted Lasso....Be Curious) 	<p>adjust course as needed but respects the ownership of the community</p> <ul style="list-style-type: none"> • Someone who can develop new learning opportunities for students to attract families back to the district • Someone who can sustain and build on the progress that has been made in KCPS in recent years • Someone committed to a long-term vision for the district and a commitment to the community to manifest that vision • Someone effective at identifying, supporting, and growing district talent • Someone who is innovative but will focus on a few key areas and not change everything at once • Someone who is collaborative across stakeholder groups who can effectively build consensus • Someone who can instill confidence in the KCPS community and provide hope even amid challenges • Someone with the ability to keep the staff focused on the vision, even amid the pull of daily operations • A commitment to building a positive culture with the board • Someone with humility and empathy for the challenges confronting the students and families and who can empower them to overcome the challenges • Someone who is inclusive and equitable • Someone who is transparent and open to trying new things
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² Includes online survey data.

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QUALIFICATIONS LISTED ON JOB ADVERTISEMENT

- A visible leader who can provide stability and is committed and loyal to longevity with the district
- Experience, ability, and motivation to pass a bond and a firm understanding of improving infrastructure throughout the district
- An effective communicator who can listen, understand, nurture, and expand the established community of KCPS while meeting and building on the high expectations and diverse needs expressed by the Board, families, students, teachers, and staff
- Experience leading a district through difficult budgetary decisions with an understanding and commitment to upholding, adjusting, and expanding on Blueprint 2030
- An experienced operations manager who can create and maintain stability with a proven track record of turning around, attracting, and growing academic success for ALL student groups in a diverse, urban district with high mobility, multilingual and community involvement
- A methodical leader who can assess where the district is, where it needs to go, and build upon the plan in place strategically and authentically to create a successful district and shared vision
- An advocate for attracting families to KCPS and increasing enrollment while maintaining and honoring the culture and integrity of the district
- A proactive recruiter with experience in school-choice who can retain, recognize, reward, and develop quality staff while maintaining the district's culture
- A leader who appreciates, nurtures, motivates, and grows family and community involvement in activities to support whole-child development, student growth, and academic excellence
- A team-builder with a track record of developing board and senior staff relationships
- A bold leader who understands the importance of policy and has experience advocating at the Legislature in support of public education
- Someone with the experience and ability to navigate, build relationships and effectively lead in a complex political climate with the state legislature, business community and local elected officials
- An ambassador for the district who is adept at building external relationships and is willing and able to nurture and grow strong partnerships throughout Kansas City, Missouri, and throughout the country to support the district's initiatives
- A person of high integrity who understands, values, and respects the culture of the district and the people they serve, who treats all people with dignity and respect AND who builds and rewards an educational team of leaders who do the same throughout the district
- A highly visible leader who embraces, is excited about, and participates in school and community activities, is known throughout the district and ci, and who visits campuses
- A skilled manager who will hire, develop, motivate, pay, and retain top-notch administrators and teachers, who sets clear expectations and delegates authority appropriately to build pride and leadership skills within the district

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ADVERTISING PLAN

Direct Recruitment of Administrators (National)	<i>Supts./C-Level Admin.</i>	Included
JG Consulting Website, LinkedIn & Twitter	<i>Countless Views</i>	Included
MO Association of School Administrators (MASA)	<i>30-Day Listing</i>	Included
The Scoop Newsletter	<i>December - January</i>	Included
SuperintendentSearch.net	<i>Length of Search</i>	Included