



**Midland
Public Schools**
Inspiring Excellence



LEADERSHIP PROFILE REPORT

Midland Public Schools
January 29, 2024

SELECTION PROCESS

The Midland Public Schools Board of Education has retained the services of HYA to assist the Board with the hiring of the next superintendent. The consultant will screen applications and recommend candidates to the Board for interviews and further consideration. Any questions regarding the application process, selection process, and/or this Leadership Profile Report should be directed to: Mike Richie at mikerichie@hyasearch.com or Sarena Shivers at sarenashivers@hyasearch.com.

EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) during the months of December of 2023 through January of 2024 for the new superintendent of the Midland Public Schools. The data contained herein was obtained from input the HYA consultants received when they met with individuals and groups in either interviews or focus group settings. The interviews and focus group meetings were structured to gather input to assist the Board in determining the primary characteristics desired in the new superintendent. Additionally, the stakeholder interviews and focus groups collected information regarding the strengths of the organization and some of the challenges that it will be facing in the coming years. It should be emphasized that the data is not a scientific sampling, nor does it necessarily represent the majority opinion of each respective group.

All current School Board members were interviewed by an HYA Associate. In addition, HYA conducted 21 focus groups, including high school students. A total 225 individuals participated in either focus groups, individual interviews or email responses.

The same questions were asked during each interview, focus group, and email response and were as follows:

1. What are the strengths of the Midland Public Schools that the next superintendent can build upon?
2. What are the challenges facing the Midland Public Schools that the next superintendent should be aware of, or you would like to see be addressed?
3. What characteristics or traits are you looking for in your new superintendent?
4. Is there anything else you would like to share with us or that we should know about the Midland Public Schools.

Through the information gathered common themes were generated by the respondents. In this summary report, we will highlight what those common themes were as identified by the following four groups:

- Community
- Board
- Staff
- Students

A survey was also conducted from December 4, 2023 through December 20, 2023. See separate survey summary results. The Midland Public Schools Survey for the Superintendent Search was completed by 1,246 stakeholders. With almost two-thirds of respondents, the largest stakeholder group surveyed were Parents of Students Attending School. Parents of Students Attending School represented 58.6 percent of all respondents. Certified/Licensed Staff made up the second most populous stakeholder group at 15.4 percent of all respondents. The third largest participant group were Students at 12.7 percent of all respondents.

Process

The structure of the individual meetings, forums, and focus groups was open, allowing for participants to build upon each other’s comments. All of those involved in providing input in the selection of the next Midland Public Schools Superintendent were asked to respond to the questions above.

Participation

The total number of individuals participating within an interview/focus group/email responses or completing the online survey was 1,471. The HYA consultants held seven (7) interviews and hosted twenty-one (21) focus groups.

Interviews / Focus Group
Parents/PTO/Booster Club (3 focus groups)
Associate Superintendents
Staff Secondary (6-12)
Staff Elementary
Major Business and Foundation Partners
Support Staff (2 focus groups)
Retired Educators (MEA)
High School Students (2 focus groups)
Administrative Council
Other Businesses/Business Alliance/Governmental Representatives
Union Leadership Team
All Staff Zoom
Non Profits
Higher Ed
Noon Rotary
General Community / Stakeholders
Midland County Educational Service Agency

Description of the District

Midland Public Schools is seeking a superintendent beginning on July 1, 2024. Midland is located 125 miles north of Detroit in the beautiful Great Lakes Bay region, which consists of seven communities: Midland, Birch Run, Bay City, Chesaning, Frankenmuth, Saginaw and Mt. Pleasant. This region provides multiple recreational activities, abundant natural beauty and unique resources. You will also enjoy the walkable riverfront towns where shops and eateries dot the blocks, with cozy stays right near inviting waters. Neighborhoods alive with public art and humming with low-key nightlife, local pours and delicious comfort food. Historic theaters and architecture, pristine art galleries and polished museums. Midland Awaits video: [Midland Awaits](#)

Midland Public Schools encompasses approximately 140 square miles and serves 7,425 students in pre-kindergarten through 12th grade. The District operates 12 schools with an operating budget of \$108 million with a 30% fund balance. The District is uniquely linked to and intertwined with the surrounding community and boasts a strong tradition and expectation of exceptional academics. Midland Public Schools holds a high concentration of STEM-degreed individuals and readily offers business needs for strong-skilled trades. The district is located adjacent to the world headquarters of Dow Chemical as well as large employers, such as MyMichigan Health, Dupont, and Corteva. Midland provides big-city amenities with a small-town feel and is the home to Midland Center for the Arts, Dow Diamond, Dow Gardens/Whiting Forest and the nation's longest canopy walk.

