# Little Rock School District Little Rock, Arkansas Community Engagement Audit and Leadership Profile Report

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The following is a written report which provides data and information gathered through a community engagement and audit process for the Little Rock School District (LRSD). An oral summary will be presented to the Board on February 23, 2022. The purpose of this component of the search process was to conduct a Community Audit and create a Leadership Profile which will be approved by the LRSD Board of Education. This profile will be used as the basis for the recruitment, identification and selection of the superintendent. A special note of thanks is given to Greg Adams (Board President), Superintendent Michael Poore, Robert Robinson, Pamela Smith, Jasmine Perry and the entire District Office staff for their efficiency, gracious hospitality, planning support and assistance.

The information provided reflects the overall themes that emerged from input and feedback from School Board Members and numerous constituent groups February 1 through February 21, 2022. Qualitative data was gathered by BWP and Associate consultants via ten (10) individual phone interviews with Board Members (9) and one (1) interview with the Board consultant. Twenty-five (25) of twenty-eight (28) scheduled virtual focus group discussions were conducted which included a total of one hundred ninety-seven (197) participants. Quantitative data was collected based on an online survey utilizing Survey Monkey in which one thousand seven hundred sixty-seven responses were received from the English version (1,767) and forty-one (41) responses were received from the Spanish version for a total of one thousand eight hundred (1,808) participants. A community forum was also initially planned but not accomplished due to a communication miscue. The forum has been rescheduled for March 1, 2022 for which approximately thirty (30) individuals have registered. An addendum will be added to this report incorporating the data collected after the forum data has been reviewed and analyzed.

In order to address Board and community concerns about engaging all segments of the community and most importantly those individuals considered to be in "marginalized" groups, in some cases Focus Group participants were asked to serve as "search ambassadors", and asked to use their contacts and outreach efforts to inform and encourage participation from the entire community. The focus group facilitator team included Dr. Debra Hill, Dr. Percy Mack, and Dr. Darrell Floyd. Mr. Steve Griesbach, and Dr. Kevin Castner (BWP consultants) participated in focus group facilitation. All data was gathered and analyzed exclusively by the BWP team.

All participants responded to the same three or four prompts. Of the survey respondents, it should be noted that forced choice was required to fill in some questions in order to gather quantitative data that could be charted and demographic information was also requested to determine the scope of participation. There was an opportunity for open ended responses which are included in the survey report document and names of any specific individuals were redacted.

The survey did not specifically track duplication or multiple responses given by a single individual, but no aberrations were noted. The survey data also does not account for individuals who participated in the focus groups and who took the survey as well.

Finally, while notes were taken they were not meant to be provided as verbatim statements, but rather summarized thoughts while capturing the essence of the participants' perceptions as related to the question prompts. This qualitative information pared with the survey's quantitative data provided the consultants with information regarding common themes that emerged through this community engagement process and enabled the development of a Leadership Profile using a frequency distribution analysis model.

**Appendix A** provides the themes which emerged from both the qualitative and quantitative data collected. The themes listed are not in priority order or all inclusive, but summarize and capture the essence of the community's perceptions about the LRSD community and what will be required for success for the new superintendent.

**Appendix B** presents the "Leadership Profile" which emerged from the analyzed data collected. This information will be presented to the Board on February 23, 2022. It is hoped that the after review and any minor modifications, the document will be approved by the Board. This approved "Leadership Profile of Skills and Characteristics" will be used as a recruitment and screening tool for all applicants by the consultants and Board of Education.

Appendix C provides demographic data for the constituent participants of the interviews and focus groups. Nine (9) Board Members and one (1) consultant were invited for one-to-one conversations and all participated for a total of ten (10) interviews. Approximately two hundred sixty-five (265) spaces were available in twenty-eight (28) identified focus groups. Twenty-five (25) groups were conducted with a total of one hundred eighty-seven (187) participants. Overall, there were approximately one hundred ninety-seven (197) participants in the qualitative component of the audit. An additional thirty (30) may be added at the conclusion of the rescheduled community forum.

**Appendix D** provides the feedback transcript of comments from all groups. It is important to note that names of specific individuals were not included. In order to protect individual statements, the comments have been provided in focus group clusters. In summary, twenty-six (26) groups

including the Board were represented and participants provided qualitative data by responding to the following prompts:

- 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?

**Appendix E** provides the online quantitative survey results. Overall, a total of two thousand five (2,005) surveys were completed, with of which one thousand seven hundred sixty seven (1,767) were in English and forty one (41) of those submitted in Spanish.

A general frequency distribution strategy of both the qualitative and quantitative information was used to analyze the response data from members of the community across groups and to develop themes.

#### Summary

There were approximately two thousand five (2,005) individuals (not including duplications) who participated in the interviews, focus groups and surveys which were used to identify the aforementioned themes and develop the recommended Leadership Profile.

The LRSD community should be proud of the extent to which multiple segments of the population participated in this search process.

#### **APPENDICES**

Appendix A - Themes from the Community Engagement Activities

Appendix B - Recommended Leadership Profile

Appendix C - Invited Community Organizations and Individuals List

Appendix D - Interview and Focus Groups Responses

Appendix E - Online Survey Results

#### **Appendix A**

# Major Themes from the Little Rock School District Community Engagement Process

#### **Summarized Identified Strengths of Little Rock School District**

\* (Denotes Top Survey Responses)

- 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

#### **Summarized Identified Issues and Challenges of Little Rock School District**

\* (Denotes Top Survey Responses)

- 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

#### Summarized Additional information to be considered by the Board

\* (Denotes Top Survey Responses)

- 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 Little Rock community
- knows the history of LRSD
- is a transformer
- has a proven track record of success in many areas\*
- high on accountability

#### **Appendix B**

# DESIRED QUALIFICATIONS AND CHARACTERISTICS FOR THE LITTLE ROCK SCHOOL DISTRICT SUPERINTENDENT

BWP and Associates consultants, after gathering data and consulting with staff, students, and members of the community, have identified the qualities we believe are desired in a new superintendent. 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;\*
- > 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.

#### **Appendix C**

#### **Invited Interviews (10) - Focus Groups (28)**

The following constituent groups, organizations and partners were invited to participate in small focus groups February 14-February 21, 2022. The purpose was to provide qualitative perceptions and input regarding the strengths, issues and challenges that may be observed in the Little Rock School District as well as to list skill sets and characteristics a new superintendent should possess in order to be successful in the position. Participants were also asked to provide additional information the Board should consider in reviewing candidates. In some instances they were asked to serve as ambassadors in soliciting feedback and input from their constituent groups and community members at large through a community forum and the District input survey. The goal was to ensure that all members of the community were aware of the superintendent identification and selection process and the role the community plays in providing feedback and input.

#### Invited Groups (28) - (Invited/Attended)

Board Interviews + Consultant (10/10)

individuals - counted as 1 group\*

Service Organization – Kiwanis (10/5)

Medical Task Force (10/10)

LRSD Public Education Foundation (5/5)

Athletic Students (10/9)

LREA (10/0)

Directors (C&I & Ops) (10/8)

Executive Cabinet (13/10)

Career Ed. (10/0)

Chamber of Commerce (10/8)

School Partners (City Year, LYS, BGC) (10/3)

Area Schools (4/4)

City of Little Rock (10/3)

PTA (Parent Teacher Organization) (10/6)

Story Time With Pastors (10/9)

Special Education Mix (15/15)

City Church Network (10/7)

Christian Ministerial Alliance (5/2)

Other Key Supports (10/5)

(Library System, Youth Services, Hunger Relief Alliance)

Principals Round Table (10/6)

Classified PPC (10/7)

University/College (8/5)

Athletic Foundation (7/5)

VIPS (8/13)

Service Organization – Rotary (10/7)

Performing Arts Students (10/0)

State Legislators of Pulaski County (10/5)

Student Councils (10/8)

Certified PPC (10/10)

#### **Appendix D**

# Little Rock Community Engagement Focus Group Responses (Denotes # of Participants Invited/Attended)

**Group: Board of Education and Consultant Interviews (10)** 

- wide spread and a large amount of support from volunteers, people in public programs, churches and other organizations
- members of the community rallied around the district as an off shoot of the state takeover
- progress has been made to get on a better financial footing by streamlining and cost saving efforts
- structural changes have happened
- plans are in the works for improving literacy and math using different strategies and a focused approach
- overall facilities new ones and taking care of the older ones the millage will help
- the new Board has worked well together and are pulling in the same direction
- we are a more attractive district
- community involvement
- great board, parents and community as a result of fighting to get the district back
- large district with phenomenal programs for all kids
- has twice as many National Merit scholars as other districts
- close knit community feeling although it's a large district with a small group feeling
- lots of history within LRSD especially with partnerships
- district has been responsive to community and tries to address issues that parents, community members and teachers raise
- financially sound
- great teachers can get the job done with more flexibility
- we have people who can accomplish our goals
- very smart kids we need to meet every kid where they are they have a lot to offer
- the district is in really good financial shape right now
- just passed a millage extension (\$300 million at the district's disposal now for infrastructure improvements)
- strong property tax revenues
- in first year of a 3-year teacher pay raise effort (that will eventually place LRSD in the top 5 in teacher pay in the state)
- very strong CFO, that plans to stay
- Little Rock is considered a powerhouse politically, economically, and educationally
- the district offers numerous extracurricular opportunities for students
- diversity (racially, culturally, and educationally)

- many, many dedicated faculty/staff members
- committed employees and committed community members
- the district offers a variety of programs that prepare students well for life after high school
- teachers
- superintendent leadership
- finance officer
- passed the millage
- infrastructure
- the community
- the agencies
- long history in which some people still believe the Little Rock of yesteryear still exists but it is much different today
- there is lots of money in Little Rock
- people are rich
- we have a rich civil rights legacy
- health care industry
- focused investments
- this is a "Colored" school district especially when you look a student demographics
- good opportunities for a new superintendent to do a good job
- small town where everybody knows everybody

- Financially, money is good today but school closures and consolidation can make this change
- declining enrollment
- quirky school finance policies held hostage by the business staff
- tremendous amount of staff vacancies especially at the secondary level
- lots of folks who need to go staff needs to be purged
- the literacy program needs immediate reform
- behavior is an issue needs a response to behavior with fidelity like to PBIS and other programs
- the equity, diversity, inclusion play needs to stop and only be related to special ed. and some other programs
- the data is not showing growth
- more accountability is needed
- the middle class of Blacks in Little Rock is being diluted
- the city is shifting west and there will be a loss of representatives
- academic achievement is far from where we want to be there are gaps with demographic groups both in ethnic and economic groups
- we need to continue to build consensus making progress in Special Education Programs but need to reduce the percentage of students in those programs and have the programs work better

- teachers are hard to find it is a challenge to find and keep good quality teachers
- being a big district there are fissures of how things look
- the logistics of schools and the changing populations within various sections of the city and addressing each community's needs
- because we are a capital city there is a high scrutiny surrounding our activities and lots of newspaper criticism
- there is a lack of trust across the district
- the west is growing and question if they are getting what they need
- the south questions are we getting what we need
- seems to be a concern by staff if they point out problems there might be retaliation
- community involvement can be difficult to deal with
- lots of interest in what the district is doing
- anger and frustration sometimes directed at the Board hard to emotionally handle the anger
- declining enrollment budget cuts and closing and consolidation of schools students going to private, parochial, charter and other schools – lots of options for parents
- demographic shifts in the city hard to sustain schools
- literacy rates and general overall academic performance
- reports of high rates of some students in special education
- communication is challenging
- the perception of people regarding previous school board operations
- low achievement scores
- COVID and the closing of schools
- politically challenging city versus state
- media pays close attention to district activities
- higher participation for special education private schools do not provide these services
- hard to push out any communication
- struggles with COVID
- teachers may not have the power they need and need more empowerment
- lots of meetings let's just get it done meetings are time consuming
- goals are hard to get at and we need to let the administration work to achieve the goals
- the community can be challenging at times (loud opinions sometimes; squeaky wheel); can't please everyone all the time. Supt. needs thick skin
- overall academic performance needs to improve
- need to work in partnership with parents
- make sure there is a focus on curriculum/instruction
- make sure central office administration is connected and not working in silos
- literacy rates and student achievement need improvement
- opportunity gaps and achievement gaps need to be narrowed
- special education needs to be a focus too

- principals need to be held accountable for their campus' achievements (or lack thereof)
- be aware of perceived nepotism/favoritism issues
- need better, accurate evaluation of all employees to hold all appropriately accountable
- the community is super involved (can be good and bad) new supt. will need to be able to navigate that appropriately
- lack of parent support discipline and academics
- achievement gap
- administrators not doing their jobs
- need more strong counselors
- charter schools
- enrollment loss
- need more teachers of color
- lack of dedicated staff
- school violence
- low salaries
- charter schools
- power taken from the Board

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- really good politician can connect to different stakeholders both within and outside the district
- great communication skills with all
- will need to be able to build consensus
- will need to have a good understanding of the challenges especially the academic and special education challenges
- will need to be able to handle being in the hot seat because scrutiny is high and they will need to be able navigate in that kind of environment
- needs to be a good person trying to do the right thing
- needs to have a good ability to assess talent and be able to lead and develop talent
- will need to work with Board members with strong personalities who are actively involved
- will have to be able to absorb the criticism that will be aimed at them
- will need a plan to aggressively address declining enrollment
- will need to be able to navigate the politics of city versus state
- will need natural communication skills that will be in a direct and effective manner to all
- needs to be a good spokesperson for the district
- can build consensus and can manage behind the scenes
- high level of time commitment and engagement
- visibility

- good and available for listening
- level headed, steady, calm and stay the course and maintaining the calm and will model this
- really willing to listen to negative information, bad news, and criticism
- will not surround themselves with yes men
- patient and practices patience
- will not shy away from difficult conversations will present things in the way they will be open to conversation whatever the topic is
- smart and engaged
- has experienced things teachers and parents have experienced this will make them more empathetic if they have had hands on experience with kids
- a superintendent who has had or has small kids that need to be in school
- mission oriented
- down to earth
- sincere and seriously wants to move forward
- needs to be able to sell themselves
- must understand the data, have knowledge of curriculum, oversight and accountability, role of professional development, managing and leading
- will need to do intensive intervention
- this is not a working in the office type of job so will need to be able to leave problems at the door
- will movie around to schools at the site level
- needs to have experience at the secondary level
- needs to come in and learn the community and not listen to gossip and innuendo
- come in with curriculum and instruction accountability and knowledge
- a demonstrated record of academic turnaround and improvements; increasing literacy results; and increasing math results
- patience
- proven abilities to reverse learning loss and improve academic results
- an outgoing, positive personality
- ability to work with community members and ALL stakeholders, while still focusing on the day-to-day duties of the superintendency
- continue to maintain a positive focus in working with external partners (with a focus on education and student achievement)
- ability to not be swayed, if the supt. knows he/she is in the right
- a good project manager with follow through skills
- a transformer in practice, not just theory
- high degree of visibility in the district and in the community (face-to-face)
- be very direct when necessary
- holds people accountable
- can delegate well, but also involves all stakeholders productively
- communicator
- leader

- influencer
- connection with the community
- financial manager
- good person
- problem solver
- people person
- creative- artsy
- can handle conflict
- leader
- personality
- committed to the community
- understands the mid-south
- recruiter
- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - doctorate not required but it can help a person can be successful without one
  - it's a given that they need to live in the community
  - would prefer a seated superintendent but would be accepting of someone who knows and can handle all the areas this would not be a deal breaker but would be easier
  - consider a diverse slate which will have a female candidate
  - doctorate not essential but politically this will not be popular if the candidate does not have one having one helps
  - make sure their qualifications are on point
  - experience really matters even more than the degree
  - familiar with the community and Little Rock
  - must live here there are all kinds of options for places to live commuting everyday will not work
  - seated superintendent the perception being that being a superintendent in Little Rock is harder than any other place this is the hardest job and will not be comfortable
  - we will be FOIA'ed
  - salary discussion needs to be sensitive to where folks are issues surrounding the "pandemic bonus".
  - doctorate degrees are great and demonstrates commitment but are not always necessary
  - be where we are and live in the community to have maximum exposure
  - superintendent title not necessary but they have experience and can handle the job which will be stressful
  - needs to be a seated superintendent or deputy superintendent of a large district and have worked with the board

- a doctorate degree does not matter having one is cool
- prefer a successful sitting superintendent, or deputy superintendent
- proven record of academic improvement/success
- doctorate preferred, but not required
- needs to live in the LR community
- able to understand the culture of the LR community (blue dot in a red state)
- knows the history of the LRSD
- prefer a successful, sitting superintendent (not close to retirement, and not a retire/rehire)
- doctorate preferred, but not required
- needs to live in the LR community
- ability to focus on proper curriculum/instruction oversight
- ability to hold site levels appropriately accountable
- a focus on results
- a transformer (because education has changed)
- a superintendent who is tech savvy
- a superintendent who is student-focused, dynamic, and a high performer who works hard
- a successful sitting superintendent in a large school district (preferably 5 years or more) who is not making a huge jump
- doctorate preferred but not required
- lives in LR and becomes a part of the community
- really good experiences as an educator and administrator
- can juggle supt. duties with outside community and legislative pressures, communications, and duties
- has had positive experiences in overhauling and improving discipline in a large district
- works with a passion and likes to work
- 100% invested in LRSD
- live in the community

# Little Rock School District Community Engagement Notes Focus Groups (25/28)

#### Directors (C&I) 10/8

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- very community-oriented
- longevity of families here (multi-generations)
- very diverse talent pool of employees
- good collaboration from central office
- good advocacy for students
- the district that others look to as a positive example for public/private partnerships
- a leader among many other districts
- great support services

#### 2. What are areas of concern or issues of the Little Rock School District?

- even though LRSD is a large district, it has a small district feel
- equity continues to be an issue (DEI)
- need to find a way to increase enrollment (enrollment has been declining for many years)
- need to be better communicators at times (get in front of issues; be proactive rather than reactive)
- age of many buildings in the district is an issue (deferred maintenance)
- this is a high-pressure media district (because of its proximity to the capitol)
- there needs to be support in place for certified and non-certified employees
- the district needs acute accountability
- decreasing enrollment and decreasing test scores is an issue

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- be personable and reachable
- be able to unite all departments to better align all in the same direction
- help create clear systems and clear responsibilities
- be a very effective communicator; take calls; respond effectively
- be honest (even when it is difficult)
- be confident
- be a team player
- be a supporter of diversity
- support health services and nurses

- have a clear vision
- be an instructional leader
- finesse communication when necessary
- have a personal touch with others

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?

- reside in the community
- doctorate preferred; but not required
- large school, urban administrative experience
- have a strong vision and be able to "right-size" the district (numerous campuses need to be closed and consolidated with others...to make effective use of personnel)
- show evidence of successful turnaround and improvements in the areas of test scores
- be diversity-focused
- be a firm decision-maker
- care about kids
- have a minimum of a master's degree; be a specialist
- be current with today's education trends, research, education
- have a global view
- have strong character
- help increase student enrollment
- support students and employees
- use data to make decisions
- be able to block out the "noise"
- have experience successfully leading a large, urban, diverse district
- for BWP: cast a wide, national net (nationwide search)
- have a good business sense and good fiscal management skills
- have the ability to deal with labor shortage issues
- be aware that the district is coming out of Level 5 state takeover and moving into Level 4
- ability to work successfully with the school board on difficult decisions

#### **Group: Executive Cabinet** 10/13

- we have numerous resources to help us educate kids
- we have vocal stakeholders (which is a good thing)
- a good relationship with the state education department
- we have a large, educated and certified staff
- we cater to the whole child

- competence of all staff
- diversity
- curriculum & instruction
- there are a variety of options for students

- the decline of student academic performance
- regain; then maintain the trust of the community
- city challenges as a whole (economically disadvantaged)
- staffing formula issues
- there needs to be an increase and improvement of education for ALL learners
- SEL issues
- diversity can also be a weakness
- need to build relationships and trust
- need to narrow educational gaps
- negative public perception of the district (compared to others)
- high turnover rates (of previous superintendents...before current one)
- need to allow the superintendent to LEAD
- vocal certified teacher groups can sometimes create barriers
- be aware of the charter schools in the area; need to change the negative perception of LRSD
- communication needs to be improved district wide
- right-sizing of campuses needs to occur
- board-supt. relations (in the past) has been an issue

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District (LRSD)?

