

Loudoun County Board of Education Leadership Profile Report

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Presented by:

**Brad Draeger
Ed McCormick
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	9	NA
Administrators	55	287
Teachers	6	1,809
Support Staff	4	445
Students	4	2,880
Parents	34	4,595
Community Members (non-parents)	32	74
Total	144	10,090
Grand Total	10,234	

Consistently Reported Themes

Strengths

- Academic performance
- Central office talent and expertise
- Comprehensive programming for different student needs
- Dedicated staff at all levels
- Diversity
- Facilities

Consistently Reported Themes

Strengths

- Geographic location and beauty
- Parents and business move to Loudoun due to the quality of the schools
- Resources of all types are supportive of LCPS
- Sense of family
- The entire community supports LCPS and wants it to be a premier national school system

Consistently Reported Themes

Challenges/Concerns/Issues

- Changing demographics – slower growth but increases in ELL and poverty
- COVID response and aftermath; healing the divisions
- Diversity in all forms—especially addressing racial, geographic, and socio-economic issues
- Focus on innovation
- Initiative overload—prioritize and support initiatives that work and eliminate unproductive initiatives
- Instructional staff need participation in decision-making

Consistently Reported Themes

Challenges/Concerns/Issues

- Numerous leadership vacancies need to be filled
- Political environment
- School board relations and governance practices
- Special education and ELL needs
- Technology needs a more cohesive vision, implementation and training support
- Vision and strategic planning with measurable outcomes

Consistently Reported Themes

Desired Characteristics

- Committed to embracing diversity and promoting equity in all aspects of LCPS
- Decisive, clear, strong enough to confront difficult issues and deal with dissent
- Demonstrates transparency, fairness, ethics and honesty
- Fosters open communication and trust
- Instructional leadership with extensive school experience
- Likable, personable. approachable and visible in schools

Consistently Reported Themes

Desired Characteristics

- Possesses the ability to work collaboratively and build relationships and trust with all constituencies in Loudoun; community, schools, central office, Board of Education and Board of Supervisors
- Strategic planner and implementer
- Student-centered
- Team builder; can assemble and delegates responsibilities to a highly skilled cabinet
- Visionary

Executive Summary of On-Line Survey

The following statements were perceived to be the Loudoun County Public School Division strengths:

- Technology is integrated into the classroom (TL)
- Facilities are well-maintained (M)
- District schools are safe (TL)
- The division employs effective teachers, administrators and support staff in its schools (M)
- District technology infrastructure is sufficient to support 21st century learning (M)

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

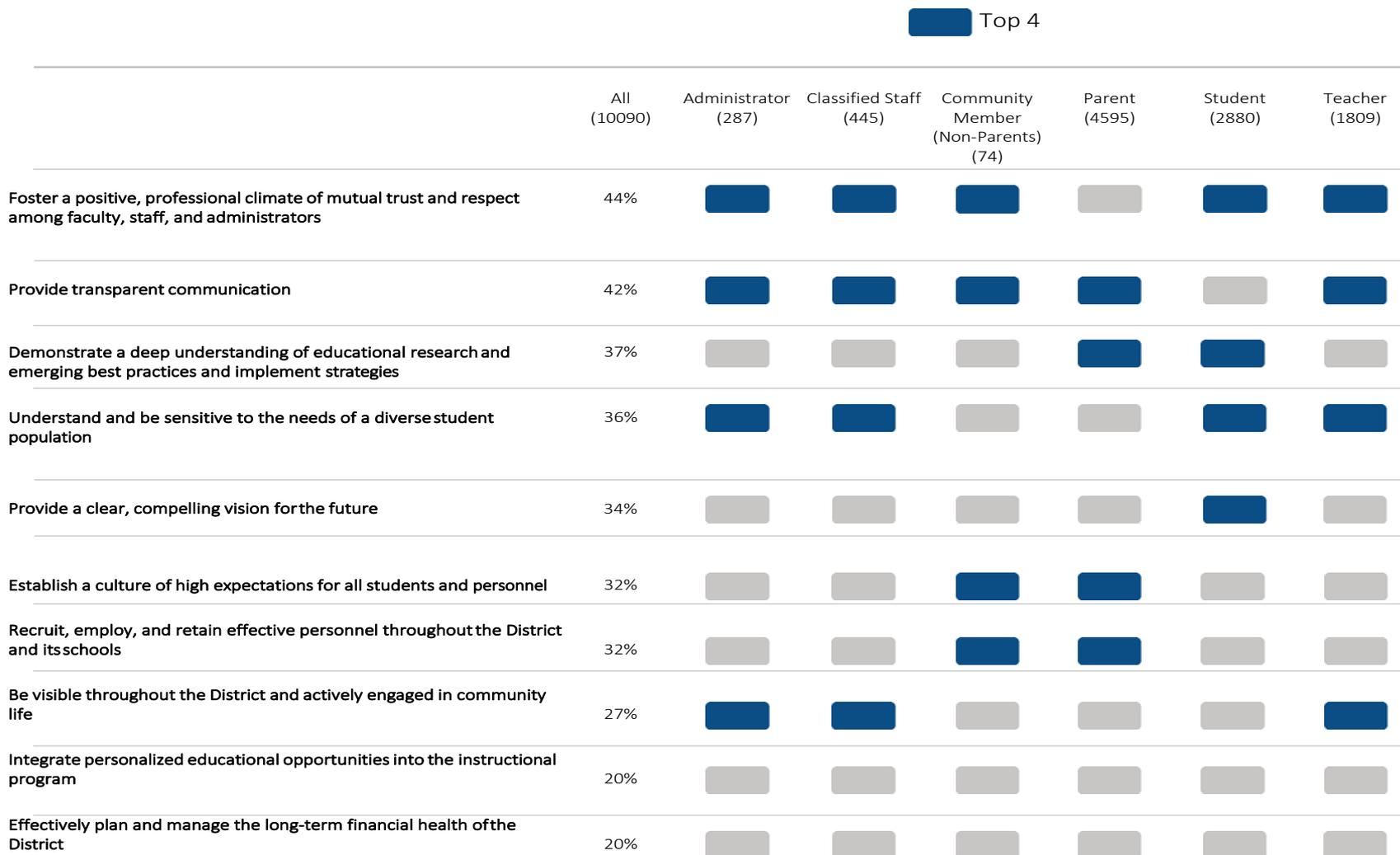
Executive Summary of On-Line Survey

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)
- Provide transparent communication (CE)
- Demonstrate a deep understanding of educational research and emerging best practices and implement strategies. (VV)
- Understand and be sensitive to the needs of a diverse student population (TL)
- 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).



LCPS Superintendent Position

Desired Characteristics

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

- Decisive, clear, and strong enough to confront issues and deal with dissent
- Demonstrate transparency, fairness, ethics and honesty
- Fosters open communication and trust
- Instructional leadership with extensive school experience
- Likable, personable, approachable and visible in schools
- Politically savvy with all aspects of a large school division
- Possesses the ability to work collaboratively and build relationships and trust with all constituencies in Loudoun; community, schools, central office, Board of Education and Board of Supervisors
- Strategic planner and implementer
- Student-centered
- Team builder—can assemble and delegate responsibilities to a highly skilled cabinet
- Visionary

LCPS 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 solid track record of increasing responsibilities and success
- Has experience in a medium to large school division and/or has experience as a superintendent
- Doctorate preferred