DESIRABLE CHARACTERISTICS OF NEXT SUPERINTENDENT

Many of the discussions pertaining to strengths and challenges for the Midland Public Schools flow into the expectations/characteristics for the next superintendent. Several of the characteristics that are present in the profile for the next superintendent build on the current strengths of the organization in addition to addressing the challenges ahead. The search team will seek a new superintendent who will understand issues facing the district. It will be important for the new superintendent to constantly foster positive energy, and build and improve relationships. The new superintendent must be a good listener, be genuine, be trusted, have integrity, and build relationships that will be the driving force to all of the work in the Midland Public Schools.

The new leader will be one that is balanced and can advocate for the Midland Public Schools in a challenging climate. The person will be able to articulate a systemic communication plan that is transparent, open, and builds trust through respectful and collaborative relationships within the school and across the community. The new superintendent will also need to be a great Board facilitator, have Board governance skills, make difficult decisions and must be able to put things in simple terms when explaining things. The ideal candidate will have educational administrative leadership experience, be a strong instructional leader, and be a people person.

Midland Public Schools Superintendent Desired Candidate Profile

The Midland Public Schools seeks a superintendent who in collaboration with the Board, staff, students and community will focus the district on shared goals and vision. After seeking input from Board members, staff, students, parents and community members via individual and group interviews and focus groups the Midland Public Schools seeks a strong, visionary superintendent who possesses the following characteristics:

A visionary, inspirational leader who:

- Builds strong relationships with all stakeholders and understands the Midland community.
- Builds strong School Board and superintendent relationships with a clear understanding of governance and the development of governance skills.
- Develops and implements a collaborative vision with the Board, community, faculty, staff, students, and administrators.
- Listens to and effectively represents the interests and concerns of students, staff, parents, and administrators.
- Inspires, motivates, supports, and empowers the staff/principals to lead change with transparency.
- Attracts, leads, evaluates, and retains an effective team of administrators and staff.
- Places the students at the center of every decision.
- Collaborates by seeking input prior to making decisions and communicates the rationale behind each decision.
- Fosters an open and safe environment that is focused on student and staff well being.
- Promotes a vision of excellence, innovation, and equity to the students, staff, Board, and community.
- Understands and is skilled in a continuous improvement model.

An exceptional communicator and consensus builder who:

- Communicates regularly, clearly and concisely in a way that engages and values stakeholders.
- Seeks and sustains professional and collaborative relationships with Board Members based upon commonly agreed goals.
- Demonstrates courage in the face of challenges and the ability to navigate complex situations with confidence and empathy.
- Is visible throughout the school building and community and is actively engaged in building and sustaining positive relationships with all students, staff and stakeholders.
- Is able to create a positive and collaborative working relationship with the staff, city, businesses, non-profit organizations and the community.
- Fosters trust and respect among the Board, staff, and community by listening, being decisive and courageous.
- Has the ability to resolve conflict effectively.
- Is open and honest, dedicated, visible and energetic.
- Possesses public relations skills, is technologically literate and collaborative.

An experienced educational leader who:

- Is laser focused on student success.
- Can successfully enhance the district's reputation for excellence in academics, programs, activities, athletics and the arts.
- Understands the importance of using data to skillfully implement the existing strategic plan
- Is confident, decisive, and resilient.
- Is a talented facilitator who can motivate and engage all stakeholders.
- Is fiscally responsible, has knowledge of school finance and aligns budgets, long-range plans and operational procedures with the organization's vision, mission, and goals.
- Effectively plans and manages the long-term financial situation and the demographics of the school district.
- Exhibits integrity and a high level of emotional intelligence.

- Has the ability to work with and develop relationships with all school district employees and the Board, targeted to student success.
- Is accountable and holds others accountable.