- be a visionary in 21<sup>st</sup> century learning
- improve communication (numerous comments on this topic)
- engage effectively with ALL stakeholders
- be a strong instructional leader
- keep students first
- be equity-based
- be collaborative
- instill an effective chain of command structure
- recognize talent to be able to bring out the best in them
- new supt. needs to create their own direction, but also has to be balanced

- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District (LRSD) i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - would be ok with a retire/rehire...if it was the right person
  - urban leadership experience is a must
  - must have successful superintendent experience
  - large, diverse district experience
  - relatable
  - veteran educator/administrator
  - strong, successful record as a leader
  - a desire to put roots down here
  - district administration experience required
  - be supportive of the PLC process
  - a proven, successful track record
  - appreciates diversity
  - a positive, successful urban track record (an influencer)
  - a high-level thinker
  - a record of improving academic outcomes
  - positive, upward movement in their career
  - doctorate preferred, but no required
  - an astute business sense
  - can deal with the media well
  - a proven track record of improvements in their district (or multiple districts)
  - an instructional leader
  - a champion of equity and equality
  - understands the LRSD history
  - high on accountability
  - instills the proper chain of command

#### **Group: Chamber of Commerce 10/8**

- a positive momentum is present in the district currently
- strong community ownership
- a strong, diverse school district (but been losing enrollment)
- the large size of the district is a strength
- the PreK gateway program is a strength
- the positivity of the district (but right-sizing is needed)
- moving out from under government/state control is a plus
- on solid financial footing currently
- positive teacher pay raise plan is in place

- many shining stars in the faculty/staff
- the district is poised to build on its recent successes
- passage of \$300 million building/bond issue
- the current board seems to be student-focused

- some superintendents of the past have had difficulty working with the school board; but that seems to be better now
- needs to have strong interpersonal skills
- coming out from under state control will be a challenge
- the Next Generation Learning Model (NGL) is exciting and has much potential for success; would be great if the new superintendent had experience with that effort
- able to increase graduation rates
- ability to work on and improve employment/staffing issues
- the belief that a large, very diverse district can achieve academic excellence
- find ways to attract talented educators to our large district
- don't just be a cheerleader, but a problem solver that can unify people
- some internal culture issues are present in the district that have created a bunker mentality for some...so significant changes are needed now, in order to become the "district of choice"

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- strong leadership skills
- change management skills
- a systems thinker
- politically savvy
- a person who can stand up to other leaders when/if necessary
- but still be a positive ambassador for the district
- continue the recent athletic and extracurricular emphasis and improvements

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?

- lives in the district
- stability
- wants to be here (for the long haul)
- positive experience leading change successfully
- doctorate preferred, but not required

- Next Generation Learning (NGL) Model experience preferred (knows that the business community went to the district and the governor to get the NGL program implemented...and there are now matching funds available to ensure its success)
- knows about the academics of central Arkansas
- be tough
- keep marching forward toward success
- a proven track record of successful administrative experience
- large school experience
- a reputation of success
- fiscal responsibility
- the ability to reach across the aisle to compromise when necessary
- not a first-time superintendent
- a commanding presence
- the desire to leave a lasting legacy; in it for the long haul
- successful urban district experience in a declining enrollment setting

#### **Group: State Legislators 10/5**

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- the district is more unified now than before
- the community is now more engaged
- the board is engaged and are advocates for students
- teachers are trained well and are very able
- we have urban school challenges, but are handling it well
- the district tries hard to meet students where they are
- the district is not afraid of trying to think of "what is possible"
- our diversity is a strength
- we have people who really care

#### 2. What are areas of concern or issues of the Little Rock School District?

- the district (and city) are still somewhat segregated (along racial and economic lines), and some campuses reflect that
- over the years there have been population shifts thus creating the need to look at the possibility of closing and/or consolidating campuses (to make better use of personnel and budgets)
- the decrease in enrollment and the increase in charter schools are issues
- there needs to be a "north star" direction for the district
- systemic racism has created issues over the decades
- the district needs imagination and innovation
- politics have sometimes created negative equity and equality issues for the district
- the State Board of Education and charter schools have at times been an issue
- more equity for special needs students is needed

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- personable
- ready to do the hard work, even when unpopular
- empathy
- good communicator
- good listener
- pushes for equity and equality for all
- cultural awareness
- can stand up to others when necessary
- takes leadership role and runs with it
- appreciates all cultures and differences
- emotional intelligence
- be the face of the school district
- be visible in schools and in the community
- be credible with all stakeholders
- have patience
- be an instructional leader with good curriculum/instruction skills as well as managerial skills
- be COVID savvy and know about SEL needs, learning loss issues, virtual learning, etc.

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?

- have faith in the school board
- doctorate preferred, but not required
- must live in the district (but not just on the west side of the district only)
- a good knowledge of how to educate the whole child
- experience in a diverse district
- a team player
- a facilitator who can engage distributive leadership
- someone who is not anti-union
- a person with a proven track record
- an innovator with knowledge of best practices in professional development and the development of both teachers and administrators
- an ability to make LRSD the "district of choice" in order to keep students in the district
- committed to early childhood education and PreK
- superintendent experience preferred

- urban experience preferred
- from a southern city preferred
- a desire to stay her awhile
- not a ladder climber
- someone who is not just about standardized testing only
- someone who has a social capital interest
- an emphasis on educating the whole child (not just as a test score)

#### **Group: School Partners 10/5**

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- community school model that provides equity and wrap around services to support students
- strong community engagement
- youth mentoring programs and after school programs.

#### 2. What are areas of concern or issues of the Little Rock School District?

- need to address school discipline through restorative justice practices
- need to improve the negative narrative about schools and South of 630 stigma
- need to build upon and expand community involvement.

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- visible and involved in community
- needs to be politically savvy with the ability to work with School Board
- ability to address social emotional and mental health issues that support students and can relate to student behavior issues
- leader with experience in similar type of community
- open minded
- innovative
- visionary
- track record of providing equitable targeted resources to students of greatest need
- instructional leader with understanding the importance of literacy
- leader with the ability to have vision to help district grow
- has an understanding of the history of Little Rock
- mindset of listening to all segments of the community.

#### Group: PTA 10/6

#### 1. What are the strengths of the Little Rock School District?

- commitment to meeting the needs of all students
- small schools
- great certified teachers
- multiracial schools
- finally got School Board back
- great PK programs
- recent improvement in salaries
- Walton Foundation support.

#### 2. What are areas of concern or issues of the Little Rock School District?

- continuing to bounce back from district takeover
- turnover of superintendent
- need to address need for new facilities and renovations to support aging infrastructure
- school closings
- need to increase parental involvement
- number of failing schools has increased
- competition with charter and private schools
- want small schools
- need to better market school district to make public aware of strengths

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- great leader with the ability to delegate responsibilities
- politically savvy who can be independent of state department and can lead Board
- needs to have an understanding of Little Rock's history
- is accessible and can communicate with all people across the district
- ability to manage budget to meet diverse needs of district
- mindful of cultural difference in students
- understanding of creating equity in schools across all zip codes
- problem solver
- great communicator (used present superintendent as example)
- loves kids
- has experience in similar type district that will help with understanding of the district's needs and challenges
- transparent, honest

#### **Group: Story Time With Pastors 10/9**

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- great dedicated teachers
- diversity
- recent salary increase
- experience in developing partnerships

#### 2. What are areas of concern or issues of the Little Rock School District?

- need to attract and retain good teachers with diversity
- need to address holding weak teachers accountable
- need to improve upon community engagement
- need to improve/expand after school programs that support the underserved students

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- superintendent who can work with all groups (noted present superintendent ability to do this)
- will provide leadership that ensures all children will have the opportunity to succeed
- private and public integrity
- will value and work with faith-based community
- will engage the community in programs to support students
- will provide equitable options for all children
- will be mindful of district history
- heart for children
- servant leader
- will provide support for teachers and will recognize various teaching styles
- instructional leader with understanding best practices to support student learning

#### **Group: City Church Network 10/7**

- strong and willing community partners
- amazing and dedicated teachers and school administrators
- district support of diversity

- need to continue and expand community partnerships and mentor programs to needs of students
- need to address discipline issues in schools
- low test scores in some schools

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- ability to unify diverse groups of people
- experience in leveraging and embracing community partnerships
- recognition of the importance supporting marginalized families
- track record of showing gains in student performance
- hard working
- good communicator
- good listener
- understanding of the importance of extracurricular programs for students
- strong instructional leader with the ability to communicate a vision for the district
- hands on and visible leader
- knows education and can build upon the district and more it forward
- a leader not a manager
- will value traditional families and importance of core instruction
- can build upon the work started by of the present superintendent
- ability to make build a rational when making tough decisions in the best interests of children
- passion for kids
- open heart
- ability to develop an understanding to navigate a passionate community
- politically savvy

#### **Group: Kiwanis 10/5**

- we are a capital city in the central part of the state
- diverse industries i.e. office, industries, retail
- it is easy to get in and out of our state
- we are growing although there was a little slow down
- we have a combination of good, mediocre and some schools weaker than others
- we are a diverse community
- an inclusive community who has worked hard since 1957 to become more homogeneous

- we have a rich history and are a hidden jewel especially related to business
- we are progressive in thinking about education and caring for kids
- we have a passion for our diversity but know we have a long way to go to be really inclusive
- we are southern city and by nature have friendly and outgoing people with manners who strive to be that way we are friendly and greet people on the street
- the history of education here is a selling point and strength
- Little Rock Central High School has a lot to offer
- working here will add prestige and give street credit to a superintendent who works here
- we are unique in our ability to offer city and country life
- being small provides access to the decision makers easier than possibly in a larger city or state, i.e. political leaders and the movers and shakers
- everyone in their own district is passionate about their schools in some instances there are school waiting lists
- in addition to magnet schools there are lots of career paths for students to access early on
- the academics at Little Rock Central High School is a corner stone of our district
- people can interact with historical figures
- this district is a jewel for a superintendent ready to be progressive
- order is prevalent the superintendent will know where he stands
- young people have come to visit and made Little Rock their home
- we are now out of state control and moving in the right direction
- we have lots of green space in the city as well as in the country
- good organization and support systems who have great programs and want to help the schools

- there is a substantial gap between the top and bottom schools and this is the biggest challenge for schools
- progressive as a community but we may not have the labor force we may need
- a generally safe community but with a rise in crime and safety issues are being challenged
- some employees live 30-40 minutes away and their kids don't go to school here
- we are in a holding pattern in enrollment and are having to merge some schools the closing of schools has a real impact on the communities where that is happening we need to deal with the impact of closing schools and the communities response to this
- the movement of some families going to other schools creates issues
- large wealth disparity food insecurity
- bringing Black and White people together for difficult conversations
- big equity issue
- it's easy for people to live in a bubble but they can choose to come out

- we are still dealing with White flight
- the community is still getting over things and sometimes it is not as bad as people think it is they need to get out of our way because there is so much potential here
- crime is a problem and becoming more widespread this also impacts flight
- growth of private and independent schools in central Arkansas may be taking out the best and brightest from some districts
- concerned about some of the facilities and support for extracurricular activities that are not comparable
- lack of trust
- competition about who gets what first

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- must live in the community
- must get out and about within the community
- can present a good vision as a single voice
- has a good track record and commitment
- has experience
- will be highly publicly visible
- what is done here will have a ripple effect across the city and state because it is a capital city
- needs to be smart and have the qualifications they say they have is serious and knows the subject matter K-12
- be a good fiscal manager
- needs to buy in to social emotional learning and can take it to new heights
- needs to have political savoir-faire will need to sell public education
- should not have a one size fits all mentality on how the schools and district should be
- needs to want to be here and demonstrates commitment
- wants to build up the extracurricular activities and not just at a readiness level but with opportunities to excel in those areas
- is an advocate for tech, vocational education and non-college bound programs as well as those for the college bound
- is a good listener with a special personality who can listen and respond in a professional way and not take offense from differing ideas and opinions
- can listen to a wide range of ideas
- someone the teachers love
- will be able to recruit and keep good teachers
- has the ability to find a way to get everyone on the same page
- excellent communicator there is sometimes a communication lag
- has had successful classroom experiences especially with alternative strategies

- will continue to support and forge great partnerships with community, not-for-profit
  and business organizations who want to support schools some work with parents as
  well can embrace projects like the previous AmeriCorps Teams and the current
  Joseph Pfeifer Kiwanis Camp
- needs to be open to the experiential learning concept
- shows care and concern not only for at risk students but those who could be at risk without some intervention or support

### 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District.

- can demonstrate a commitment to the district
- doctorate nice but not required experience is more important
- not necessarily a seated superintendent but one who has had those experiences this is challenging and one of the worst jobs in the state
- must plan to live in the community

#### **Group: Medical Task Force 10/10**

- strong school district great diversity great schools
- embracing by the community of the school system
- support from the city
- great school leadership there will be large shoes to fill
- historical legacy that has to be maintained at a high level from beginning the desegregation legacy to promoting high levels of academic achievement
- the movement of the schools magnify Little Rock being a role model for districts in the area need to maintain what we've got and continue to move upward great role model for all
- the partnerships with health organizations and the connecting with the medical community active training of school staff past two years with superintendent involvement in COVID preventative activities and helping kids get through the Pandemic
- progressive in providing meals to students and families (some delivered by bus)
- impact of military decisions and support
- a historically significant place to be
- great high school graduation rates in the top ten
- have not lost sight of the value of education and want to provide the best possible education

- politics, the amount of divisiveness acidic and hostile comments makes it difficult
- our stability should be attractive for the "White flight" crew to return
- the need to recruit students for something other than sports
- perceptions about the poor and people's incomes
- challenging communications environment
- we need to have a balance between academics and sports in the schools
- need to pay more attention to the economic possibilities from the military

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- an understanding of the political landscape of the city and state
- must be patient, thick skinned, diplomatic and understanding of the environment
- will need to hold his/her head high to get through it
- a master communicator be able to communicate successes a salesman who will promote successes
- looking for Solomon
- have body armor be out front and out talking about schools as an integral part of the community
- be able to establish collaboration and communication with success
- consummate listener understands what he or she is hearing
- has true cultural humility and cultural competencies
- open, honest, out front and will tell the truth all the time whether it is good or bad
- needs to possess qualities of being business minded

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- should have a degree of experience in business to assist in getting the business community on the side of the schools
- doctorate check to see if it is a state requirement for the school district nice but not essential
- experience is the essence of leadership
- not necessarily a seated superintendent but experience counts
- needs to live in the community which will show a level of investment
- make the current superintendent stay
- needs to have a history of commitment to a community which will continue here

#### LRSD Public Education 5/5 participants

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- anything you would want to learn can be found in the LRSD schools
- good parent support with lots of interest in LRSD
- some fabulous facilities although some still need work
- the administration at the district is really strong and highly skilled
- the majority of the executive team is Black which makes them look like the students we serve
- the school district controversy brought out how people really care about the district and that they are committed and will and can get involved and be active
- the district is headed in the right direction for the first time in a long time
- the newly elected board is not in conflict but moving in the same direction
- the business community and the Board all have a positive attitude this will be a good opportunity to ride the wave
- a school district in the capital city the superintendent will have a significant position with opportunities for major changes that will impact the whole state
- there are people with the right spurring on will jump on board and contribute with the right leadership and a kick in the pants
- the partnership with the city is innovative and lots of people want to be involved
- reputation of Central High School, the new southwest high school and the plans for the high school in the west is encouraging for the district
- pride of the District's graduates

#### 2. What are areas of concern or issues of the Little Rock School District?

- the political climate is really tough trying to support each side controversy related to both side
- facilities under enrolled schools have facilities that are in need of repair
- schools may close with reassignment of schools and student this will be very controversial in the community that will linger and remain sensitive
- there are a lot of dynamics the district is affected by charter schools
- there is a temptation for people to focus on things that they can't control which makes you take your eyes off the ball
- the environment makes the job harder
- competition for enrollment with large private and charter schools creates an us versus them narrative which causes division in the community
- a challenge the middle school is our "donut hole" this is where we may see the
  most loss of enrollment we have trouble bringing those students back and need more
  learning at the middle school

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- has the ability to spur on community engagement with parents, business who are caring and have a desire and need a leader to help it along
- will have a high level of engagement will be out and about in the community active participant has high visibility
- will not be partnered with a particular bunch
- thoughtful about how they tackle issues
- a unifier who will not alienate people
- is involved and engaged at events and seen
- will not be afraid to be bold and will ruffle feathers when necessary
- recognizes the work that needs to be done using an academy approach
- will encourage buy in at the principals and teacher level
- can take the districts forward momentum and bring people on board
- is aware of what they are getting into and can win people over
- has a high energy level and will be a cheerleader
- a good manager of people and can chart a good course
- will enable leaders already here continue to move forward
- will need a proven job history with an education background

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- having a doctorate is not a guarantee of success or skill sets not a critical aspect although there is value added
- having a vision and good management style is more important
- experience is highly valued
- having a non-educator background maybe a hard sell
- having a seated superintendent is not necessary
- longevity in their positions is a big plus and not with retirement on the horizon will stick around for a while
- needs to live in the city there can be a reasonable exception if living in the vicinity proximity is important

#### **Athletic Students 10/8**

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- the types of teachers - the depth of teachers and substitutes - all have a great interest in the students

- wide range of diversity in culture and experiences
- the education here is one of the best things teachers want students to do their best
- teachers are vested in helping students learn and caring about what they want to know and helping them succeed
- a diverse community with lots of support
- it is not just a school based environment but like a family
- understanding
- good girls basketball coach

- behavior fighting in schools we can do better to stop most of it
- enforcement of rules we are very loose at one school
- security guards need to be able to do more to divert issues they need more options to be proactive and not just have last resort action
- we need to help students understand their expected maturity level in high school to exercise self-control and reflect on how you carry yourself
- more social-emotional involvement type activities
- have incentives for good behavior and outlets for all students
- we should be able to have fun and learn at school
- we need more diversity in extracurricular activities beyond sports
- in sports middle school kids need a more placement path for them it happens in some places
- more funding sources for sports programs are needed across the district
- Central needs indoor sports facilities
- within the school environment discipline is an issue
- a place in the community where there is a better structure for diverse groups of students and where students can go to get together regarding discipline
- emotional behavioral management classes our counselors may not be well trained in this area how about therapist
- we need classes for training kids about life after finishing school
- we need classes for athletic training beyond the sport i.e. nutrition, exercise etc.
- in middle school they need the training in the educational aspect of sports training exercising, body care, physical fitness the knowledge part of sports
- teachers are over worked and under paid
- the cafeteria food is not always appetizing more choices needed especially salads and fruit portion sizes are the same for elementary and high school students

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- being transparent will be a big plus especially sharing good or bad issues and getting the communities help
- needs to have a vision for the district and strive every year to get everyone on board
- listens and puts kids interests first
- will do walk through's at schools and look at the facilities especially central
- believes kids can have fun and learn at school and make a good high school experience for everyone
- will give teachers incentives to help avoid stress and give teachers more recognition
- has firsthand experience in school and will align judgment with firsthand knowledge will need to go into schools to accomplish this
- can connect with students on a personal level an can use this information as a basis for decisions
- thinks about the long term for students for after high school
- should be quick with decisions and making parts of the solutions occur
- needs to be a good communicator and will address steps of the process
- will need to have the best interest for every school in mind
- someone who cares and will help not hurt the district or break it down

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- should choose from within the district
- may not need to live in little rock
- degrees are important but experience is more important
- does not necessarily need to be a superintendent now but does need to have superintendent experience
- having a new pair of eyes
- may make people more at ease if it is a seated superintendent

# Key Supporters 10/5 (Library Systems, Youth Services, Hunger Relief Alliance - No Kid Hungry Campaign, etc.)

- Central Arkansas Library Systems
- critical mass of support from the community for the schools
- continuity and stability is a source of optimism for those living in the city
- the quality of the school system is generally on par with other systems
- community support is pretty diverse and crosses all demographics

- central high school is a leader in the number of Merit Scholars in the state
- a number of strong elementary schools in the system
- bustling with partnerships that show that the community and parents are ready to do community work on behalf of the schools
- science and medical field job opportunities and research labs people come here to work in these places
- excellent magnet school experience with a.p. classes
- approval of the extended bond to help improve school facilities
- Rotary has a total commitment to a school project and business leadership likes to assist
- early literacy center planning may create a pilot program and may consider a center for the city is an example of a great business partnership

- state policies related to charter schools which creates a siphoning off of kids out of Little Rock leaving the harder to educate kids who may also costs more to educate robs the school district of vital resources and creates social re-segregation
- recently Little Rock School Board representing the district's actual leadership contested and protested the state takeover and suffered through it
- state over reach taking autonomy away from educators by those who are not educators
- so many barriers to accessing the integration of services we are #41 in the K-3 literacy rate
- getting wrap around services provided is difficult
- the pandemic and its overwhelming impact on education and the loss of education that we are experiencing
- some are set in their ways and give a lot of push back
- we need to recognize what is good in the district and not continue with an "eye popping" approach

# 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- a good communicator
- seasoned, reasonable and education minded
- awareness of others
- has a diversity in leadership, will continue to be mindful of diversity and how it continues to grow
- can stand their ground and push back when needed