A successful candidate will:

- Have exemplary, executive-level, K-12 educational leadership experience.
- Have a track record of authentic leadership.
- Be a team player and in the trenches with staff and lead by example.
- Have an awareness and understanding of Federal, State and local policy.

**Strengths of the Midland Public Schools as identified by the COMMUNITY
Based on the Data Analysis Collected**

1. There are many passionate and involved parents in the school district. Midland is a family focused community that values education.
2. The district does a fine job managing the financial/budgetary aspect of the district and seems to be financially responsible as represented by a large fund balance.
3. Teachers and support staff were mentioned as strengths of the school district, very dedicated and caring.
4. Numerous program opportunities for students to thrive. The quality of instruction is excellent and the district has a great reputation for being of high quality.
5. Well skilled and educated community with a good work base and career/business opportunities.

- District does a good job managing federal funding
- Achievement is strong and above average
- DEI is really improving
- The District does a good job addressing the student needs
- Career/building trade and tech ed/building houses etc.
- People will rise to the need
- Programs of distinction
- District is open to talking to parents
- Great offering for students
- STEAM is strong
- Emphasis on inclusion
- Proactively looking at facilities - integrate well into the neighborhoods
- Willingness to engage in and with the community
- Philanthropic, good use of dollar and seeking out funds
- Staff, administration and community support believe in the mission of the district
- Commitment and desire to do things well
- Seem to have a lot of resources when compared to other districts
- Opportunities for students - academics, clubs, sports, arts and activities
- Good reputation for academics, a lot of push from Dow, STEAM programing, Robotics, high achieving
- Midland School District is an appealing place to work
- Students first
- Healthy budget
- Long history of success
- Strong co-curricular and after school activities
- Inclusion and diversity is honored
- Good special education programming
- Science STEAM programing is strong
- Quality of staff and very passionate

- A lot of engagement with staff
- Staff builds great relationships with students
- Systems work pretty well
- School Resource Officer is a great program (relates to students)
- Good school safety networks in place
- Collaboration is good
- People who care across the district
- Lots of options for the gifted side
- Tradition is strong
- Balanced budget
- Good at finding grants and spending well
- Good Board
- Strong music and theater
- Students are ready and prepared for college but not as ready as they think they are
- Great assistant superintendents

Challenges of the Midland Public Schools as identified by the COMMUNITY Based on the Data Analysis Collected

1. The district needs to do more to help the lower socioeconomic students and students that are at risk. There seems to be a strong focus on the top and bottom 10%. The district needs to look at and do a better job with the other 80%. There are many resources available but somewhat of a gap on how they reach the right kids. There are programs and assistance available across the community but the district can be difficult to work with in certain areas, this was echoed with the non-profit focus group.
 - Make access easier for nonprofits - why is it so difficult in the district to use the non profit resources that are available?
 - The nonprofit organizations would like a regular round table discussion with the future administrators of the District - they are begging for this.
 - Seems to be a big disconnect between district and nonprofits.
2. How do you handle the aging buildings? Biggest challenge will be facilities, demographics, and growth patterns.
3. Teacher recruitment and retention. The district needs a plan/vision and some innovative ideas on how to retain its quality personnel/staffing.
4. How do we rebound from what we have done during COVID? This ranges from the mental health and wellbeing issues facing students and staff. In addition to the loss of learning. How is the district measuring this and what are they doing about it?
5. The community groups feel that the communication and transparency is improving but it still has a ways to go. The district needs to do a better job in letting the community know what is going on, and should not have to request through open records.
 - Financial stability
 - Very good at spending money but not good at prioritizing
 - Always want the best for athletics - Grand Blanc style stadium
 - Shifting enrollment across district
 - Need better facilities - does not just mean new facilities updating older facilities
 - Need to do a better job with leveraging everything we have
 - Some inequities across district
 - Need to do a better job working with post secondary institutions
 - Opportunities need to be open to all students
 - College counseling needs to improve
 - Need to bring more parents in - many parent don't know what is out there to help their kids
 - Need to be engaged with the business leaders