- Little Rock is a small town in many ways they will need to know this
- will be open minded and thinks outside the box
- will be interested in continuing the partnerships
- political skills to keep devoted coalition of supporters together
- can garner credibility from all sides
- has and understanding of Little Rock will become versed in the local political, cultural and idiosyncratic nature of the community and will find out what they need to know
- will be able to overcome suspicions
- a good listener and take in a lot of Little Rock history
- demonstrates commitment
- will be able to work with parents, supporters, and leaders
- will recognize and acknowledge other ways and paths for student success besides college

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- doctorate nice but not necessary or essential but needs an appreciation for the intensity of current academic challenges
- someone with experience and does not necessarily need to be a seated superintendent
- needs to live in the city it will be important to do so

#### **Principals Round Table 10/6**

- diverse community of learners and staff
- the community is engaged has lots of options and is committed to public education
- rich history
- a lot of wonderful pre-k options that give a strong foundation
- serious educators committed to student success and doing things the right way
- tremendous diverse opportunities lots of programs no matter what level the student is we can cover it all
- rich diversity of choices for parents, (i.e. stem, arts,) so they can figure out what is best for their child
- an urban school district with a wide range of socio economic groups health clinics and banks etc.
- thriving with community business partnerships and a lot of give back
- commitment and consistency in district support, supplies and experiences
- community has a vested interest because they are products of the schools

- community/school initiatives with extended partnerships such as feeding families and other supports that were open to the whole city
- big city in Arkansas but small town feel, lots of offerings, personal relationships and people can make connections easily

#### 2. What are areas of concern or issues of the Little Rock School District?

- technology needs work
- need to return to a time when various departments can work for schools we went from servant leadership to a top down model creating a one size fits all scenario for all schools
- negative things from the community spill over into the schools such as violence etc. and we will need to have total partnership to address these issues
- trust it's not fully there lots of skepticism and we need to bridge that
- communication- the timeliness of buildings getting information
- we are working in isolation sometimes because of a communication lag
- collaboration requires more intensive listening
- don't need to fix things that aren't broken
- obstacles are created when departments don't communicate with each other
- need to align policies with practices sometimes there are contradictions
- we need to have agreed upon priorities especially when considering allocation of resources
- the issue of equity and equitability based on need
- business versus education run the district
- issues with data how it is disaggregated and decisions on one size fits all is not good for us
- an era of cronyism in leadership some may not be as qualified

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- a good listener who listens actively
- has strong financial knowledge
- knows how to recruit
- understands systems and processes
- is data driven can analyze and make data driven decisions
- has awareness and monitors changes remembers one size does not fit all
- needs to establish credibility and demonstrates how they turned things around in other systems
- has integrity and is a principled individual who will stick to their guns
- personable and caring

- can make a tough decision and in tough times hold firm
- demonstrates how they made things better
- has been in the trenches and came out alive
- as transparent as a superintendent can be sometimes people need to know why
- open minded
- servant leader
- collaborative
- student centered
- kid tested mother approach
- effective in communities with diverse populations
- believable
- knowledgeable especially about what's gone on before
- be data informed
- understands the dynamics of the system they are coming in to
- has a historical view of the current and the past
- understands the dynamics of the city
- is a strong leader
- needs to fit in the community we are unique
- needs a perspective on processes, approaches, systems broader than what we have experienced and understands that networking with others is important

## 3. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- doctorate not necessary but needs to have an experience based resume
- can be close or worked closely with a seated superintendent who is looking for the challenge and is a strong leader
- needs to live and be a part of Little Rock

#### Classified PPC 10/7

## 1. What are the strengths of the Little Rock School District (LRSD)?

- capital city but small community and everyone knows each other pretty will
- great teachers smart dedicated people
- levels of involvement by parents in some schools other schools may not achieve these levels or function as well
- for a large district we have never been in or near fiscal distress
- transparent the district media announcements when good things are going on and also bring on some of the challenges highlights the district in a very good manner

- open to listening to peoples input both parents and community on the workings in their school
- every school has heavily engaged programs in some capacity at the camps

## 2. What are areas of concern or issues of the Little Rock School District?

- Little Rock School District will be a tough job to fill there is so much more unnecessary controversy on almost every topic being on a 4th or 5th superintendent prior to the current one, consistency is appreciated
- we are losing students which will project into losing money -we are currently in a good financial place but this may be hard to maintain
- there is an overall distrust and constant distress
- the disciplinary process for student behaviors needs work
- adjustment to the process is needed keeping in mind the importance of the educational atmosphere for all students
- school closings low enrollment will call for tough decisions
- salary of the staff
- need every school to have parents engaged in the campus
- it is a big challenge and I hope we get someone who will be strong and not get distracted

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- will stick with it for the sake of the students
- open minded to input from everyone
- has personal skills that are innate with the "it factor" to bring students in
- has technical and instructional expertise
- can continue in strategies and positive direction
- has expertise with school closings
- demonstrates consistency and commitment
- has experience in dealing with the media and will be available for media exposure
- dedicated willing to put in the work
- willing to make the hard decisions not everyone will like them but will survive going forward requiring the right sizing
- hope they don't run but will stay and fix problems

## 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- value for someone from a smaller district
- doctorate does not set the great superintendent apart from the other good superintendents and should not be required
- depend on the experience, expertise and dedication to the work and demonstrates inner quality and what they want to do with the district
- clone the superintendent
- does not have to be seated but should also not be so removed from the job
- value in continuity and being in the educational environment
- could live within the vicinity within a close radius or specific parameters
- a doctorate is not needed but should share what has been their research focus and exposure to a breadth of scholarship
- needs to be a seated superintendent had to have that experience
- needs to reside in little rock it helps to avoid controversy needs to be here to vote here

## **University and Colleges 8/5**

## 1. What are the strengths of the Little Rock School District (LRSD)?

- partnerships between community and organizations i.e. businesses, industries, colleges and universities and the school district is really strong
- all the universities and colleges have a good relationship and willing to contribute to the success of the district
- a constant at the building and community level is that parents are truly interested and really care
- parents and other adults in the lives of the students truly care about maximizing positive effects for students
- thanks to the district for getting opinions and we are pleased with the opportunity to provide input and work with the current administration and school board we depend on the school system to be a university pipeline
- the opportunity to provide feedback is appreciated
- all being a part of "Fifty for the Future" excitement which is about partnerships between businesses and schools with a high level of support there is an intentionality about this involvement and active participation by the Board and administration
- strong history and heritage and the role of LRSD i.e. Central High School students
- there is a willingness to work and move forward be successful and make progress

#### 2. What are areas of concern or issues of the Little Rock School District?

- just regaining control
- some newer people need a crash course in the history some of which persists and what the district went through
- the different behaviors between certain parts of the state
- equity issues will need to be addressed
- some students do not come prepared for college and this varies from school to school
- lack of parental support especially for high school students feeding into some of the colleges
- bullying in both the high school and at the college level this is a nation-wide trend
- technology major concerns of equity for computer loans in areas of the state and city i.e. broadband with etc.
- stories about schools from students about their experiences are different depending on the school
- differences in positions

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- need to learn what role they play in the LRSD history so they will know what they are getting into
- needs to learn about navigating the community political waters and know who the players are
- needs awareness of the different players and who may be going through the same issues
- needs a background in what has happened and why
- needs to know about southern culture and the role it plays in relationships
- needs to be very collaborative
- a servant leader who is transparent and embodies that type of personality both within and outside the district
- being real, focused and doing what needs to be done
- can build trust- is transparent and will continue to build the district
- has humility and is self-confident can keep an even keel
- has a vision and can charter a clear pathway moving forward
- will meet with the leadership of the Department of Education about movement in the LRSD journey
- is thick skinned
- is approachable
- understands the politics and can work with local and state political leaders
- a good leader with emotional maturity who will not become a part of the problem

- has courage
- listens and hears and can make friends
- can walk through doors when they are not sure of what is on the other side
- has a discernible mission and commitment to the students
- will understand the differences between schools and the disparity gaps
- recognizes and understands the need for educating all students
- people will want to follow them
- will come and make some progress in moving the academic needle in Little Rock

## 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District?

- doctorate not required but should have the years of experience commensurate with the position
- looking more as a leader
- experienced but not necessarily a seated superintendent i.e. associate, chief academic officer or administrator of a large district or superintendent of a smaller district
- someone who is not a seated superintendent may bring angst and concern
- has to live in Little Rock it will be more difficult if they do not
- will come and move the needle

## Group: Area Schools 4/4

## 1. What are the strengths of the Little Rock School District (LRSD)?

- diversity of students and staff
- desire to be better for students, staff, and all stakeholders
- not pleased with the status quo
- more stable than in the past
- close and related to the community
- collaboration and partnership with private, parochial, and charter schools

## 2. What are areas of concern or issues of the Little Rock School District (LRSD)?

- lack of stability moving forward after enjoying a few years of superintendent stability
- some harsh and competing political winds
- city has a conservative and more liberal political divisions that are geographically defined in the community
- negotiating different interests and different interest groups
- insane expectations for the superintendent

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- collaborative with charter, parochial, and private schools
- skills of a politician but not be a politician
- balance input and interests
- knows Little Rock but also can bring in new ideas
- adept and skilled at knowing the history, structures, and powers that be in the community
- charismatic
- able to sell the schools to all stakeholders—gives everyone a sense of pride in the schools
- has a strong plan for turnaround schools
- prioritizes instructional needs
- able to tease out the reality, "people speak in extremes. Bad not nearly as bad, and good not nearly as good."
- really understands the history of the school district and its schools
- committed to listening to the "stories of Little Rock"
- visible

# 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?

- current administrator will be a good person to assist with the transition to a new superintendent

## Group: City of Little Rock 10/3

#### 1. What are the strengths of the Little Rock School District (LRSD)?

- some of the best schools in the state are located here
- the teachers and their commitment their professional development
- talent of the staff
- locally elected school board that is committed to the growth of the school district, the development of students, and meeting the needs of underserved populations
- diversity of the school district
- community schools model
- willingness to work with the private sector and other educational institutions
- global majority city and the teachers reflect that
- diversity, equity, and inclusion are valued
- early childhood program and free pre-school

- Board of Education is functioning, visible leaders in the community
- history of the school district

#### 2. What are areas of concern or issues of the Little Rock School District?

- not enough space for pre-K and toddler care
- addressing the needs of students not going to college
- opportunity gaps that exist in certain neighborhoods
- engaging better around diversity at all schools and neighborhoods

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- energy of current superintendent
- ability to gain and build trust (as much political as educational)
- able to show return on investment
- address talent pipeline for teachers
- growth athletic program
- listener
- able to adapt and pivot
- understands and learns the history of Little Rock
- able to lead organization change with respect to diversity, equity, and inclusion
- understands the relevancy of community schools and wraparound services
- a leaders who is not "provincial", who knows trends and gathers the best ideas from other schools inside and outside or Arkansas
- committed to diversity
- ability to grow talent and retain it
- can deliver a great public performance can make people feel good about the school district
- comfortable with diverse populations
- Spanish speaker an asset
- Experience with community schools model
- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District (LRSD) i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - None

## **Group: Student Council 10/8**

- 1. What are the strengths of the Little Rock School District (LRSD)?
  - innovative
  - diversity
  - academic opportunities (dual enrollment and AP classes)
  - parent engagement (social media)
  - student focused
  - student recognition
- 2. What are areas of concern or issues of the Little Rock School District?
  - COVID 19
  - discipline issues
  - lack of school spirit
  - lack of extracurricular activities
  - bus issues
  - if schools are closed students have to make up those days
- 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?
  - choose the safety of the students
  - visible
  - understands virtual learning
  - works well with teachers
  - has goals
- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - live in the community

## **Group: Special Education Teachers 15/15**

- 1. What are the strengths of the Little Rock School District (LRSD)?
  - care about kids
  - programing options (magnets)
  - training of staff

- communication with parents
- teachers
- after school programs

#### 2. What are areas of concern or issues of the Little Rock School District?

- transfer students from other districts
- teacher retention
- mental health issues
- student discipline
- not prepared for the pandemic
- special ed. Needing more funding
- parent participation
- 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?
  - visibility
  - experience in urban setting
  - diversity
  - good listener
  - approachable
  - special education friendly
- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - live in the community
  - no Ph.D. required
  - at least a deputy superintendent

## **Group: Rotary 10/7**

- 1. What are the strengths of the Little Rock School District (LRSD)?
  - the retiring superintendent
  - new facilities
  - a good challenge for a successful superintendent
  - people care about the district
  - impressive superintendent cabinet members
  - great teachers

- 2. What are areas of concern or issues of the Little Rock School District?
  - tough job
  - lost trust
  - high crime
  - poverty
  - low teacher salaries
- 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?
  - focused on the community
  - experienced
  - visible
  - can work with the business community
  - good listener
  - collaborator
- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - must live in the community
  - doctorate not required

## **Group: Christian Ministerial Alliance 5/2**

- 1. What are the strengths of the Little Rock School District (LRSD)?
  - history of the city
  - the community
  - quality of life
  - students
- 2. What are areas of concern or issues of the Little Rock School District?
  - 7 superintendents in 10 years
  - learning loss due to Covid
  - people moving away
  - teacher shortage
  - low achievement

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- financial experience
- mature superintendent
- visible
- good listener
- honest
- live in the community
- plans to stay at least 5 years
- good communicator

## Group: VIPs 8/13

## 1. What are the strengths of the Little Rock School District (LRSD)?

- diversity
- produced strong students
- strong building principals
- works well with children who have learning difficulties
- have not abandoned students with greater needs
- new facilities
- technology
- community involvement

#### 2. What are areas of concern or issues of the Little Rock School District?

- superintendents who did not know the community
- tough job
- achievement GAP
- fiscal challenges
- charter schools

## 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?

- work with the city
- most respect the community
- willing to engage the community
- social emotional learning skills
- committed to the job
- experience

- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - no requirement of a Ph.D.
  - must live in the community

## **Group: Certified PPC 10/10**

- 1. What are the strengths of the Little Rock School District (LRSD)?
  - sense of community
  - staff commitment
  - tenacious people
  - professional development
  - most national board-certified teachers
  - most teachers with advanced degrees
  - three-year-old program
  - cost of leaving
  - mild climate
  - quality of life
- 2. What are areas of concern or issues of the Little Rock School District?
  - high poverty
  - limited resources
  - unfair distribution of resources
  - racial unrest
  - gangs
  - lack of accountability
- 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?
  - visionary
  - relationship builder
  - honest
  - assertive
  - stable

- instructional leader
- experienced in urban education

## **Group: Athletic Foundation 7/5**

- 1. What are the strengths of the Little Rock School District (LRSD)?
  - history of the district
  - momentum with new facilities and program
  - 350-million-dollar bond referendum that just passed
  - the people of Little Rock
- 2. What are areas of concern or issues of the Little Rock School District?
  - number of private schools
  - lack of parent engagement
- 3. What skill sets and characteristics will the next Superintendent need to possess to be successful in the Little Rock School District?
  - open minded
  - understand the relationship between academics and athletics
  - engaged person who is assessable
  - listener
  - flexible
  - allows the employees to do their jobs
- 4. What other information needs to be considered by the Board in screening and selecting a candidate for the Little Rock School District i.e. seated superintendent, experiences, living in the community, level of education, etc.?
  - school board needs to work with the superintendent (Board policy makers and
  - superintendent runs the district)
  - superintendent needs to meet with our group

## **APPENDIX E**

## **Little Rock Public Schools**

## **Community Engagement Survey Summary**

Appendix E provides the raw data from the online quantitative survey. Overall, a total of two thousand five (2,005) surveys were completed of which one thousand seven hundred sixty-seven (1,767) were in English and forty-one (41) of those submitted in Spanish. The survey requested demographic information for the sole purpose of identifying the breadth of community participation and responses to the four key questions that were posed to all groups to assist in the development of "Leadership Profile".

Of the survey respondents it should be noted that forced choice was required to fill in some questions in order to gather quantitative data that could be charted and demographic information to determine the scope of participation. There was an opportunity for open ended responses which are included in the survey report document and names of any specific individuals were redacted.

Finally, the survey did not specifically track duplication or multiple responses given by a single individual but no aberrations were noted. The survey data also does not account for individuals who participated in the focus groups and took the survey as well.

Survey summary reported highlights include:

- 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 response

The top three identified themes of strength, issues and skills/characteristics are represented by an \* in Appendices A & B.

The District website and school websites were listed as having the highest point of contact and information about the survey.

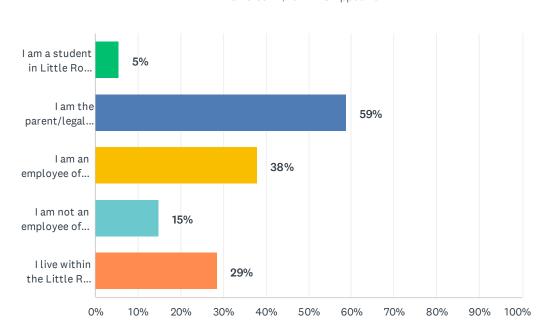
Raw data charts, tables and open ended comments follow.

## **APPENDIX E**

# Community Engagement Online Survey Results (English)

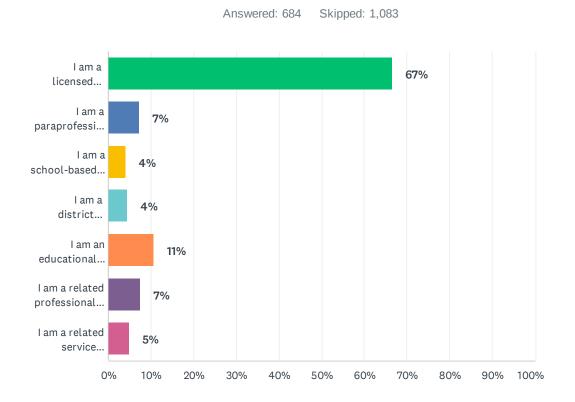
## Q1 Please indicate all which apply to you:





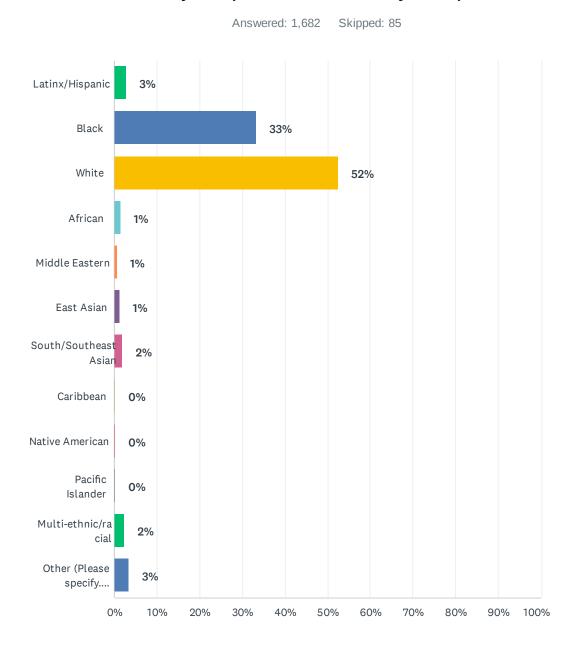
ANSWER CHOICES	RESPONSES	
I am a student in Little Rock School District.	5%	96
I am the parent/legal guardian of a student(s) in Little Rock School District.	59%	1,038
I am an employee of Little Rock School District.	38%	667
I am not an employee of Little Rock School District.	15%	262
I live within the Little Rock School District community.	29%	504
Total Respondents: 1,761		

Q2 If you are an employee of the Little Rock School District, please indicate which of the following applies to you. If you are not an employee of Little Rock School District, please proceed to the next question.



ANSWER CHOICES	RESPONSES	
I am a licensed educator.	67%	455
I am a paraprofessional.	7%	49
I am a school-based administrator.	4%	28
I am a district administrator.	4%	30
I am an educational support staff member (administrative assistant, secretaries, etc.).	11%	73
I am a related professional service provider ( social worker, psychologist, nurse, etc.).	7%	51
I am a related service provider (bus driver, cafeteria worker, maintenance worker, etc.).	5%	33
Total Respondents: 684		

# Q3 Please indicate which of the following ethnic or racial identities applies to you. (Please select only one.)

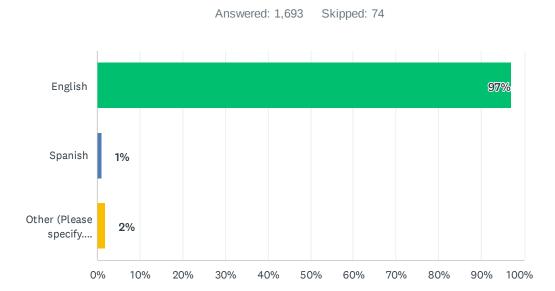


ANSWER CHOICES	RESPONSES	
Latinx/Hispanic	3%	45
Black	33%	558
White	52%	882
African	1%	25
Middle Eastern	1%	11
East Asian	1%	20
South/Southeast Asian	2%	34
Caribbean	0%	4
Native American	0%	4
Pacific Islander	0%	3
Multi-ethnic/racial	2%	40
Other (Please specify. Response limited to 30 characters.)	3%	56
TOTAL		1,682

#	OTHER (PLEASE SPECIFY. RESPONSE LIMITED TO 30 CHARACTERS.)	DATE
1	Not needed	2/19/2022 1:56 PM
2	American	2/18/2022 2:07 AM
3	Caucasian American	2/17/2022 9:42 PM
4	American	2/17/2022 8:05 PM
5	Jewish American	2/17/2022 6:47 PM
6	Latino	2/17/2022 6:35 PM
7	Half Asian Half White	2/17/2022 4:13 PM
8	Latin, non hispanic	2/17/2022 3:38 PM
9	bi-racial	2/17/2022 1:55 PM
10	Prefer not to answer	2/17/2022 12:58 PM
11	My race shouldn't matter	2/17/2022 12:56 PM
12	Irish	2/17/2022 11:55 AM
13	???	2/17/2022 11:28 AM
14	Don't see how that is relevant	2/17/2022 11:13 AM
15	Afro-Caribbean	2/17/2022 11:07 AM
16	Indian	2/17/2022 11:04 AM
17	I am white children biracial	2/13/2022 4:04 AM
18	Prefer not to answer	2/12/2022 5:21 AM
19	why ask	2/11/2022 12:31 PM
20	Don't want to disclose	2/11/2022 12:23 PM
21	Awaiting DNA results	2/10/2022 7:31 AM

22	N/A	2/9/2022 8:27 PM
23	N/A	2/9/2022 8:14 PM
24	Irrelevant	2/9/2022 3:45 PM
25	White/Hispanic	2/9/2022 3:26 PM
26	Don't want to give a race	2/9/2022 2:50 PM
27	Irishman	2/9/2022 12:48 PM
28	African American	2/9/2022 12:27 PM
29	Human	2/9/2022 12:19 PM
30	prefer not to answer	2/9/2022 11:37 AM
31	This question is divisive	2/9/2022 11:08 AM
32	African American	2/9/2022 10:33 AM
33	Not relevant information	2/9/2022 10:29 AM
34	bi-racial	2/9/2022 10:13 AM
35	none of your business	2/9/2022 8:44 AM
36	This is not required by law	2/9/2022 8:36 AM
37	Private	2/9/2022 8:27 AM
38	Caucasian	2/9/2022 8:18 AM
39	Caucasian	2/9/2022 8:10 AM
40	Do not wish to answer	2/9/2022 7:33 AM
41	White/hispanic/native american	2/9/2022 4:03 AM
42	Indian	2/8/2022 10:19 PM
43	Indian	2/8/2022 10:15 PM
44	Indigenous and Caucasian	2/8/2022 9:05 PM
45	Asian	2/8/2022 8:35 PM
46	Why is this important	2/8/2022 8:05 PM
47	AFRICAN AMERICAN AND CAUCASIAN	2/8/2022 7:32 PM
48	Human	2/8/2022 7:27 PM
49	Black & Mexican	2/8/2022 7:19 PM
50	Prefer not to say	2/8/2022 7:17 PM
51	It's none of your business	2/8/2022 7:08 PM
52	Asian	2/8/2022 7:07 PM
53	Irrelevant	2/8/2022 6:18 PM
54	Human	2/8/2022 6:06 PM
55	Personal	2/8/2022 6:00 PM
56	Non Applicable	2/8/2022 5:59 PM

# Q4 Please indicate which is the primary language spoken in your home. (Please select only one.)

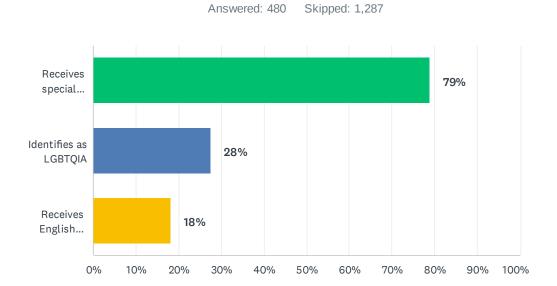


ANSWER CHOICES	RESPONSES
English	97% 1,642
Spanish	1% 18
Other (Please specify. Response limited to 30 characters.)	2% 33
TOTAL	1,693

#	OTHER (PLEASE SPECIFY. RESPONSE LIMITED TO 30 CHARACTERS.)	DATE
1	German	2/18/2022 8:26 PM
2	English/Spanish Equally	2/18/2022 12:10 AM
3	Gujarti	2/17/2022 7:35 PM
4	Portuguese	2/17/2022 3:39 PM
5	Telugu	2/17/2022 11:54 AM
6	Kashmiri	2/17/2022 11:53 AM
7	Italian	2/17/2022 11:46 AM
8	Chinese	2/17/2022 11:40 AM
9	Telugu	2/17/2022 11:32 AM
10	Korean	2/17/2022 11:15 AM
11	Na	2/17/2022 11:13 AM
12	Sinhala	2/17/2022 11:12 AM
13	Korean	2/17/2022 11:11 AM
14	Tagalog	2/17/2022 11:11 AM

16	spanish and English	2/17/2022 11:04 AM
4-	Daniel language	
17	Bangla language	2/14/2022 11:01 AM
18	Don't want to disclose	2/11/2022 12:23 PM
19	N/A	2/9/2022 8:27 PM
20	N/A	2/9/2022 8:14 PM
21	Not relevant information	2/9/2022 10:29 AM
22	Both English and spanish	2/9/2022 7:25 AM
23	Turkish	2/9/2022 12:17 AM
24	Arabic	2/8/2022 8:39 PM
25	Chinese	2/8/2022 7:47 PM
26	Portuguese	2/8/2022 7:40 PM
27	Bengali	2/8/2022 7:18 PM
28	Telugu	2/8/2022 7:15 PM
29	Telugu	2/8/2022 7:13 PM
30	Arabic	2/8/2022 7:08 PM
31	Once again	2/8/2022 7:08 PM
32	telugu	2/8/2022 7:05 PM
33	Eng and spanish	2/8/2022 6:57 PM

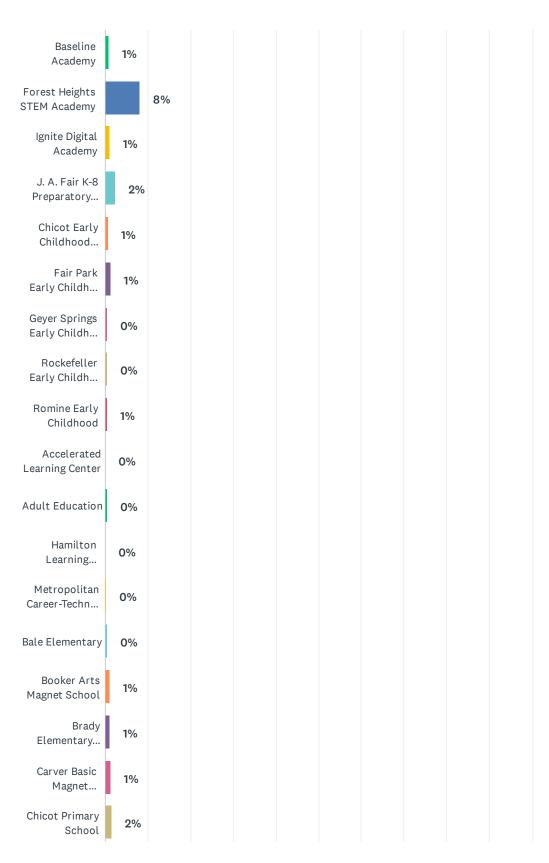
# Q5 Please indicate if any of the following applies to you or a Little Rock School District student in your care:

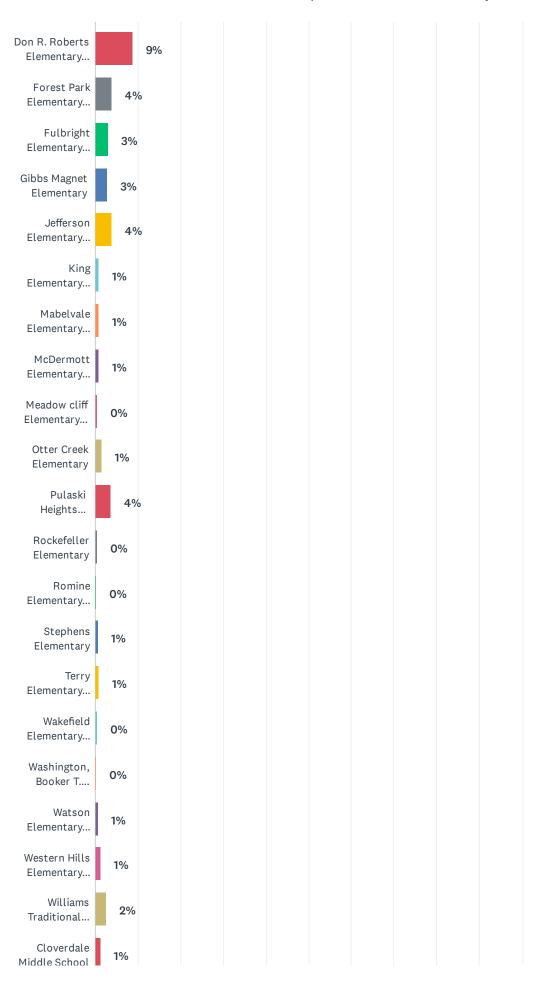


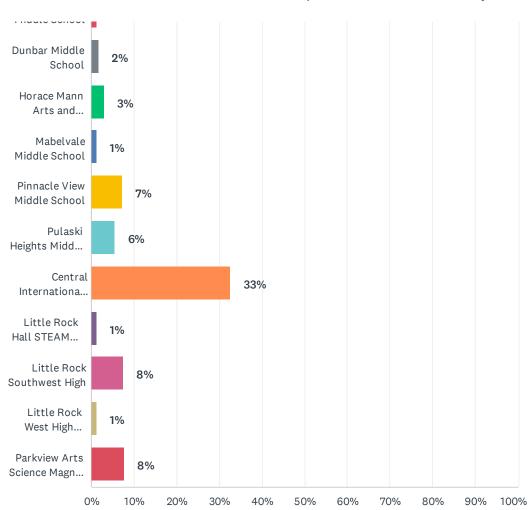
ANSWER CHOICES	RESPONSES	
Receives special services (IEP or 504 Plan)	79%	379
Identifies as LGBTQIA	28%	132
Receives English Language Learner (ELL) services	18%	87
Total Respondents: 480		

# Q6 Which school(s) does your child (children) attend? You may check up to four.







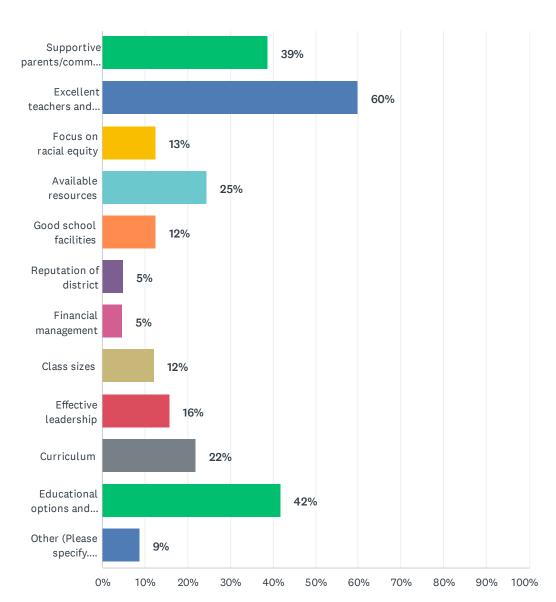


Perset Helpfts STEM Academy	ANSWER CHOICES	RESPONSES	
Ignite Digital Academy         196         13           J. A. Fair K. & Preparatory Academy         296         28           Chicot Early Childhood Center         196         8           Fair Park Early Childhood Center         196         15           Rockefeller Early Childhood Center         096         4           Romine Early Childhood Center         096         4           Romine Early Childhood         196         6           Accelerated Learning Center         096         1           Adult Education         096         5           Hamilton Learning Academy         096         3           Metropolitan Career-Technical Center         096         3           Bale Elementary         096         3           Booker Arts Magnet School         196         3           Brady Elementary School         196         13           Carver Basic Magnet Elementary         196         18           Don R. Roberts Elementary School         36         3           Forest Park Elementary School         36         3           Forest Park Elementary School         36         3           King Elementary School         46         4           King Elementary School         196	Baseline Academy	1%	9
A. Fair K-8 Preparatory Academy         216         28           Chicot Early Childhood Center         116         8           Fair Park Early Childhood Center         116         15           Geyer Springs Early Childhood Center         016         5           Rockeleller Early Childhood Center         016         4           Romine Early Childhood         196         6           Accelerated Learning Center         096         1           Adult Education         096         5           Hamilton Learning Academy         016         3           Metropolitian Career-Technical Center         096         3           Bale Elementary         096         4           Booker Arts Magnet School         18         3           Bardy Elementary School         196         13           Carver Basic Magnet Elementary         196         13           Carver Basic Magnet Elementary         19         10           Forest Park Elementary School         296         10           Forest Park Elementary School         36         35           Gibbs Magnet Elementary School         46         46           Fulbright Elementary School         36         35           Mackey Elementary School	Forest Heights STEM Academy	8%	95
Chicot Early Childhood Center         1%         8           Fair Park Early Childhood Center         1%         15           Geyer Springs Early Childhood Center         0%         5           Rocketeller Early Childhood Center         0%         4           Romine Early Childhood Center         0%         4           Romine Early Childhood Center         0%         1           Accelerated Learning Center         0%         1           Adult Education         0%         5           Hamilton Learning Academy         0%         1           Metropolitan Career-Technical Center         0%         3           Bale Elementary         0%         4           Booker Arts Magnet School         1%         3           Barady Elementary School         1%         3           Caver Basic Magnet Elementary         1%         13           Caver Basic Magnet Elementary School         2%         18           Don R. Roberts Elementary School         3%         35           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary School         4%         46           Fulbright Elementary School         3%         35           Macker Lementary School	Ignite Digital Academy	1%	13
Fair Park Early Childhood Center         1%         15           Geyer Springs Early Childhood Center         0%         5           Rockefeller Early Childhood Center         0%         4           Romine Early Childhood Center         0%         4           Romine Early Childhood Center         0%         1           Accelerated Learning Center         0%         1           Adult Education         0%         5           Hamilton Learning Academy         0%         3           Metropolitan Career-Technical Center         0%         3           Booker Arts Magnet School         1%         13           Brady Elementary         1%         13           Carver Basic Magnet Elementary         1%         13           Carver Basic Magnet Elementary         1%         14           Chicot Primary School         2%         18           Don R. Roberts Elementary School         4%         46           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary         4%         45           King Elementary School         1%         9           Mabelvale Elementary School         1%         9           Meadow cliff Elementary School         1% <td>J. A. Fair K-8 Preparatory Academy</td> <td>2%</td> <td>28</td>	J. A. Fair K-8 Preparatory Academy	2%	28
Geyer Springs Early Childhood Center         0%         5           Rockefeller Early Childhood Center         0%         4           Romine Early Childhood Center         0%         4           Accelerated Learning Center         0%         1           Adult Education         0%         5           Hamilton Learning Academy         0%         1           Metropolitan Career-Technical Center         0%         3           Bale Elementary         0%         4           Booker Arts Magnet School         1%         13           Brady Elementary School         1%         13           Carver Basic Magnet Elementary         1%         14           Chicot Primary School         2%         18           Don R. Roberts Elementary School         9%         103           Forest Park Elementary School         4%         46           Fulbright Elementary School         4%         45           King Elementary School         1%         9           Mabelyale Elementary School         1%         9           Macked Elementary School         1%         9           Meadow cliff Elementary School         1%         9           Meadow cliff Elementary School         4         <	Chicot Early Childhood Center	1%	8
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Romine Early Childhood         1%         6           Accelerated Learning Center         0%         1           Adult Education         0%         5           Hamilton Learning Academy         0%         1           Metropolitan Career-Technical Center         0%         3           Bale Elementary         0%         4           Booker Arts Magnet School         1%         13           Brady Elementary School         1%         13           Caver Basic Magnet Elementary         1%         14           Chicot Primary School         2%         18           Don R. Roberts Elementary School         9%         103           Forest Park Elementary School         4%         46           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary         3%         35           King Elementary School         4%         46           Mabelvale Elementary School         1%         10           McDermott Elementary School         1%         1           McDermott Elementary School         1%         1           Meadow cliff Elementary School         0%         4           Otter Creek Elementary         1%         1	Geyer Springs Early Childhood Center	0%	5
Accelerated Learning Center	Rockefeller Early Childhood Center	0%	4
Adult Education       0%       5         Hamilton Leaming Academy       0%       1         Metropolitan Career-Technical Center       0%       3         Bale Elementary       0%       4         Booker Arts Magnet School       1%       13         Brady Elementary School       1%       13         Carver Basic Magnet Elementary       1%       13         Chicot Primary School       2%       18         Don R. Roberts Elementary School       9%       103         Forest Park Elementary School       4%       46         Fulbright Elementary School       3%       35         Gibbs Magnet Elementary       3%       32         Gibbs Magnet Elementary School       4%       45         King Elementary School       1%       9         Mabelvale Elementary School       1%       9         Meadow cliff Elementary School       1%       9         Meadow cliff Elementary School       4       4         Otter Creek Elementary       1%       1         Pulaski Heights Elementary School       4       4         Rockefeller Elementary       6       4         Rockefeller Elementary       6       4         R	Romine Early Childhood	1%	6
Hamilton Learning Academy         0%         1           Metropolitan Career-Technical Center         0%         3           Bale Elementary         0%         4           Booker Arts Magnet School         1%         13           Brady Elementary School         1%         13           Carver Basic Magnet Elementary         1%         14           Chicot Primary School         2%         18           Don R. Roberts Elementary School         9%         103           Forest Park Elementary School         4%         46           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary         3%         35           Gibbs Magnet Elementary School         4%         45           King Elementary School         4%         45           King Elementary School         1%         9           Mabelvale Elementary School         1%         9           Meadow cliff Elementary School         4         4           Otter Creek Elementary         6         4           Pulaski Heights Elementary School         4%         4           Rockefeller Elementary         0%         4           Rockefeller Elementary         0%         4	Accelerated Learning Center	0%	1
Metropolitan Career-Technical Center         0%         3           Bale Elementary         0%         4           Booker Arts Magnet School         1%         13           Brady Elementary School         1%         13           Carver Basic Magnet Elementary         1%         14           Chicot Primary School         2%         18           Don R. Roberts Elementary School         9%         103           Forest Park Elementary School         4%         46           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary         3%         35           Gibbs Magnet Elementary School         4%         45           King Elementary School         1%         9           Mabelvale Elementary School         1%         9           Meadow cliff Elementary School         1%         9           Meadow cliff Elementary School         0%         4           Otter Creek Elementary         1%         17           Pulaski Heights Elementary School         4%         42           Rockefeller Elementary         5         4         4           Romine Elementary School         4%         4	Adult Education	0%	5
Bale Elementary         0%         4           Booker Arts Magnet School         1%         13           Brady Elementary School         1%         13           Carver Basic Magnet Elementary         1%         14           Chicot Primary School         2%         18           Don R. Roberts Elementary School         9%         103           Forest Park Elementary School         4%         46           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary         3%         32           Jefferson Elementary School         4%         45           King Elementary School         1%         9           Mabelvale Elementary School         1%         9           McDermott Elementary School         1%         9           Meadow cliff Elementary School         0%         4           Otter Creek Elementary         1%         17           Pulaski Heights Elementary School         4%         42           Rockefeller Elementary         0%         4           Romine Elementary School         0%         4	Hamilton Learning Academy	0%	1
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Chicot Primary School         2%         18           Don R. Roberts Elementary School         9%         103           Forest Park Elementary School         4%         46           Fulbright Elementary School         3%         35           Gibbs Magnet Elementary         3%         32           Jefferson Elementary School         4%         45           King Elementary School         1%         9           Mabelvale Elementary School         1%         9           Meadow cliff Elementary School         0%         4           Otter Creek Elementary         1%         17           Pulaski Heights Elementary School         4%         42           Rockefeller Elementary         0%         4           Romine Elementary School         0%         4	Brady Elementary School	1%	13
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Fulbright Elementary School       3%       35         Gibbs Magnet Elementary       3%       32         Jefferson Elementary School       4%       45         King Elementary School       1%       9         Mabelvale Elementary School       1%       10         McDermott Elementary School       1%       9         Meadow cliff Elementary School       0%       4         Otter Creek Elementary       1%       17         Pullaski Heights Elementary School       4%       42         Rockefeller Elementary       0%       4         Romine Elementary School       0%       2	Don R. Roberts Elementary School	9%	103
Gibbs Magnet Elementary       3%       32         Jefferson Elementary School       4%       45         King Elementary School       1%       9         Mabelvale Elementary School       1%       10         McDermott Elementary School       1%       9         Meadow cliff Elementary School       0%       4         Otter Creek Elementary       1%       17         Pulaski Heights Elementary School       4%       42         Rockefeller Elementary       0%       4         Romine Elementary School       0%       2	Forest Park Elementary School	4%	46
Jefferson Elementary School       4%       45         King Elementary School       1%       9         Mabelvale Elementary School       1%       10         McDermott Elementary School       1%       9         Meadow cliff Elementary School       0%       4         Otter Creek Elementary       1%       17         Pulaski Heights Elementary School       4%       42         Rockefeller Elementary       0%       4         Romine Elementary School       0%       2	Fulbright Elementary School	3%	35
King Elementary School 1% 9  Mabelvale Elementary School 1% 10  McDermott Elementary School 1% 9  Meadow cliff Elementary School 0% 4  Otter Creek Elementary School 4% 42  Rockefeller Elementary School 0% 4  Romine Elementary School 0% 2	Gibbs Magnet Elementary	3%	32
Mabelvale Elementary School  McDermott Elementary School  Meadow cliff Elementary School  Otter Creek Elementary  Pulaski Heights Elementary  Rockefeller Elementary  Romine Elementary School  1%  9  4%  42  80  80  80  80  80  80  80  80  80  8	Jefferson Elementary School	4%	45
McDermott Elementary School  Meadow cliff Elementary School  Otter Creek Elementary  Pulaski Heights Elementary School  Rockefeller Elementary  Romine Elementary School  1%  9  4%  42  80  60%  4  7  7  80%  40%  40%  40%  40%  40%  40%  40%	King Elementary School	1%	9
Meadow cliff Elementary School  Otter Creek Elementary  Pulaski Heights Elementary School  Rockefeller Elementary  Romine Elementary School  0%  4  0%  4  0%  4  4  4  4  4  4  4  4  4  4  4  4  4	Mabelvale Elementary School	1%	10
Otter Creek Elementary  Pulaski Heights Elementary School  Rockefeller Elementary  Romine Elementary School  1%  4%  42  Romine Elementary  0%  2	McDermott Elementary School	1%	9
Pulaski Heights Elementary School  Rockefeller Elementary  Romine Elementary School  4%  42  0%  4  0%  2	Meadow cliff Elementary School	0%	4
Rockefeller Elementary School 0% 4  Romine Elementary School 0% 2	Otter Creek Elementary	1%	17
Romine Elementary School 0% 2	Pulaski Heights Elementary School	4%	42
Nonine Elementary School	Rockefeller Elementary	0%	4
Stephens Elementary 1% 8	Romine Elementary School	0%	2
	Stephens Elementary	1%	8