- Been maintaining - need someone with that big vision - could be the best in the state
- Focus on achievement and upgrading facilities not a football field
- Lily-white Republican male dominated community
- Mental health is a big issue
- DEI - district must do a better job
- Things need to be fair
- Teachers need updated technology
- How does the school up its game
- Focus on student placement
- We need to make sure kids are fed
- Need to take care of kids after school
- Polarization of politics
- Board will need to be supportive of superintendent
- Flow dollars will be a challenge
- Take greater care of teachers and students
- Ability for school districts to collaborate across the county
- Midland seems to be very affluent - schools are not structured to help kids who are not affluent or they do struggle in this area
- Disconnect and trust with different levels of the district
- If we can get to the right decision maker things can happen - it's a challenge in Midland (non-profit comment)
- Sometimes work in silos - or standoffish
- Special education is a challenge as is 504 plan
- Getting special programs from non-profits can be a challenge - teachers are excited to move forward but things can get hung up at the admin level
- Great ideas that they can provide teachers and principals are exciting but then it gets blocked by bureaucracy of the district office
- Cut things off that have been going on in the district for a long time
- Who is allowed to come into schools and who is not - its confusing and needs to be consistent
- District hears a lot from the community
- The climate of the world today is a challenge, it makes it very difficult for school districts
- CTE and workforce programming is not touted in the district, the new superintendent needs to lead the charge on this, this needs to be reimaged - culture in nature in Midland
- DEI - there seems to be some pitfalls, this could be tricky for the new superintendent, district does not walk the walk when it comes to DEI
- Financial landscape will be a challenge
- Enhance communication on strategic vision and long term planning
- Declining enrollment
- No school in Midland that ranks in the top 20 in the state, how does the new superintendent improve in the ranking
- Facilities are a big issue
- Affordable housing is tough to find
- Phones can be an issue along with cyber bullying
- More help or volunteers for teachers
- Lack of counselors
- Need to make up for lost COVID years especially in the area of what career they want to pursue versus just jumping into college
- Need to take advantage of Delta College and what it can offer students, first class institution
- Need to figure out early pathways
- Need to see more of 3P learning

- Improve on early childhood care/learning
- Seem that admin and teachers are not on the same page and there is some disconnect
- Good intention with diversity but can do better
- Literacy needs to be addressed
- Nationwide Michigan is not doing that well
- Lack of respect and discipline of students can be an issue
- Invest more in the social/emotional well being of the students
- District needs to build on soft skills
- The trade programs need to be promoted and not looked down upon
- Kids should be taught how to think not what to think
- Have to teach students how to read, handbook about Dyslexia needs to be understood by the superintendent
- Tutoring needs to be happening at the school with the non-English speaking students
- Vulnerability
- Put down roots and engagement
- Awareness not a big ego
- Have to opt out to not have them be involved
- Students carry a lot of anxiety because of exams and tests
- Not a lot of joy and passion about learning but how many points did you get
- Communication needs to continue like it is now, communication in the past was bad
- Like to see more restorative practice
- Support staff pay is low
- More investment in supporting kids, proactive support rather than reactive support
- DEI - racial and LGBT, still lots of work needed in this area
- ESA and district needs better communication, divide between the ESA and Midland Public Schools
- District needs to realize parents are not home all day to shuttle kids from one area of the district to another or get them home after 7th hour, need to find a solution
- Feels like everything at school is a competition
- Need to up game on inclusion with opportunities
- More focus on the gifted and need to look at other students
- More opportunities for the above average income family students
- Inclusion needs to be a number one priority

Desired Characteristics of the Next Midland Public Schools Superintendent as identified by the <u>COMMUNITY</u>		
Curiosity	Open to compromise	Personable - knows students and staff
Compassionate	Support the staff	Know special education law - advocacy
Authentic inclusiveness	Honor diversity	Innovative to looking at new ideas
Experience with mental health	Thick skin - resiliency	Must lead not manage - must have a vision
Takes action where needed	Servant leader	Programming/Communication/Money/the People
Somebody good to work with	Approachability	Being prepared for a crisis before it happens
Pathways for Higher Ed	Strong vision	Can be a nontraditional candidate
Forward thinking	Being present	Good communication skills / Proactive communicator