Terry Elementary School	1%	11
Wakefield Elementary School	0%	5
Washington, Booker T. Elementary School	0%	3
Watson Elementary School	1%	8
Western Hills Elementary School	1%	14
Williams Traditional Magnet	2%	29
Cloverdale Middle School	1%	15
Dunbar Middle School	2%	20
Horace Mann Arts and Science Magnet Middle School	3%	36
Mabelvale Middle School	1%	14
Pinnacle View Middle School	7%	85
Pulaski Heights Middle School	6%	65
Central International Studies High School	33%	382
Little Rock Hall STEAM Magnet High School	1%	14
Little Rock Southwest High	8%	88
Little Rock West High School of Innovation	1%	15
Parkview Arts Science Magnet High School	8%	89
Total Respondents: 1,173		

# Q7 Select from the list below the three most significant strengths of the district:





ANSWER CHOICES	RESPONSES	
Supportive parents/community	39%	606
Excellent teachers and staff	60%	935
Focus on racial equity	13%	197
Available resources	25%	383
Good school facilities	12%	195
Reputation of district	5%	75
Financial management	5%	73
Class sizes	12%	190
Effective leadership	16%	245
Curriculum	22%	344
Educational options and programs	42%	654
Other (Please specify. Response format is limited to 100 characters.)	9%	137
Total Respondents: 1,563		

#	OTHER (PLEASE SPECIFY. RESPONSE FORMAT IS LIMITED TO 100 CHARACTERS.)	DATE	
1	Communication to parents	2/19/2022 8:49 AM	
2	Magnet school programs	2/18/2022 10:54 PM	
3	potential,	2/18/2022 10:55 AM	
4	Little Rock School District is lacking in all of the strengths listed above.	2/18/2022 9:37 AM	
5	Math department PDs	2/18/2022 8:39 AM	
6	Don't know	2/18/2022 8:33 AM	
7	Diversity within the student body	2/18/2022 6:49 AM	
8	None	2/18/2022 2:50 AM	
9	Title 1	2/17/2022 9:50 PM	
10	Teachers who care	2/17/2022 7:50 PM	
11		2/17/2022 5:53 PM	
12	it's hard to find the strengths for the district - all I know is the schools my kids have attended	2/17/2022 4:57 PM	
13	my child attends little rock central high and I didn't see that on previous question by the way	2/17/2022 4:14 PM	
14	I want the third to be focus on racial equity. I'm not sure I see that across the whole district	2/17/2022 3:11 PM	
15	???	2/17/2022 2:52 PM	
16	at Central High	2/17/2022 2:40 PM	
17	Reputation/achievements of the High School my child attends	2/17/2022 2:03 PM	
18	The district as a whole doesn't have many strengths but a few schools are really good.	2/17/2022 1:58 PM	
19	This response is for Central high school not necessarily the school district	2/17/2022 1:20 PM	
20	Communication of news	2/17/2022 12:24 PM	

22	AP classes	2/17/2022 11:54 AM
23	None of these are done in a consistent or outstanding manner.	2/17/2022 11:37 AM
24	It is the better option from all of the other school districts in the area	2/17/2022 11:13 AM
25	The district has few strengths. Students succeed DESPITE the factors above, not because of them.	2/17/2022 11:12 AM
26	Provides students with a real world experience as opposed to a curated one.	2/17/2022 11:07 AM
27	Dedicated democratically elected school board	2/17/2022 9:19 AM
28	Not sure about the others.	2/17/2022 12:21 AM
29	Loyal staff.	2/16/2022 11:03 PM
30	Rocks! (kindergarten) is AMAZING! is GREAT!	2/15/2022 10:05 PM
31	Excellent leadership-	2/15/2022 12:15 AM
32	Nothing	2/14/2022 7:06 PM
33	no mask mandates	2/14/2022 3:01 PM
34	Testing scores	2/14/2022 2:34 PM
35	not many strengths	2/14/2022 12:14 PM
36	Diversity	2/11/2022 7:49 PM
37	nothing!	2/11/2022 6:47 PM
38	I can only speak of the schools my children attended, not to the district as a whole.	2/11/2022 5:01 PM
39	None it sucks	2/11/2022 4:12 PM
40	It's a Black majority district	2/11/2022 4:03 PM
41	Strengths levels vary from school to school, administrators have made questionable decisions	2/11/2022 12:38 PM
42	There is not many	2/11/2022 12:15 PM
43	BC of what it can achieve. All parents have a right to be confident in their zoned scl, not just WLR	2/10/2022 1:30 PM
44	Communication from the District	2/10/2022 12:28 PM
45	District has more money than any in Arkansas	2/10/2022 11:24 AM
46	These items do not apply to all schools. School quality is uneven.	2/10/2022 11:08 AM
47	Board is responsive to community concerns RE: COVID virtual days, weather closings of schools, etc	2/10/2022 10:00 AM
48	LRSD has no chance. This survey is useless. Look at your proficiency ratings. Get it now?	2/10/2022 8:26 AM
49	Idk	2/10/2022 7:33 AM
50	4	2/10/2022 6:43 AM
51	Really LRSD went down the drain when michael poore and the state took over	2/9/2022 10:25 PM
52	Curriculum is great. But teachers don't all know how to teach it.	2/9/2022 10:00 PM
53	N/A	2/9/2022 8:28 PM
54	N/A	2/9/2022 8:16 PM
55	"Good School Facilities" do exist but only in WLR.	2/9/2022 8:13 PM
56	Our kids' schools have good leaders and good teachers. Can't speak to the whole district.	2/9/2022 6:11 PM
57	None	2/9/2022 5:55 PM

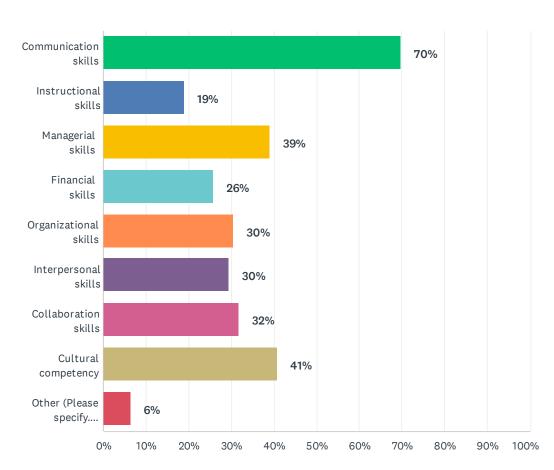
58	I can't say any truly apply for the LRSD.	2/9/2022 2:24 PM
59	I wrote a long response here, but the form will not accept it. I will try to paste it elsewhere.	2/9/2022 1:41 PM
60	strong early childhood and early childhood special services programs	2/9/2022 1:12 PM
61	committment to all creative and performing arts and magnet schools.	2/9/2022 12:35 PM
62	XXX	2/9/2022 12:29 PM
63	Good communication and access to resources	2/9/2022 12:12 PM
64	My kid goes to LRCH - unless they changed the name to Central International Studies High School	2/9/2022 11:49 AM
65	District level support	2/9/2022 11:35 AM
66	has been the best financial decision maker for LRSD of the century.	2/9/2022 11:17 AM
67	I Plead the fifth!	2/9/2022 11:13 AM
68	na	2/9/2022 11:09 AM
69	Sports	2/9/2022 10:53 AM
70	The school calendar.	2/9/2022 10:50 AM
71	communication with families	2/9/2022 10:47 AM
72	It's an overall weak district	2/9/2022 10:39 AM
73	Clearly promotes and implements Democrat/Progressive Ideology	2/9/2022 10:32 AM
74	communication to parents	2/9/2022 10:30 AM
75	Strong PTA	2/9/2022 10:24 AM
76	Everything list above is a must for a loyal and experienced Superintendent.	2/9/2022 10:12 AM
77	School locations	2/9/2022 10:12 AM
78	Focus on racial equality.	2/9/2022 9:41 AM
79	Unsure	2/9/2022 9:19 AM
80	I'm not sure of any at this time. My grands are new to the District	2/9/2022 9:12 AM
81	Strong Safety and Security Department	2/9/2022 9:04 AM
82	Our little forest park school is unique and is a wonderful principal	2/9/2022 8:47 AM
83	not strengths any more	2/9/2022 8:46 AM
84	District support staff	2/9/2022 8:40 AM
85	None	2/9/2022 8:35 AM
86	has been a significant strength in leadership	2/9/2022 8:23 AM
87	Mask Mandate, the new air purification units, & other safety measures	2/9/2022 8:09 AM
88	Elementary schools using Fundations &	2/9/2022 6:35 AM
89	Communication from the LRSD district to the parents of students (via email, texts, etc.)	2/9/2022 4:44 AM
90	None, completely disappointed with the district	2/9/2022 12:13 AM
91	Staff who prioritize children when district administration ignores them	2/8/2022 11:55 PM
92	Heritage	2/8/2022 11:35 PM
93	Adoption of new literacy curriculum.	2/8/2022 11:24 PM
94	Diversity	2/8/2022 11:17 PM
95	None that stand out! Wit and Wisdom is terrible!	2/8/2022 11:09 PM

96	I live in the district	2/8/2022 10:11 PM
97	Foreign language program	2/8/2022 9:40 PM
98	None of the above	2/8/2022 9:35 PM
99	Diversity	2/8/2022 9:22 PM
100	Supportive back office staff	2/8/2022 9:17 PM
101	Diversity of students, faculty and community	2/8/2022 9:15 PM
102	Excellent support staff	2/8/2022 9:11 PM
103	Potential	2/8/2022 9:04 PM
104	Parents/teachers/groups working to fix the problems within the district	2/8/2022 8:59 PM
105	Effective BUILDING leadership	2/8/2022 8:51 PM
106	Cannot think of anything	2/8/2022 8:42 PM
107	The current board	2/8/2022 8:37 PM
108	Great support staff	2/8/2022 8:21 PM
109	None	2/8/2022 8:12 PM
110	My children only attend Centralwhich we chose for its leadership teachers and reputation.	2/8/2022 8:11 PM
111	None	2/8/2022 8:06 PM
112	Counselors and principal accessibility. s amazing!!!	2/8/2022 8:01 PM
113	Heke	2/8/2022 7:55 PM
114	Good communication with teachers.	2/8/2022 7:52 PM
115	None of the above is true this district need a lot of work.	2/8/2022 7:50 PM
116	Na	2/8/2022 7:46 PM
117	Appropriate covid response	2/8/2022 7:31 PM
118	Great communication	2/8/2022 7:29 PM
119	None	2/8/2022 7:26 PM
120	Not sure what my third strength is, but it's definitely NOT class sizes, as listed above	2/8/2022 7:22 PM
121	Gibbs focus on foreign language is the reason we are there.	2/8/2022 7:15 PM
122	None of these. Bottom of the barrel	2/8/2022 7:15 PM
123	enforcement of mask-wearing plus holding COVID vaccine clinics	2/8/2022 7:14 PM
124	Use social media	2/8/2022 7:13 PM
125	They need to replace the lady over nutrition	2/8/2022 7:13 PM
126	I think it totally depends on the school. We are fortunate that Roberts has all of this	2/8/2022 7:11 PM
127	NA	2/8/2022 7:11 PM
128	superintendent's leadership during covid	2/8/2022 7:09 PM
129	Diverse staffing	2/8/2022 7:08 PM
130	Excellent prek program	2/8/2022 7:03 PM
131	Professional development, specifically; the Social Studies Department thanks to	2/8/2022 6:31 PM
132	we need more parent support, smaller class sizes, better facilities	2/8/2022 6:24 PM
133	None apply	2/8/2022 6:24 PM

134	Teacher pay	2/8/2022 6:16 PM
135	Na	2/8/2022 6:14 PM
136	Can't pick one Wit and Wisdom is terrible and IM math is just as bad !! Keep Fundations!!	2/8/2022 6:09 PM
137	I can't think of another strength	2/8/2022 6:01 PM

# Q8 Select from the list below the three most important leadership skills you would like to see in a superintendent:





ANSWER CHOICES		RESPONSES	
Communic	ation skills	70%	1,070
Instruction	al skills	19%	291
Managerial	skills	39%	597
Financial s	kills	26%	397
Organizatio	nal skills	30%	467
Interperson	al skills	30%	453
Collaboration	on skills	32%	486
Cultural competency		41%	626
Other (Please specify. Response format is limited to 100 characters.)		6%	99
Total Respondents: 1,534			
#	OTHER (PLEASE SPECIFY. RESPONSE FORMAT IS LIMITED TO 100 CHARACTERS.)	DATE	

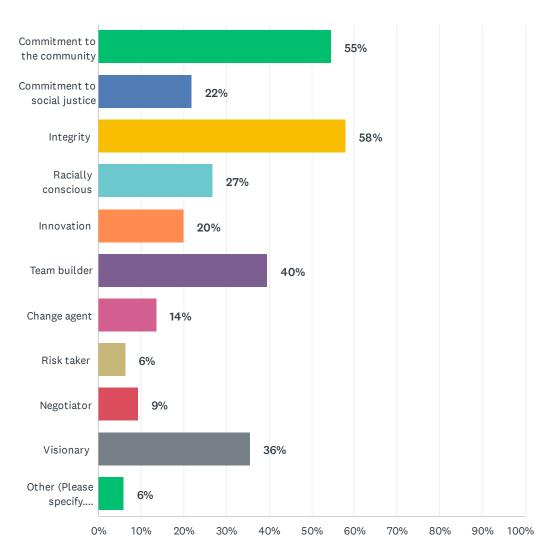
1	Background education	2/19/2022 8:45 PM
2	Better pay for teachers, even with the recent increase we are still not competitive.	2/18/2022 9:03 PM
3	Intelligence	2/18/2022 7:50 PM
4	Classroom Experience within the last 15 years	2/18/2022 10:56 AM
5	Compassion and honesty	2/18/2022 8:49 AM
6	MUST care about the children	2/18/2022 6:34 AM
7	A woman as Superintendent	2/17/2022 10:17 PM
8	Experience as an educator-we need someone who has been in the trenches	2/17/2022 3:15 PM
9	Expectation of Excellence	2/17/2022 2:04 PM
10	Better pay and treatment of all staff	2/17/2022 12:59 PM
11	be a educator	2/17/2022 12:08 PM
12	Independent from outside Influence	2/17/2022 12:02 PM
13	1 AWARE OF DIF bckgrnd yet competent to correct teaching and responsibility btwn chdrn n adults	2/17/2022 11:21 AM
14	Do not be pushed around by the teachers union and their woke bullshit.	2/17/2022 11:14 AM
15	Integrity and not a "one size fits all" person	2/17/2022 11:08 AM
16	Listening skills	2/16/2022 10:21 PM
17	The ability to insure my kids are safe at school too many fights at school	2/14/2022 12:15 PM
18	true trasnparency	2/14/2022 10:30 AM
19	Values the Role of the Teacher	2/11/2022 5:04 PM
20	Honest	2/11/2022 4:40 PM
21	Educational Intelligence,	2/11/2022 4:14 PM
22	Attended LRSD	2/11/2022 4:03 PM
23	Be reasonable, not sucked into the culture wars	2/10/2022 2:29 PM
24	Competent human being	2/10/2022 11:08 AM
25	Listen to the professionals who work in the district and know what is best for kids.	2/10/2022 11:06 AM
26	Resourcefulness and problem-solving	2/10/2022 10:06 AM
27	Positive PR in the city and state.	2/10/2022 10:01 AM
28	Worthless question. The board will fire the superintendent every other year.	2/10/2022 8:27 AM
29	Non political. No CRT.	2/10/2022 7:36 AM
30	empathy	2/10/2022 6:44 AM
31	Student focused and not as self serving	2/9/2022 10:57 PM
32	Someone with proven leadership skills and someone from the little rock area	2/9/2022 10:26 PM
33	Vision for academic success for all kids.	2/9/2022 10:02 PM
34	Identify strengths & weaknesses AND the COURAGE to act on them to help the District be better.	2/9/2022 4:06 PM
35	Safety Precaution during school let out.	2/9/2022 3:16 PM
36	Experience as teacher, collaboration with teachers&parents over private business interest	2/9/2022 12:41 PM
37	Respect and appreciation of faculty and staff.	2/9/2022 11:46 AM

38	Invested in the city and LRSD, grew up here possibly	2/9/2022 11:28 AM
39	Teacher Recruitment	2/9/2022 11:24 AM
40	Independent thinker	2/9/2022 11:13 AM
41	background in teaching a core subject	2/9/2022 10:58 AM
42	Impact of covid on education and how to fix it, fill gaps in knowledge for the kids	2/9/2022 10:40 AM
43	Apolitical, focus on equality of opportunity not equity, Promotes individual freedoms not groupthink	2/9/2022 10:34 AM
44	Not sure	2/9/2022 10:33 AM
45	Elevate Teacher input on Curriculum decisions	2/9/2022 10:28 AM
46	All list above to be the best Superintendent.	2/9/2022 10:12 AM
47	A systems thinker with a vision for the future of our schools AND our community.	2/9/2022 9:39 AM
48	instructional skills for kids with special needs	2/9/2022 9:19 AM
49	A person with high integrity and a sense of fairness that understands the word equity.	2/9/2022 9:11 AM
50	Someone who seeks the input from classroom teachers	2/9/2022 9:06 AM
51	Have a teaching background	2/9/2022 9:05 AM
52	Possibility of treating this position as a career position instead of a stepping stone.	2/9/2022 8:56 AM
53	Dedication to address needs of children and employees with knowledge, integrity, and empathy	2/9/2022 8:54 AM
54	understanding of Education- curriculum- the curriculum moves ahead whether they are ready or not	2/9/2022 8:50 AM
55	Critical Thinking	2/9/2022 8:23 AM
56	Common sense	2/9/2022 8:12 AM
57	Really listening to all stakeholders in a way that everyone feels heard & included.	2/9/2022 8:11 AM
58	Commitment to school choice to lift underserved	2/9/2022 7:59 AM
59	Knowledge of special education	2/9/2022 12:31 AM
60	Ability to advocate for student wellbeing (like supporting masks despite state legislature efforts)	2/8/2022 11:54 PM
61	Some education experience	2/8/2022 11:18 PM
62	Supports teachers and listens with open ears to teachers	2/8/2022 11:10 PM
63	Someone who has been in the classroom & understands the needs & demands of being a classroom teacher	2/8/2022 10:54 PM
64	As long as they support a local controlled district, i don't really care district	2/8/2022 9:38 PM
65	Experience and education	2/8/2022 9:29 PM
66	LRSD needs God, and his choice for LRSD.	2/8/2022 9:28 PM
67	CONSISTENCY ACROSS THE DISTRICT WITH POLICIES/PROCEDURES and FAIRNESS/EQUALITY.	2/8/2022 9:20 PM
68	Active Listener, Timely Communication, Team Building	2/8/2022 9:08 PM
69	Works to get the West Little Rock High built asap!	2/8/2022 8:43 PM
70	Unbiased	2/8/2022 8:29 PM
71	Be a native Arkansan	2/8/2022 8:16 PM
72	Transparency	2/8/2022 8:14 PM