Desired Characteristics of the Next Midland Public Schools Superintendent as identified by the <u>COMMUNITY</u>		
Being in touch	Lead by example	Must care about teachers and staff
Welcoming	Relationship builder	Needs to be on the level of Midland
Must be fearless	Forward thinker	Deals with mental health of students and staff
People person	Attitude of caring	Understands research based practices
Engaged with Business Leaders	Understands literacy	Hold staff and administrators accountable
Recognize that music and the arts are a critical part of the curriculum		
Look for new ways to do things within the systems		
Versed in DEI - needs to include diversity of abilities not just race		
Look at marginalized students and make sure they get equitable resources		
Balance between soft skills and hard skills, not just about cutting costs, people need to be appreciated		
Expectation of Midland is that the Superintendent will be involved in the community and civic groups		
Be good at working with a diverse group of stakeholders		
Backbone to manage the Board and cannot be a pushover		
Collaborative approach - including working with other school districts in the county		
Be able to handle conflictual situations with Board, community and staff		
Open, receptive, respond after reflecting and listening		
Welcomes feedback from teachers and parents		
Change things when they need to be changed		
District can improve on working with tricky kids - not the typical student		

**Strengths of the Midland Public Schools as identified by the BOARD
Based on the Data Analysis Collected**

1. Strong community support.
2. Expectations are high, great partnerships with the city/county.
3. A good first step in hiring a director of DEI, we must push the envelope and develop some real goals and changes around DEI area of concentration. Establish groundwork for equitable education.
4. Midland Public Schools has a phenomenal teaching staff and core people, exceptionally talented students in the area of arts, athletics and academics.

5. Community is dedicated to the success of the schools, donations and gifting is high in the community. Community full of assets and organizations engaged in education, support, tutoring, literacy, and other programs.
 - Great family town and place to raise kids
 - Greatest school district and city
 - No K-12 school to really compete with, default district in community
 - Financially strong
 - Build upon teacher training and build upon teacher growth
 - Building upon literacy and admin/staff relationships strengthened (lack of trust)?
 - Educational excellence and continue to grow it and close the gap
 - Continue to drive lower performing students up
 - No feeling or perception that kids are being left behind
 - Great resources available to them
 - District fiscally in a good place and wants to stay in this realm
 - A lot of work to build community and team culture and important for education to feel they are being listened to and supported
 - Making sure that they continue to endorse and enhance would be the job of the new superintendent
 - No overhaul to take to another level

**Challenges of the Midland Public Schools as identified by the BOARD
Based on the Data Analysis Collected**

1. Meeting the expectations of the community, compared itself to Ann Arbor, Okemos, Birmingham, etc. The community expects a lot out of the school district and sets the bar very high. Expects nothing but the best.
2. Aging infrastructure is a huge issue and concern. The district will definitely need to pass a bond/referendum, the question is when. Many older and outdated buildings across the district that need attention/renovations. A facilities study will be an important task and is a must. The new superintendent will need to have experience or be ready to get into this process if he/she has never done it before.
3. The two high schools are not operating at the same level. There are performance differences at the two high schools. This will need to be a high priority for the new superintendent. School of choice, etc. impacts this.
4. Declining enrollment across the district is a concern.
5. Midland can be a tough place for someone from the outside to fit in. Once you are trusted and show you are committed to the district/city you are welcomed.
 - Making sure that new person is keyed-in to listening to educators and background on how to do that in a community, power/with vs power/over mindset
 - Will have to manage a large budget
 - Developing and growing newness in the community
 - Will need to work well with work groups (unions)
 - SEL and individualized attention and varying needs of our students, a leader who finds that as a priority

Desired Characteristics of the Next Midland Public Schools Superintendent as identified by the BOARD