73	Realize this is one district and treat all schools the same. Students, staff, buildings	2/8/2022 8:03 PM
74	Open minded for Change	2/8/2022 8:03 PM
75	A resident in the state of Arkansas.	2/8/2022 7:55 PM
76	Leadership skills	2/8/2022 7:54 PM
77	I'd like a superintendent that listens to the teachers and staff of the district	2/8/2022 7:52 PM
78	Cares about children more than wanting to have a position of prestige; has worked in a classroom.	2/8/2022 7:49 PM
79	I want someone who is a visionary- who is willing to be creative in solutions	2/8/2022 7:43 PM
80	Guts-a willingness to stand up to powers in state that are infatuated with charter schools.	2/8/2022 7:34 PM
81	Actively in classrooms to understand teachers needs	2/8/2022 7:30 PM
82	Bilingual	2/8/2022 7:29 PM
83	More Activity's for the children	2/8/2022 7:22 PM
84	Emphasis on athletics	2/8/2022 7:19 PM
85	Visionary and Leadership skills	2/8/2022 7:16 PM
86	These are all communication skills	2/8/2022 7:16 PM
87	True supporter of public schools. NOT pro-charter school	2/8/2022 7:15 PM
88	All of them	2/8/2022 7:15 PM
89	Receives input from stakeholders well.	2/8/2022 7:13 PM
90	Trusts teachers to make decisions and provide engaging lessons	2/8/2022 7:10 PM
91	More than 5 years classroom experience	2/8/2022 7:09 PM
92	Education background ie classroom, principal	2/8/2022 7:07 PM
93	Prek	2/8/2022 7:03 PM
94	Knowledge of the "Best Practices" for instruction that is researched based	2/8/2022 6:47 PM
95	Communication with the schools and staff so he's aware of what's going on.	2/8/2022 6:37 PM
96	For, Support, stand w/teachers, not allow themselves to be manipulated by ADE/political affiliates	2/8/2022 6:14 PM
97	You must have all the skills list above to be a great Superintendent	2/8/2022 6:11 PM
98	A sense of accountability to staff and the community	2/8/2022 6:05 PM
99	Experience as an educator, developmentally appropriate instruction methods	2/8/2022 6:03 PM

## Q9 Select from the list below the three most important characteristics you would like a superintendent to exhibit:





	Little Rock School District Superintendent Search Survey		
ANSWE	R CHOICES	RESPONSES	
Commit	ment to the community	55%	818
Commit	ment to social justice	22%	330
Integrity		58%	869
Racially	conscious	27%	404
Innovati	on	20%	300
Team bu	ilder	40%	593
Change	agent	14%	206
Risk tak	er	6%	97
Negotiat	or	9%	141
Visionar	у	36%	532
Other (P	lease specify. Response format is limited to 100 characters.)	6%	88
Total Re	spondents: 1,498		
,,	OTHER (DUE AGE OREGIEV, RESPONSE FORMAT IS LIMITED TO 400 SWAR ATTERNA	DATE	
#	OTHER (PLEASE SPECIFY. RESPONSE FORMAT IS LIMITED TO 100 CHARACTERS.)	DATE	
1	Listens to Educators	2/19/2022 8:46	PM
2	effective decision maker	2/19/2022 9:01	AM
_			

#	OTHER (PLEASE SPECIFY. RESPONSE FORMAT IS LIMITED TO 100 CHARACTERS.)	DATE
1	Listens to Educators	2/19/2022 8:46 PM
2	effective decision maker	2/19/2022 9:01 AM
3	Transparency in leadership and ability to listen to teachers, students, and parents of the district.	2/18/2022 10:57 AM
4	Commitment to educating ALL children	2/17/2022 7:51 PM
5	commitment to academic equality, excellence, and proven curriculum	2/17/2022 4:38 PM
6	teaching kids critical thinking and continuous curiosity rather than teaching to standardized tests	2/17/2022 4:16 PM
7	Again - a real educator	2/17/2022 3:16 PM
8	Someone who will treat teachers as professionals	2/17/2022 3:01 PM
9	Expectation Setter and influencer	2/17/2022 2:04 PM
10	commitment to high level of learning	2/17/2022 12:31 PM
11	commitment to education	2/17/2022 12:09 PM
12	Traditional education leader	2/17/2022 12:03 PM
13	Able to think for themselves and not just follow along with what others say.	2/17/2022 11:19 AM
14	Remove indoctrination from curriculum.	2/17/2022 11:14 AM
15	Introspective	2/17/2022 11:08 AM
16	Commitment to effective education. Interesting that wasn't a provided characteristic.	2/17/2022 11:07 AM
17	What a ridiculous list of options!!	2/17/2022 12:24 AM
18	stop violence in schoolsfollow handbook and district rules	2/14/2022 12:17 PM
19	Transparent	2/11/2022 5:40 PM
20	Passionate about teacher and the decisions he/she makes for them	2/11/2022 5:00 PM
21	Transparent	2/11/2022 4:04 PM

22	Focus on Student Growth and Education	2/10/2022 4:50 PM
23	focus on the kid's education & not the distractions of covid,meals,race,bus drivers,etc	2/10/2022 2:32 PM
24	More opened to all department ideas and concerns.	2/10/2022 12:33 PM
25	STUDENT FOCUS; Commitment to Academic Growth	2/10/2022 11:28 AM
26	A proven track record in a district like LRSD. Not from AR	2/10/2022 11:09 AM
27	Children first	2/10/2022 10:11 AM
28	Honesty and Transparency with all stake holders: Employees, Parents, and Community	2/10/2022 9:44 AM
29	Every parent wants their child to excel academically. That's all. You operate a daycare.	2/10/2022 8:31 AM
30	Non political. No CRT. Not like Loudin Virginia Superintendent.	2/10/2022 7:37 AM
31	Commitment to the DISTRICT as a whole	2/10/2022 7:34 AM
32	Less egotistical and more ethical	2/9/2022 10:57 PM
33	Academic success for ALL kids	2/9/2022 10:26 PM
34	understanding of learning disabilities	2/9/2022 2:47 PM
35	Respect for educators	2/9/2022 2:29 PM
36	Values and listens to building level staff beyond administrators	2/9/2022 11:32 AM
37	Background of strong morals and focus on all students not just one racial group.	2/9/2022 11:09 AM
38	Listen to teachers who work with students daily before making decisions that affect the classroom.	2/9/2022 11:05 AM
39	Knowledge of the inner workings of the schools	2/9/2022 10:40 AM
40	Colorblind, Respects constitution of Arkansas and US, Not a coward to the Left	2/9/2022 10:35 AM
41	Someone who wants change for our district, wants better for our kids, put the kids first.	2/9/2022 10:16 AM
42	All listed above, this person must be highly intelligent, understand the school system as a whole.	2/9/2022 10:13 AM
43	Commitment to PLC process and teaching of standards	2/9/2022 9:23 AM
44	Ability to separate and focus on the really important issues and areas that need change.	2/9/2022 9:22 AM
45	Commitment to all communities especially minority communities.	2/9/2022 9:13 AM
46	Take care of and listen to all LRSD employees.	2/9/2022 9:07 AM
47	Consults and includes teachers in the decisions that are best for students	2/9/2022 9:07 AM
48	Commitment to involving experts (the teachers) in classroom and curricular decisions	2/9/2022 8:57 AM
49	FOCUS on EDUCATION- understanding our District's needs	2/9/2022 8:51 AM
50	Commitment to treating people as individualsnot as a group.	2/9/2022 8:26 AM
51	Surrounds themselves with kind people	2/9/2022 8:15 AM
52	Punts the divisive politics and looks honestly at issues to lead helpful change	2/9/2022 8:01 AM
53	Commitment to making sure our kids get a proper education.	2/9/2022 7:13 AM
54	Not being about himself	2/9/2022 3:27 AM
55	Listen to teachers	2/8/2022 11:19 PM
56	Once again SUPPORT TEACHERS! Stop micro management!	2/8/2022 11:11 PM
57	Connected to the community in some way	2/8/2022 10:59 PM
58	As long as he isn't a scum bag	2/8/2022 9:38 PM

59	LRSD needs someone who tells the truth, and loves what they preach.	2/8/2022 9:29 PM
60	CONSISTENCY AND FAIRNESS ACROSS THE DISTRICT	2/8/2022 9:22 PM
61	Get to know the "trench" that faculty and staff face everyday.	2/8/2022 9:20 PM
62	Knowledge of district educational systems	2/8/2022 9:20 PM
63	Willingness to listen to the community	2/8/2022 9:18 PM
64	Empathic	2/8/2022 9:09 PM
65	Independent Thinker; someone who will put the students first, not the wealthy lobbyists	2/8/2022 9:02 PM
66	Commitment to the providing an excellent education for all students in the district.	2/8/2022 8:47 PM
67	Works to get the West Little Rock High built asap!	2/8/2022 8:43 PM
68	Give teachers a voice in what and how to teach!	2/8/2022 8:37 PM
69	Availability	2/8/2022 8:12 PM
70	Commitment to all students	2/8/2022 7:43 PM
71	To take bullying serious and not sweep it under the rug.	2/8/2022 7:37 PM
72	Equity for all schools in the district	2/8/2022 7:35 PM
73	Great listener	2/8/2022 7:31 PM
74	Committed to students AND teachers	2/8/2022 7:25 PM
75	One who does not cater to the whims of the mob	2/8/2022 7:21 PM
76	Commitment to athletics	2/8/2022 7:19 PM
77	All of them	2/8/2022 7:16 PM
78	Plan ahead and make decisions earlier	2/8/2022 7:13 PM
79	Trust in qualified educators	2/8/2022 7:11 PM
80	Actually use teacher input to make decisions	2/8/2022 7:10 PM
81	Common sense. Fair. Diplomatic	2/8/2022 7:08 PM
82	Trustworthy	2/8/2022 6:48 PM
83	Commitment to the schools that are working i.e. the magnet schools	2/8/2022 6:33 PM
84	Someone who is not from the Little Rock School District! Too many people linked to one another.	2/8/2022 6:32 PM
85	Approachable	2/8/2022 6:31 PM
86	See question 8 response	2/8/2022 6:15 PM
87	Must have all skills list above.	2/8/2022 6:11 PM
88	Commitment to trusting education professionals to make decisions best for their students	2/8/2022 6:05 PM

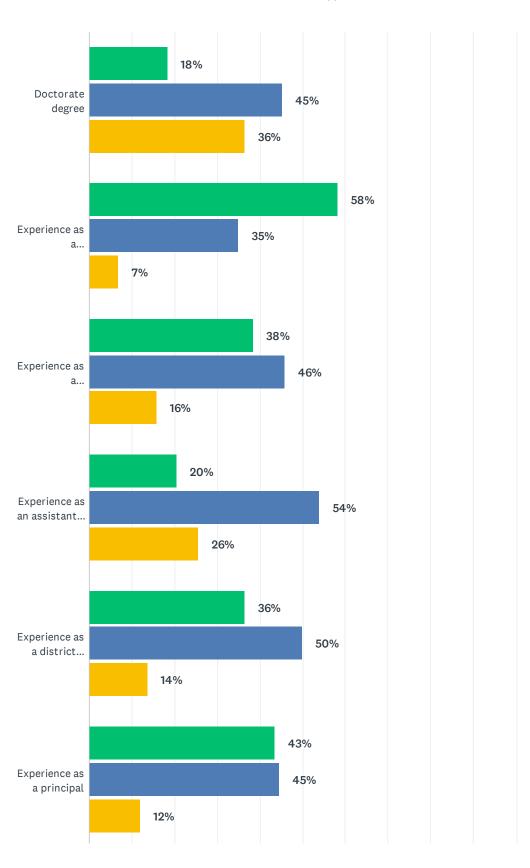
## Q10 Identify the following as extremely important, important, or not important:

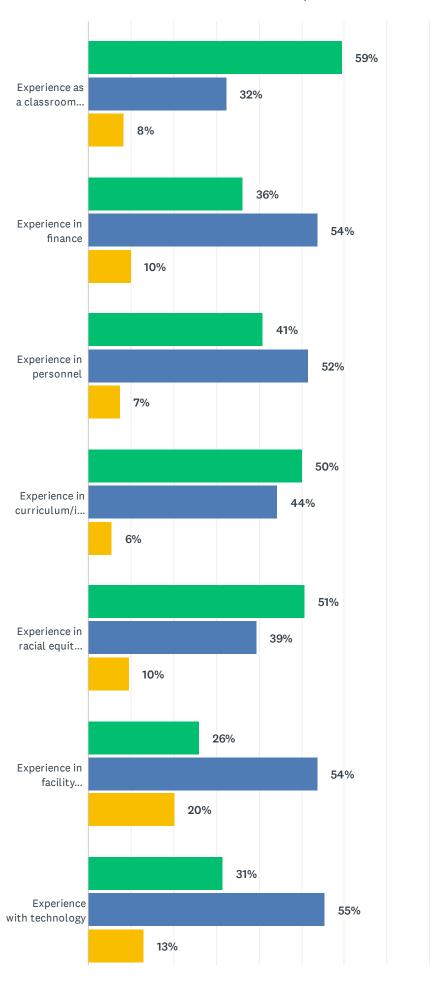
Answered: 1,446 Skipped: 321

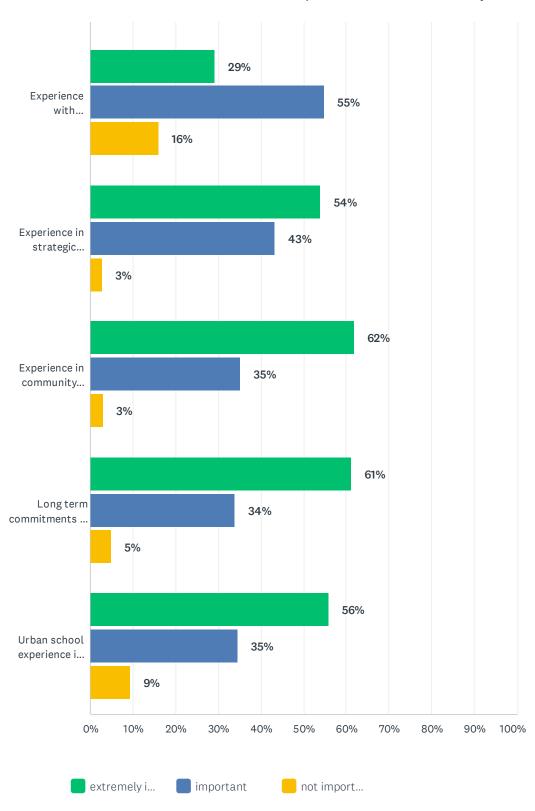
	EXTREMELY IMPORTANT	IMPORTANT	NOT IMPORTANT	TOTAL
Doctorate degree	18%	45%	36%	
	262	645	519	1,426
Experience as a superintendent with a proven record of	58%	35%	7%	
success	836	503	97	1,436
Experience as a superintendent in a district of similar size	38%	46%	16%	
	549	656	227	1,432
Experience as an assistant superintendent	20%	54%	26%	
	292	769	365	1,426
Experience as a district level administrator	36%	50%	14%	
	521	714	195	1,430
Experience as a principal	43%	45%	12%	
	622	637	172	1,431
Experience as a classroom teacher	59%	32%	8%	
	853	465	118	1,436
Experience in finance	36%	54%	10%	
•	518	765	142	1,425
Experience in personnel	41%	52%	7%	
•	583	733	105	1,421
Experience in curriculum/instruction	50%	44%	6%	
•	717	637	79	1,433
Experience in racial equity and social justice	51%	39%	10%	
	729	566	139	1,434
Experience in facility construction and management	26%	54%	20%	
	373	769	290	1,432
Experience with technology	31%	55%	13%	
	450	793	187	1,430
Experience with restorative practices	29%	55%	16%	
	416	779	226	1,421
Experience in strategic planning	54%	43%	3%	
	771	619	40	1,430
Experience in community relations	62%	35%	3%	
	886	506	42	1,434
Long term commitments to school districts	61%	34%	5%	
zong tom dominations to domoi districts	879	487	69	1,435
Urban school experience in a multicultural community	56%	35%	9%	
Sissair Socious experience in a multicultural community	30 70	3370	J / 0	

## Q10 Identify the following as extremely important, important, or not important:

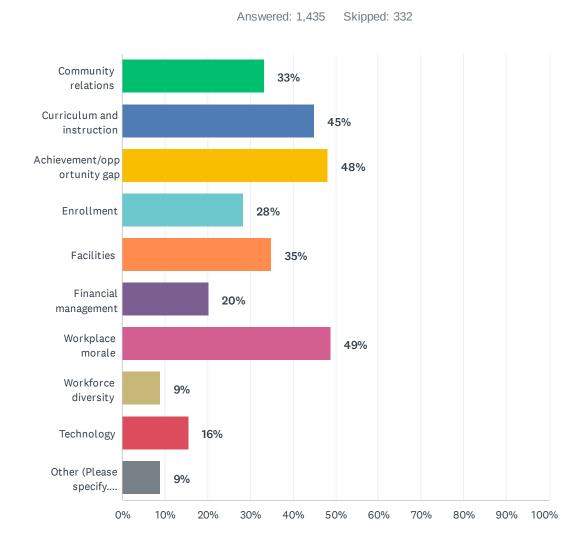








# Q11 What do you consider to be the three most important issues or concerns facing the Little Rock School District now and in the next five years?



ANSWER	CHOICES	RESPONSES	
Communit	ry relations	33%	478
Curriculun	n and instruction	45%	645
Achievem	ent/opportunity gap	48%	690
Enrollmen	t	28%	408
Facilities		35%	503
Financial	management	20%	292
Workplace	e morale	49%	702
Workforce	diversity	9%	128
Technolog	У	16%	224
Other (Ple	ease specify. Response format is limited to 100 characters.)	9%	127
Total Res	pondents: 1,435		
#	OTHER (PLEASE SPECIFY. RESPONSE FORMAT IS LIMITED TO 100 CHARACTERS.)	DATE	
1	Equity between schools	2/19/2022 7:05 PI	М
2	Disparities in performance	2/19/2022 8:57 A	M
3	Community Violence, parent apathy	2/18/2022 7:55 PI	M
4	safety (and the loss of students because of a perceived lack of safety)	2/18/2022 6:16 PM	M
5	Safety	2/18/2022 6:36 Af	M
6	Bullying and violence	2/18/2022 2:15 A	M
7	Competing with private schools	2/17/2022 10:36 F	PM
8	Functional unity operating as one district	2/17/2022 10:21 F	PM
9	True Desegregation of LRSD	2/17/2022 10:12 F	PM
10	Safety of our students	2/17/2022 6:32 PM	М
11	Racial issues	2/17/2022 5:14 PM	M
12	Teachers need to be paid more	2/17/2022 4:13 PI	М
13	Teacher Salaries that reflect national averages	2/17/2022 4:11 PI	М
14	Teacher access to quality environments and materials	2/17/2022 3:17 Pi	М
15	Retaining teachers	2/17/2022 3:03 PM	M
16	I am deeply concerned about any movement to STIFLE discussion of our racial history.at any level.	2/17/2022 2:59 Pf	M
17	Retaining teachers and students	2/17/2022 2:11 Pi	М
18	Lose of stuff due to poor treatment and pay	2/17/2022 1:02 PM	М
19	CRT- we do not want it taught	2/17/2022 12:49 F	PM
20	Accountability for students and guardians	2/17/2022 12:05 F	PM
21	The ability to self govern	2/17/2022 11:47 A	AM
22	Diversity in secondary administration. All admin and office staff is one race.	2/17/2022 11:47 A	λM

2/17/2022 11:38 AM

Student Safety and Educational Environment Improvement, the removal of violent students

23

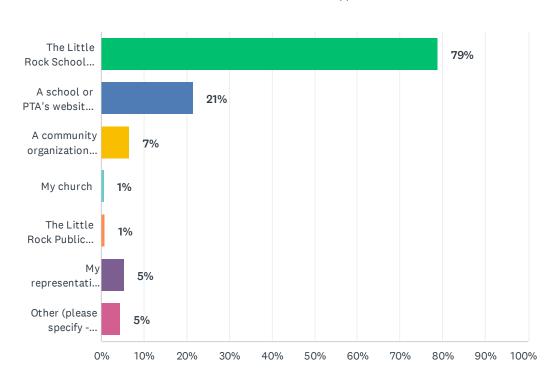
24	Safety in school and the surrounding area!	2/17/2022 11:26 AM
25	COVID-19 pandemic	2/17/2022 11:21 AM
26	How the hell is STUDENT ACHIEVEMENT not on this list?!?	2/17/2022 11:15 AM
27	Did not want to be limited in this response technology, enrollment, community are all important	2/17/2022 11:12 AM
28	Perception of the district and white flight	2/17/2022 11:10 AM
29	Educational justice	2/17/2022 9:24 AM
30	Absenteeism and interventions for creating a safe learning environment in all schools	2/17/2022 12:35 AM
31	The child nutrition	2/16/2022 11:06 PM
32	student behavior/consequences	2/15/2022 2:19 PM
33	safety in the school kids are violent more harsh consequences	2/14/2022 12:19 PM
34	Students, administrators and staff members are disrespectful	2/12/2022 11:09 AM
35	Lack of Transparence	2/12/2022 8:45 AM
36	Large class sizes	2/11/2022 8:43 PM
37	Teacher retention	2/11/2022 6:14 PM
38	Working as a whole not individual	2/11/2022 5:43 PM
39	Inefective leadership/hiring for building/SPED dept/district admin positions	2/11/2022 4:27 PM
40	Charter and private schools that scoop up white students from LRSD	2/11/2022 4:05 PM
41	Lack of Administrative support	2/11/2022 12:21 PM
42	Return to actual core education	2/10/2022 2:35 PM
43	Prioritizing students in every action and decision	2/10/2022 11:39 AM
44	Haven't you figured it out yet? Academic success is what parents want.	2/10/2022 8:34 AM
45	Zoning needs work	2/10/2022 7:37 AM
46	The lasting impacts of the pandemic on students and teachers	2/10/2022 7:36 AM
47	Keeping kids and families from fleeing LRSD.	2/9/2022 11:58 PM
48	Ensuring world class education by diverse staff to every student	2/9/2022 7:01 PM
49	School closings	2/9/2022 5:01 PM
50	Truancy - Lack of accountability	2/9/2022 3:30 PM
51	Community violence	2/9/2022 1:17 PM
52	Keeping community schools open, smaller class sizes	2/9/2022 12:44 PM
53	Safety	2/9/2022 11:42 AM
54	Out of state Teacher Recruitment	2/9/2022 11:30 AM
55	Literally every competitor has better sports facilities. Extracurriculars sell families!	2/9/2022 11:27 AM
56	Raisewasn'tfairtotheparasI'vebeenherefor20yearsbutmyraisewasthesameassomewhohasworked 5.	2/9/2022 11:25 AM
57	.Reduce classroom size in elementary schools. Increase principal and teacher pay. A shortage.	2/9/2022 11:19 AM
58	giving teachers the power to help their individual students instead of pushing one size for all	2/9/2022 11:11 AM
59	Special Education accountability	2/9/2022 10:55 AM

60	low pay - even with raises, they don't account for inflation	2/9/2022 10:43 AM
61	Student & staff mental health	2/9/2022 10:42 AM
62	The Ignite Virtual school taking over a neighborhood school.	2/9/2022 10:42 AM
63	Unconstitutional mask mandate, terrible curriculums leading to poor student performance	2/9/2022 10:38 AM
64	Culture Competence	2/9/2022 10:37 AM
65	The registration office must improve their communication skills.	2/9/2022 9:42 AM
66	Hiring/maintaining the best teachers - providing them with support and excellent ongoing training.	2/9/2022 9:26 AM
67	Kids on IEP and 504s being left out not having enough resources for them.	2/9/2022 9:23 AM
68	become more student centered. Not just in words but in decisions and actions. Listen to teachers!	2/9/2022 9:16 AM
69	Exodus of teachers from the profession	2/9/2022 9:00 AM
70	Student Morale	2/9/2022 8:39 AM
71	Student discipline	2/9/2022 8:38 AM
72	Racially biased administration. Do not hire someone based on their race rather their qualifications	2/9/2022 8:31 AM
73	topheavy;lots of administration&district heads;we need better support IN schools	2/9/2022 8:23 AM
74	Allowing politics to interfere with top level decisions, not putting education first.	2/9/2022 8:19 AM
75	Stop playing politics with our community through our children	2/9/2022 8:02 AM
76	Zoning.	2/9/2022 7:45 AM
77	Not being in the pockets.	2/9/2022 7:09 AM
78	Quality of teacher retention	2/9/2022 5:55 AM
79	Our special education department is a joke	2/9/2022 12:33 AM
80	Lack of good school in certain zip codes	2/9/2022 12:15 AM
81	Listen to educator concerns	2/8/2022 11:20 PM
82	Teacher morale, Teacher support, Teacher shortage	2/8/2022 11:13 PM
83	Finding reading program that fits different school. This district is not a one size fits all	2/8/2022 10:42 PM
84	LRSD is a dying school district, and we need trustworthy people in leadership.	2/8/2022 9:34 PM
85	Career Development Opportunities for students	2/8/2022 9:25 PM
86	CONSISTENCY AND FAIRNESS WITH ALL POLICIES AND PROCEDURES	2/8/2022 9:25 PM
87	Teacher retention/recruitment	2/8/2022 9:23 PM
88	Racial equity	2/8/2022 9:21 PM
89	The amount of politics involved in the school board	2/8/2022 9:20 PM
90	Special Needs services, equitable and timely 504 and IEP procedures	2/8/2022 9:06 PM
91	The freedom to teach everything, with no bans on subject matter.	2/8/2022 9:03 PM
92	Works to get the West Little Rock High built asap!	2/8/2022 8:46 PM
93	an LRSD lack of leadership in student cell phone addiction.	2/8/2022 8:35 PM
94	Mask mandate - should be optional	2/8/2022 8:33 PM
95	Poor care of teachers. Teachers are not treated fairly and disrespected daily.	2/8/2022 8:31 PM
96	Students leaving the district for Charter school.	2/8/2022 8:12 PM

97	White people leaving district,	2/8/2022 8:11 PM
98	breakdown of families which leads to students with poor motivation.	2/8/2022 8:11 PM
99	Supporting classroom teachers	2/8/2022 8:07 PM
100	Character of the students	2/8/2022 8:01 PM
101	Learning gaps from virtual, quarantine etc, unable to fill in gaps in language and math	2/8/2022 8:00 PM
102	Student support	2/8/2022 7:55 PM
103	Dealing with the state government involvement within the district	2/8/2022 7:54 PM
104	Retention of experienced staff	2/8/2022 7:50 PM
105	Integrity/Communication top to bottom-	2/8/2022 7:38 PM
106	No Accountability, uncontrollable behavior, overworked employees	2/8/2022 7:35 PM
107	Building level administration	2/8/2022 7:28 PM
108	Schools have equal facilities and resources, and be racially and economically balanced student body.	2/8/2022 7:25 PM
109	Too politics driven	2/8/2022 7:23 PM
110	Campus Discipline and Security	2/8/2022 7:22 PM
111	learning about diversity & inclusion, especially racial history & gender identity.	2/8/2022 7:21 PM
112	Athletics	2/8/2022 7:20 PM
113	Charter schools	2/8/2022 7:18 PM
114	All of them it's not just 3.	2/8/2022 7:18 PM
115	Covid Pandemic	2/8/2022 7:18 PM
116	Not teaching CRT or any variation of it.	2/8/2022 7:14 PM
117	Curriculum (math and ELA @primary level)	2/8/2022 7:14 PM
118	Student support	2/8/2022 7:10 PM
119	Safety. The pandemic is not over.	2/8/2022 7:09 PM
120	Classes too big, no support with students out if control behavior	2/8/2022 6:46 PM
121	Restructuring due to the Ford NGL project	2/8/2022 6:36 PM
122	Holding teachers accountable for teaching.	2/8/2022 6:20 PM
123	Logistics ie iced parking lots on Feb 7	2/8/2022 6:19 PM
124	All listed above must be able to handle any challenge set forth.	2/8/2022 6:14 PM
125	Lack of trust in classroom teacher to make decisions about instruction in their classrooms	2/8/2022 6:07 PM
126	Class Size and Restorative Justice (with adequate resources)	2/8/2022 6:03 PM
127	shortage of qualified teacher	2/8/2022 6:01 PM

## Q12 How did you learn about the community engagement activities related to the Little Rock superintendent search?





ANSWER CHOICES	RESPONSES	
The Little Rock School District website, social media, email, or other communications	79%	1,111
A school or PTA's website, social media, email, or other communications	21%	302
A community organization's web site, social media, email, or other communications	7%	93
My church	1%	8
The Little Rock Public Library	1%	13
My representatives' website, social media, email, or other communications	5%	74
Other (please specify - response limited to 100 characters)	5%	64
Total Respondents: 1,407		

#	OTHER (PLEASE SPECIFY - RESPONSE LIMITED TO 100 CHARACTERS)	DATE
1	Group on social media	2/19/2022 9:45 AM
2	From parents of children in the district.	2/18/2022 10:18 AM
3	Friends of LRSD	2/18/2022 2:17 AM
4	Pfeifer Camp and Metro CTC	2/17/2022 10:13 PM
5	Central PTSA's email newsletter	2/17/2022 6:10 PM
6	Email from the principal	2/17/2022 3:51 PM

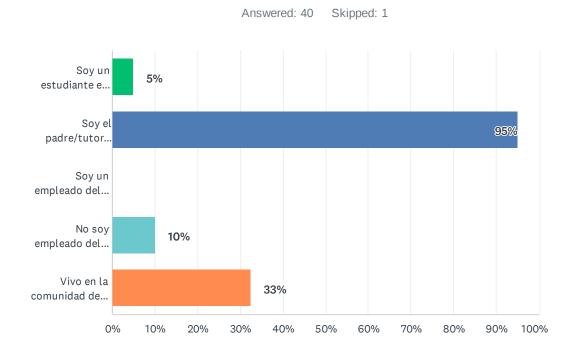
7	VIPS	2/17/2022 2:11 PM
8	Emails	2/17/2022 1:02 PM
9	Email from school Principal	2/17/2022 12:07 PM
10	School Principle	2/17/2022 11:39 AM
11	Email	2/17/2022 11:08 AM
12	Personal social media of pta member	2/17/2022 9:25 AM
13	Facebook	2/17/2022 6:54 AM
14	Facebook group - Friends of LRSD	2/16/2022 9:58 PM
15	Focus Group	2/16/2022 7:38 PM
16	My sister is a current student of the district	2/16/2022 1:06 PM
17	Civic club	2/15/2022 4:54 PM
18	direct reach out by community leaders	2/15/2022 2:57 PM
19	Former administrative employee	2/15/2022 11:09 AM
20	a friend asked me to take the survey	2/14/2022 3:38 PM
21	friend	2/14/2022 3:24 PM
22	My husband who is an LRSD teacher	2/13/2022 1:06 PM
23	My children have graduated from LRSD, but still get notifications	2/11/2022 11:11 AM
24	Friend	2/11/2022 9:51 AM
25	media	2/10/2022 2:35 PM
26	Newspaper articles AR Democrat Gazette	2/10/2022 1:54 PM
27	Arkansas Democrat-Gazette article	2/10/2022 11:40 AM
28	Arkansas Gazette	2/10/2022 11:26 AM
29	Old school newspaper and local news	2/10/2022 11:11 AM
30	DemGaz newspaper	2/10/2022 10:14 AM
31	Newspaper	2/10/2022 10:00 AM
32	I am an employee and regularly watch the board meetings and receive emails.	2/10/2022 9:46 AM
33	Another worthless question. I repeat: parents want academic rigor.	2/10/2022 8:36 AM
34	newspaper	2/10/2022 6:49 AM
35	TV and weekly robo calls	2/10/2022 12:44 AM
36	Teacher	2/9/2022 9:11 PM
37	N/A	2/9/2022 8:30 PM
38	N/A	2/9/2022 8:22 PM
39	Haven't heard	2/9/2022 3:30 PM
40	Lrsd web sight	2/9/2022 1:16 PM
41	AR Dem Gazette newspaper	2/9/2022 12:54 PM
42	wasn't aware	2/9/2022 11:13 AM
43	robo calls from the district	2/9/2022 11:12 AM
44	school board meeting	2/9/2022 10:49 AM

45	The school	2/9/2022 10:37 AM
46	word of mouth	2/9/2022 9:17 AM
47	never heard of it	2/9/2022 8:53 AM
48	email	2/9/2022 8:42 AM
49	Never heard of them	2/9/2022 8:41 AM
50	Newspaper	2/9/2022 8:36 AM
51	Emsil	2/9/2022 6:57 AM
52	I get emails	2/9/2022 3:29 AM
53	FB group dedicated to dispensing LRSD news & ideas because the communications director is a joke	2/9/2022 12:09 AM
54	My wife works for the district and I am a former teacher in the district	2/8/2022 9:49 PM
55	A friend	2/8/2022 9:46 PM
56	Email sent out to all staff.	2/8/2022 9:35 PM
57	Not sure	2/8/2022 9:08 PM
58	You emailed me	2/8/2022 8:32 PM
59	Call from district	2/8/2022 8:00 PM
60	Text message	2/8/2022 7:54 PM
61	Newspaper	2/8/2022 7:49 PM
62	Present Superintendent announcement on TV	2/8/2022 7:39 PM
63	From a LRSD email	2/8/2022 7:05 PM
64	Staff Member	2/8/2022 6:15 PM

### **APPENDIX E**

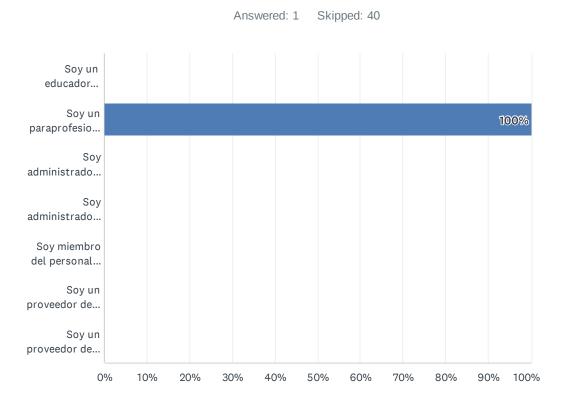
# Community Engagement Online Survey Results (Spanish)

### Q1 Favor de marcar todas las opciones que se relacionen con usted:



ANSWER CHOICES	RESPONSES	
Soy un estudiante en el Distrito escolar de Little Rock.	5%	2
Soy el padre/tutor legal de un estudiante del Distrito escolar de Little Rock.	95%	38
Soy un empleado del Distrito escolar de Little Rock.	0%	0
No soy empleado del Distrito escolar de Little Rock.	10%	4
Vivo en la comunidad del Distrito escolar de Little Rock.	33%	13
Total Respondents: 40		

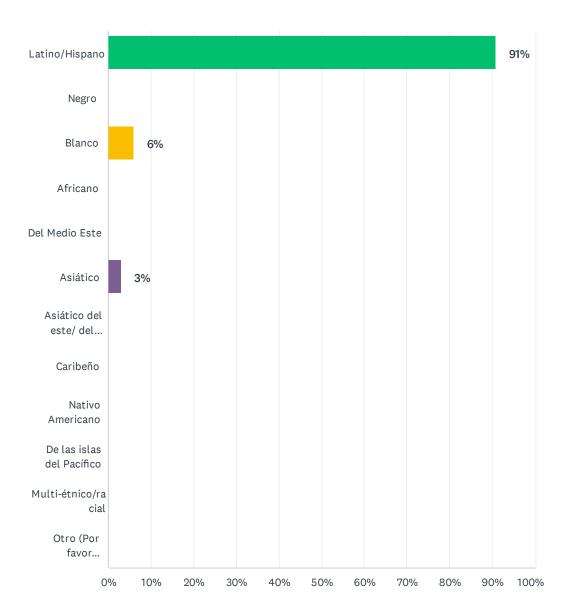
Q2 Si es un empleado del Distrito Escolar de Little Rock, marque cuál de los siguientes se aplica a usted. Si no es un empleado del Distrito Escolar de Little Rock, pase a la siguiente pregunta.



ANSWER CHOICES	RESPON	SES
Soy un educador certificado.	0%	0
Soy un paraprofesional.	100%	1
Soy administrador en una escuela.	0%	0
Soy administrador en el distrito.	0%	0
Soy miembro del personal de apoyo educativo (asistente administrativo, secretaria, etc.)	0%	0
Soy un proveedor de servicios profesionales relacionados (trabajador social, psicólogo, enfermera, etc.)	0%	0
Soy un proveedor de servicios relacionado (conductor de autobús, trabajador de cafetería, trabajador de mantenimiento, etc.)	0%	0
Total Respondents: 1		

## Q3 Por favor, indique cuál de las siguientes identidades étnicas o raciales aplican para usted.( Por favor, elija sólo una opción.)

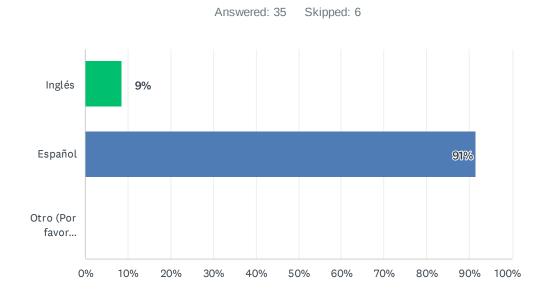




### Encuesta para la búsqueda de una nueva <br/> superintendente del Distrito escolar de Little Rock

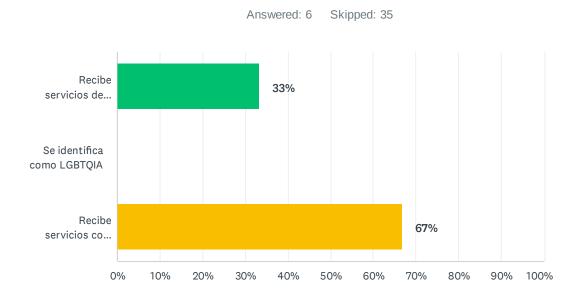
ANSWER (	CHOICES	RESPONSES	
Latino/Hisp	ano	91%	30
Negro		0%	0
Blanco		6%	2
Africano		0%	0
Del Medio E	Este	0%	0
Asiático		3%	1
Asiático de	este/ del sureste	0%	0
Caribeño		0%	0
Nativo Ame	ricano	0%	0
De las islas	del Pacífico	0%	0
Multi-étnico	/racial	0%	0
Otro (Por fa	vor especifique. Respuesta limitada a 30 caracteres.)	0%	0
TOTAL			33
#	OTRO (POR FAVOR ESPECIFIQUE. RESPUESTA LIMITADA A 30 CARACTERES.)  There are no responses.	DATE	

### Q4 Indique el idioma principal que se habla en su hogar. (Elija solo uno).



ANSWER C	HOICES	RESPONSES	
Inglés		9%	3
Español		91%	32
Otro (Por fa	vor especifique. Respuesta limitada a 30 caracteres.)	0%	0
TOTAL			35
#	OTRO (POR FAVOR ESPECIFIQUE. RESPUESTA LIMITADA A 30 CARACTERES.)	DATE	
	There are no responses.		