Educator in chief	Good and effective communicator	Someone strong in teaching and learning
Open-minded	Someone who is approachable	Less likely to support non-traditional candidates
Creative / innovative	Someone who is hardworking	Good leadership qualities and abilities
Impeccable integrity	Expanding his/her mental bounds	Someone we can trust, no need to double check
Interested in learning	Admit if something does not go well	Someone willing to be in the buildings/community
Trustworthy	Recognize weakness and mistakes	Launching pad 10-15 run as a superintendent
Transparent	Team approach is important	Experience at all levels of public education
Financial background	Top notch / experienced	Alternative candidate is an option
Longevity is important-long term commitment of 5-10 years		
Track record of success with a bond (passing) and driving innovation		
Someone who cares about kids and not just CEO of district		
Continue to have effective communication with community and Board effectively		
Hoping next superintendent will stay 5 to 8 years and 10 would be wonderful		
Expanding their own boundaries, and then helping the district do the same		
Someone who works for the Board and in concert with the Board		
CEO type person but not above being in the classroom and visible in the public		
Lends itself to someone with more time in front of them, someone who wants to make their mark		
Needs to be keyed into how to work with businesses/foundations and use it to the best advantage of the students, even more partnership opportunities exist		
Should be an educator and really knows how to engage students in a growth mentality, bring teacher and community along and really to try new and different strategies and tactics to grow all students (not just top or bottom)		

Strengths of the Midland Public Schools as identified by the STAFF Based on the Data Analysis Collected

1. The staff repeatedly stated that the Midland Public Schools has a strong reputation of good programming across the district. Midland has a great reputation and families move to the district for the schools.
2. There is a good professional working relationship between the administration and the union.
3. Diversity, Equity and Inclusion (DEI) is moving in the right direction but has a ways to go. It is important to keep this focus and make positive strides. The district/community needs to **Walk the Talk** when it comes to DEI. It's not good enough to only have it on paper, must see action. Would be nice to have a more diverse staff.
4. Powerful people throughout the community is a strength because of the high expectations and support (intellectual base), this is one of the factors that contributes to making Midland very successful. Lots of opportunities for the district to work with businesses and form business partnerships. There are great local foundations and resources available within the district.
5. Pre-primary building is a strength. Staff feels that this is working very well and it will be important to keep the youngest students in the district in a pre-primary setting/grade structure).
 - Great community support
 - Strong technology
 - Communication is much better
 - Administration is visible
 - Staff wants to see the superintendent in the buildings (the current interim superintendent is doing a good job being visible within the buildings - this comment refers to the former superintendent and was mentioned in multiple focus groups)
 - Salary seems to be in the ballpark
 - Great tech ed program
 - Lots of co-curricular opportunities
 - MI Dept Ed recognized as leader in mental health of students and staff
 - 30% fund balance
 - Admin team works well together and concerned about the social and emotional well being of student and staff
 - Lots of supports for students
 - Received grants and foundations from community
 - Lots of community school partnerships
 - Provide great amount of choice as it pertains to academic programming
 - Staff is very caring
 - Educated community because of the business presence
 - High expectations and value in academics
 - Curriculum is same across district
 - Quality teachers
 - Substantial resources in district
 - The arts are strong across the district

Challenges of the Midland Public Schools as identified by the **STAFF** Based on the Data Analysis Collected

1. Facility issues and space issues are a big concern and probably the biggest challenge facing the district. This was mentioned by all groups: Board, staff, students and community. The new superintendent will need to eventually pass a bond/referendum.
2. Currently and over the past few years there has been an abundance of federal (ESSER/COVID) money. The district was able to accomplish many things with this money. Currently there is a very healthy fund balance in the district. However, this federal money will go away after September 30, 2024. The new superintendent will need to be fiscally responsible as the loss of this federal funding will have a huge negative impact on funding across the district.
3. Communication to teachers/staff is not the best. This is improving but can still be better. It is important to have consistent communication across the buildings/district.
4. Paraprofessionals are not paid well and this is a big issue. The lower pay for paraprofessionals and other support staff is causing a support staff shortage across the district. The new superintendent will need to be creative with this and must focus on staff retention and recruitment.
5. The staff is concerned with the introduction of new initiatives. It was mentioned in a focus group that there were 26 new initiatives since 2016. The staff feels pulled in many directions and the expectation is that these new initiatives will be driven by teachers for the most part without additional compensation or very little compensation. There are so many initiatives, it is very difficult to do them well.
 - Replacing the good staff when they retire
 - Navigate the union bargaining
 - Teachers are not often heard
 - Special education program is a hot mess - 5 directors in 10 years
 - Lots of expectations for teachers
 - Elementary teachers will miss prep if there is no sub for music, art, Phys ed etc.
 - Transfer requests are not often granted, with no explanation
 - Staffing seems to be secretive
 - Need smaller class sizes
 - Space is an issue
 - Tough getting special ed staff - para's - no letter of agreement for going above pay for staff
 - More students struggling than ever before, tough on staff
 - Facilities issue, schools and athletic facilities
 - Safety is a concern in some buildings
 - Admin have been asked to become safety experts
 - Cyber security is a concern
 - Will need to look at redistricting, enrollment
 - Some mistrust within the district, need to build trust this stems from past leadership and past practices
 - Some disparity with buildings/departments and administrative staff
 - Some strengths tend to be on a decline
 - Mental health is a big issue
 - Need more counselors back in the district