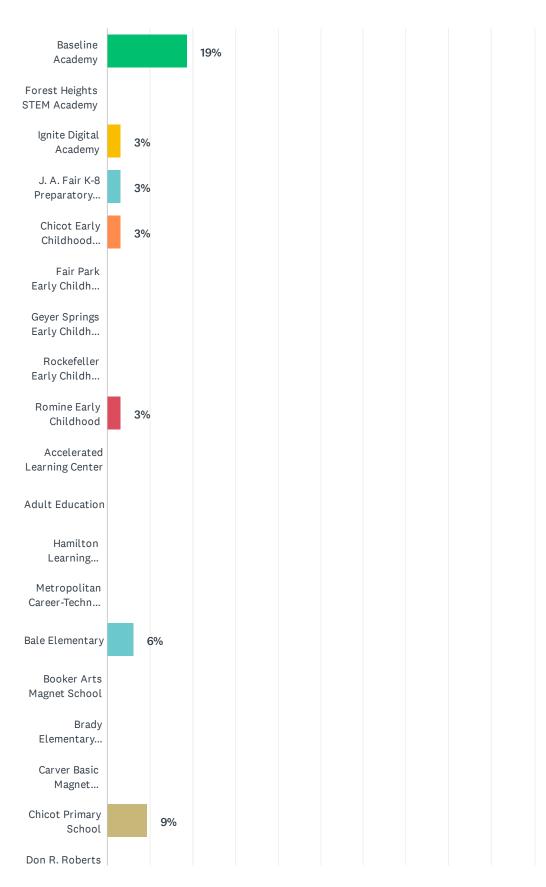
## Q5 Indique si alguno de los siguientes se aplica a usted o a un estudiante del Distrito Escolar de Little Rock bajo su cuidado:

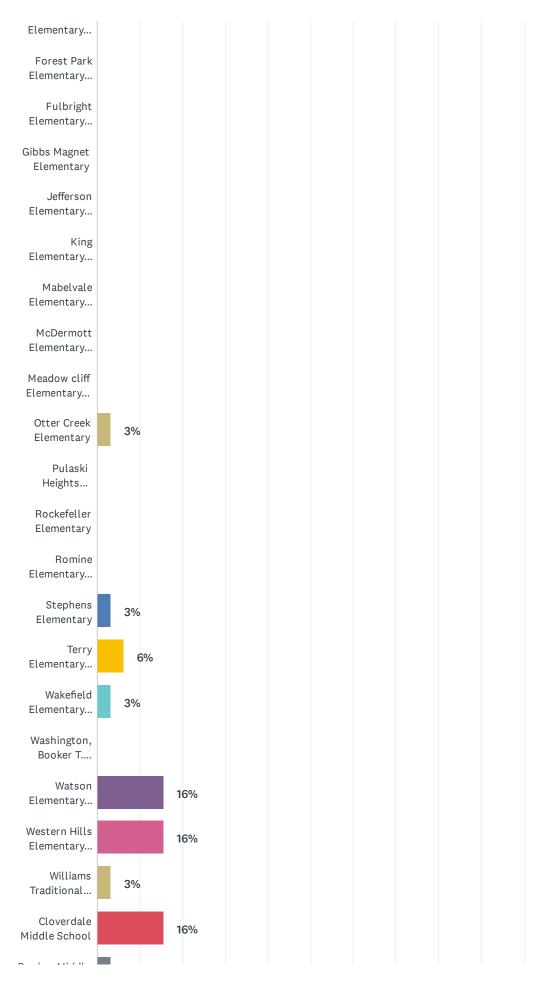


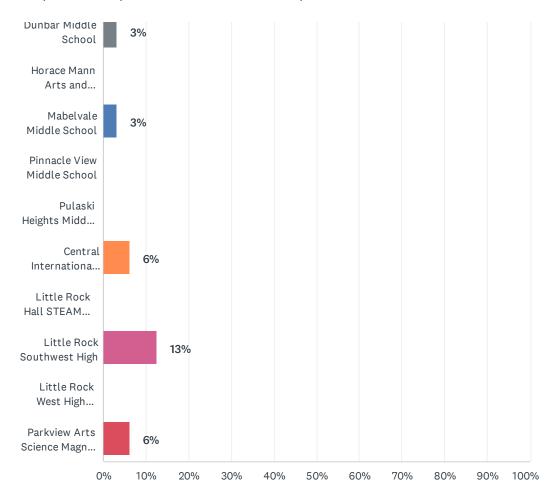
ANSWER CHOICES	RESPONSES	
Recibe servicios de educación especial (IEP or 504)	33%	2
Se identifica como LGBTQIA	0%	0
Recibe servicios como Estudiante aprendiz del inglés (ELL)	67%	4
Total Respondents: 6		

### Q6 ¿A qué escuela(s) asiste(n) su(s) hijo(s)? Puede marcar hasta cuatro.







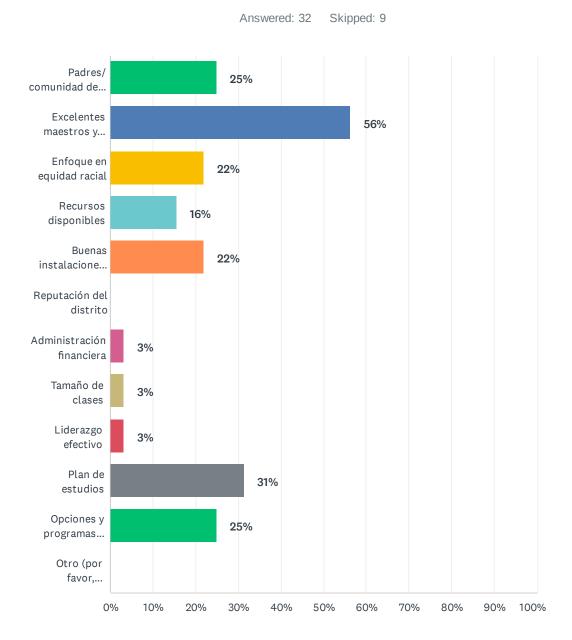


ANSWER CHOICES	RESPONSES	
Baseline Academy	19%	6
Forest Heights STEM Academy	0%	0
Ignite Digital Academy	3%	1
J. A. Fair K-8 Preparatory Academy	3%	1
Chicot Early Childhood Center	3%	1
Fair Park Early Childhood Center	0%	0
Geyer Springs Early Childhood Center	0%	0
Rockefeller Early Childhood Center	0%	0
Romine Early Childhood	3%	1
Accelerated Learning Center	0%	0
Adult Education	0%	0
Hamilton Learning Academy	0%	0
Metropolitan Career-Technical Center	0%	0
Bale Elementary	6%	2
Booker Arts Magnet School	0%	0
Brady Elementary School	0%	0
Carver Basic Magnet Elementary	0%	0
Chicot Primary School	9%	3
	0%	0
Don R. Roberts Elementary School	0%	0
Forest Park Elementary School	0%	0
Fulbright Elementary School	0%	0
Gibbs Magnet Elementary	0%	0
Jefferson Elementary School	0%	0
King Elementary School	0%	0
Mabelvale Elementary School	0%	0
McDermott Elementary School	0%	0
Meadow cliff Elementary School		
Otter Creek Elementary	3%	1
Pulaski Heights Elementary School	0%	0
Rockefeller Elementary	0%	0
Romine Elementary School	0%	0
Stephens Elementary	3%	1

### Encuesta para la búsqueda de una nueva <br/> superintendente del Distrito escolar de Little Rock

Terry Elementary School	6%	2
Wakefield Elementary School	3%	1
Washington, Booker T. Elementary School	0%	0
Watson Elementary School	16%	5
Western Hills Elementary School	16%	5
Williams Traditional Magnet	3%	1
Cloverdale Middle School	16%	5
Dunbar Middle School	3%	1
Horace Mann Arts and Science Magnet Middle School	0%	0
Mabelvale Middle School	3%	1
Pinnacle View Middle School	0%	0
Pulaski Heights Middle School	0%	0
Central International Studies High School	6%	2
Little Rock Hall STEAM Magnet High School	0%	0
Little Rock Southwest High	13%	4
Little Rock West High School of Innovation	0%	0
Parkview Arts Science Magnet High School	6%	2
Total Respondents: 32		

### Q7 Elija del listado a continuación, las tres fortalezas más significativas del Distrito escolar de Little Rock:

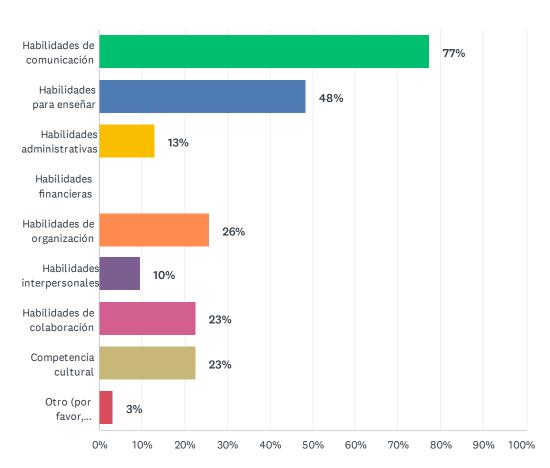


### Encuesta para la búsqueda de una nueva <br/> superintendente del Distrito escolar de Little Rock

ANSWE	R CHOICES	RESPONSES	
Padres/	comunidad de apoyo	25%	8
Excelent	es maestros y personal	56%	18
Enfoque	en equidad racial	22%	7
Recursos	s disponibles	16%	5
Buenas i	instalaciones escolares	22%	7
Reputaci	ón del distrito	0%	0
Administ	ración financiera	3%	1
Tamaño	de clases	3%	1
Liderazg	o efectivo	3%	1
Plan de	estudios	31%	10
Opcione	s y programas educativos	25%	8
Otro (por	favor, especifique - respuesta limitada a 100 caracteres)	0%	0
Total Re	spondents: 32		
#	OTRO (POR FAVOR, ESPECIFIQUE - RESPUESTA LIMITADA A 100 CARACTERES)	DATE	
	There are no responses.		

## Q8 Seleccione de la lista a continuación las tres habilidades de liderazgo más importantes que le gustaría ver en un superintendente:





ANSWER CHOICES	RESPONSES	
Habilidades de comunicación	77%	24
Habilidades para enseñar	48%	15
Habilidades administrativas	13%	4
Habilidades financieras	0%	0
Habilidades de organización	26%	8
Habilidades interpersonales	10%	3
Habilidades de colaboración	23%	7
Competencia cultural	23%	7
Otro (por favor, especifique - respuesta limitada a 100 caracteres)	3%	1
Total Respondents: 31		

**DATE** 

OTRO (POR FAVOR, ESPECIFIQUE - RESPUESTA LIMITADA A 100 CARACTERES)

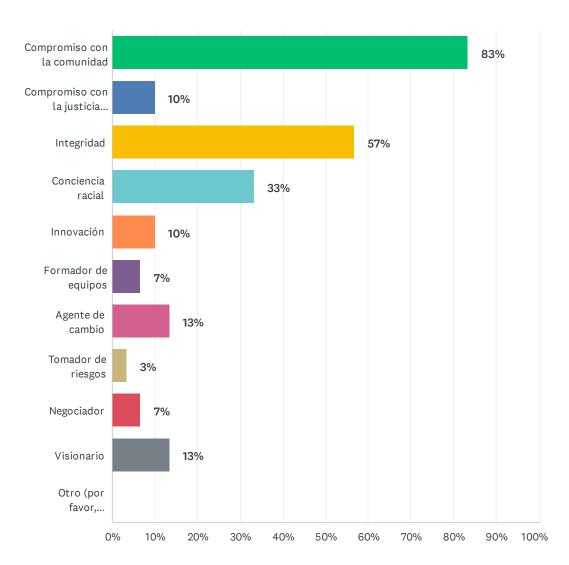
Apoyo a estudiantes que no hablan correctamente el inglés, clases especiales

1

2/15/2022 7:24 AM

## Q9 Elija de la lista a continuación las tres características más importantes que le gustaría que exhibiera un superintendente:





### Encuesta para la búsqueda de una nueva <br/> superintendente del Distrito escolar de Little Rock

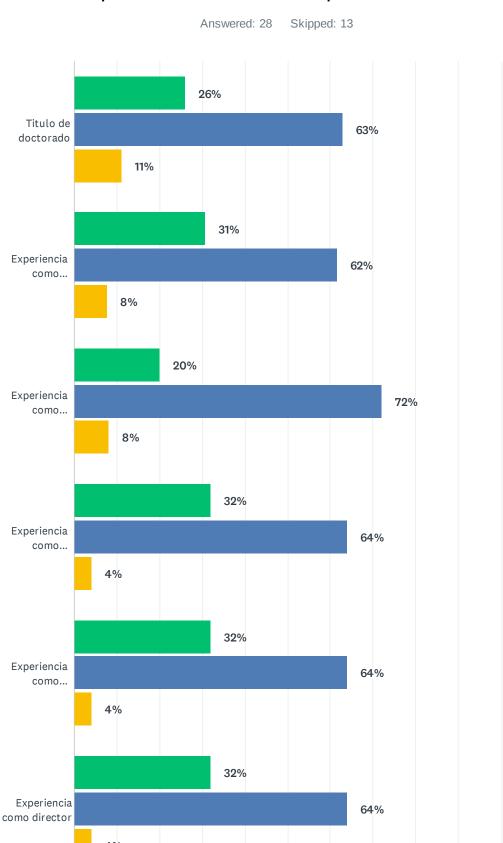
ANSWER C	HOICES	RESPONSES	
Compromiso	con la comunidad	83%	25
Compromiso	con la justicia social	10%	3
Integridad		57%	17
Conciencia i	acial	33%	10
Innovación		10%	3
Formador de	equipos	7%	2
Agente de c	ambio	13%	4
Tomador de	riesgos	3%	1
Negociador		7%	2
Visionario		13%	4
Otro (por fav	or, especifique - respuesta limitada a 100 caracteres)	0%	0
Total Respon	ndents: 30		
щ	OTDO (DOD FAVOR ESPECIFICIES DESPUESTA LIMITADA A 100 CARACTERES)	DATE	
#	OTRO (POR FAVOR, ESPECIFIQUE - RESPUESTA LIMITADA A 100 CARACTERES)	DATE	
	There are no responses.		

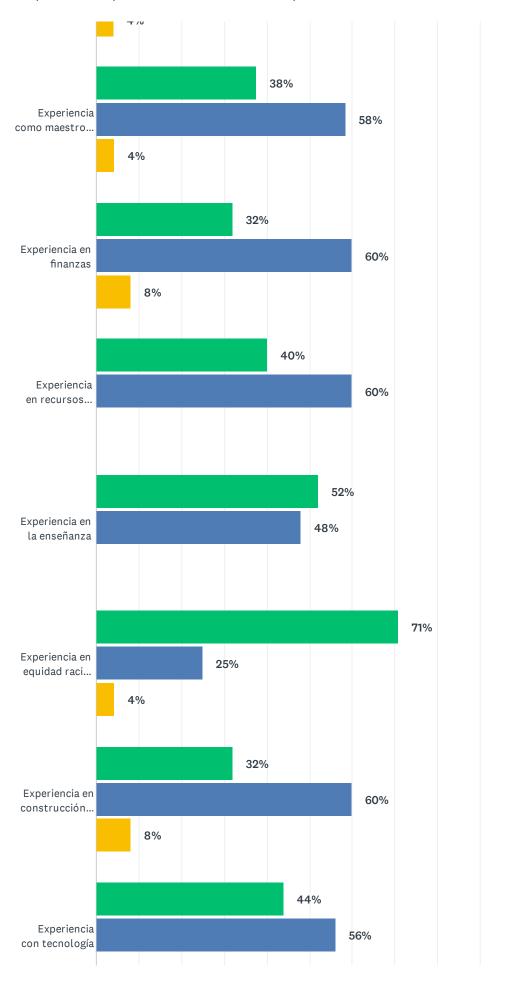
# Q10 Para cada uno de los puntos de abajo, indique si ud. considera o no, que ese punto es extremadamente importante, importante, o no importante en el nuevo superintendente:

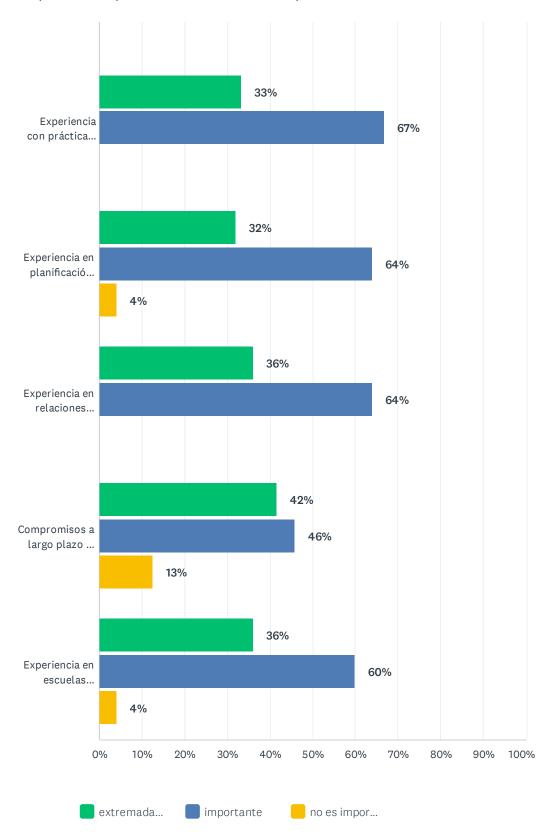
Answered: 28 Skipped: 13

	EXTREMADAMENTE IMPORTANTE	IMPORTANTE	NO ES IMPORTANTE	TOTAL
Titulo de doctorado	26% 7	63% 17	11% 3	27
Experiencia como superintendente con registro de éxito comprobable	31% 8	62% 16	8% 2	26
Experiencia como superintendente en un distrito de tamaño similar	20% 5	72% 18	8% 2	25
Experiencia como Subsuperintendente	32% 8	64% 16	4% 1	25
Experiencia como administrador a nivel de distrito	32% 8	64% 16	4% 1	25
Experiencia como director	32% 8	64% 16	4%	25
Experiencia como maestro de aula	38% 9	58% 14	4%	24
Experiencia en finanzas	32% 8	60% 15	8%	25
Experiencia en recursos humanos	40% 10	60% 15	0%	25
Experiencia en la enseñanza	52% 13	48%	0%	25
Experiencia en equidad racial y en justicia social	71% 17	25%	4%	24
Experiencia en construcción y administración de instalaciones	32% 8	60% 15	8%	25
Experiencia con tecnología	44%	56% 14	0%	25
Experiencia con prácticas restaurativas	33% 8	67% 16	0%	24
Experiencia en planificación estratégica	32%	64% 16	4%	25
Experiencia en relaciones comunitarias	36% 9	64% 16	0%	25
Compromisos a largo plazo con distritos escolares	42% 10	46%	13%	24
Experiencia en escuelas urbanas dentro de una comunidad multicultural	36%	60% 15	4%	25

## Q10 Para cada uno de los puntos de abajo, indique si ud. considera o no, que ese punto es extremadamente importante, importante, o no importante en el nuevo superintendente:

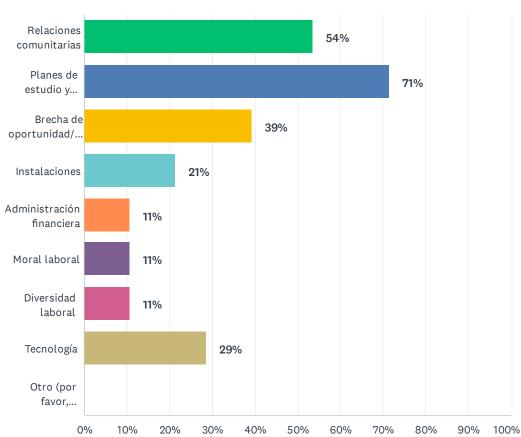






## Q11 ¿Cuáles considera que sean las tres cuestiones o inquietudes más importantes que enfrentará el distrito en los próximos cinco años?





ANSWER CHOICES	RESPONSES	
Relaciones comunitarias	54%	15
Planes de estudio y enseñanza	71%	20
Brecha de oportunidad/ de logro	39%	11
Instalaciones	21%	6
Administración financiera	11%	3
Moral laboral	11%	3
Diversidad laboral	11%	3
Tecnología	29%	8
Otro (por favor, especifique - respuesta limitada a 100 caracteres)	0%	0
Total Respondents: 28		

**DATE** 

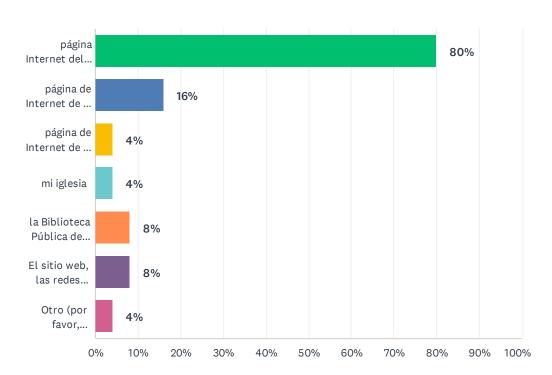
OTRO (POR FAVOR, ESPECIFIQUE - RESPUESTA LIMITADA A 100 CARACTERES)

There are no responses.	

Encuesta para la búsqueda de una nueva <br/> superintendente del Distrito escolar de Little Rock

## Q12 ¿Cómo se enteró de las actividades de participación comunitaria relacionadas con la búsqueda del superintendente?





ANSWER CHOICES	RESPO	NSES
página Internet del Distrito escolar de Little Rock, redes sociales, correo electrónico, u otras comunicaciones	80%	20
página de Internet de una escuela o de una PTA, redes sociales, correo electrónico, u otras comunicaciones	16%	4
página de Internet de una organización comunitaria, redes sociales, correo electrónico, periódico local, u otras comunicaciones	4%	1
mi iglesia	4%	1
la Biblioteca Pública de Little Rock	8%	2
El sitio web, las redes sociales, el correo electrónico u otras comunicaciones de mi representante	8%	2
Otro (por favor, especifique - respuesta limitada a 50 caracteres)	4%	1
Total Respondents: 25		

#	OTRO (POR FAVOR, ESPECIFIQUE - RESPUESTA LIMITADA A 50 CARACTERES)	DATE
1	Por medio de mensaje	2/8/2022 9:10 PM