- Teachers have been expected to take on a lot of responsibilities
- Short staffed
- Disengagement between district office and buildings
- Powerful people are a weakness because it can intimidate the superintendent/administrators. Need the powerbase support but at what expense? Political influence?
- Teachers can feel isolated - need support

Desired Characteristics of the Next Midland Public Schools Superintendent as identified by the STAFF

Face of the district	Values communication	Willing to work with admin team
Good with people	Understands trust	Honor different needs to other buildings
Visible - out and about	Transparent - open to feedback	Find stability with the other administrators
Experience in a larger district	Teaching/classroom experience	Engage more with the younger students
Stand behind the teachers	Not just lip service - actions	Have town hall meetings with staff
Open door policy	Leadership qualities	Keep focus of pre-primary centers
Open minded	Student centered	Loyalty and authentic commitment to the district
Fiscally responsible	Morale booster	Understands mental health of students and staff
Approachable	Must be personable	Understands good instructional leadership
Values staff	Knows the names of staff	Works well with Board members
Collaborator	Present beyond photo opts	Passion verses ego - good will
Good listener	Forms partnerships/work together	Make sure everyone has the same goal
Someone that will stay for a longer period of time not just a few years		
Someone that can navigate through relationships		
Middle of the road personality - not to rule with an iron fist but not give away the farm		
Be a big mistake to hire someone just to pad their retirement		
Someone not running from a district but running to our district		
Good communicator - need to be willing to learn and grow		

Strengths of the Midland Public Schools as identified by the HIGH SCHOOL STUDENTS Based on the Data Analysis Collected

1. Midland Public Schools offers a wide range of challenging academic courses, prepares students well and has a strong curriculum.
 - Dual enrollment and lots of career opportunities
 - Provide students what they need
 - Education is highly valued
 - Good CTE program
 - AP and IB courses
2. The school does a good job with school involvement and leadership opportunities for students. There are also lots of options for community involvement for all ages.
3. Midland Public Schools has good teachers and they really care about students. The teachers do a good job pushing studies to excel and have high expectations for students and student learning.
4. Students feel safe at school and there is good security.
5. Good thing sending out communication every Monday.
 - Offer good field trips
 - Good relations between schools
 - Able to provide feedback
 - Everyone is included
 - Good sports program
 - Science department at Midland High is really good
 - Younger students feel supported by older students
 - Strong sense of community
 - Strong arts and athletics
 - Good social and emotional learning in place
 - Lots of involvement with colleges and school to work
 - Clean

Challenges of the Midland Public Schools as identified by the HIGH SCHOOL STUDENTS Based on the Data Analysis Collected

1. Students are not encouraged to take classes at the other high school. Students would like more of an opportunity to take classes between the two high schools if the need is there.
2. Diversity needs to not just be a word being used but valued. There is a need for more diversity amongst the staff. Students expressed the urgent need to stop the racist comments by a few staff members. Better control in controlling racism.
3. Students cannot see their class ranking which makes it difficult for scholarships, this is a big concern with the students.
4. There seems to be a shortage of school counselors across the district, not just at the high school. This comment was mentioned in numerous focus groups. Students expressed the concern that the counselors are not available many times. Students would like to see more counseling services and resources available. According to the students, the counselors are hard to reach and it takes them a long time to respond. Students don't get told of what opportunities are available, students need to search for them themselves.
5. Students would like to see a better way for them to give feedback to the district. Students want their voices heard, and need to listen to students. The students also feel change is slow and they want to be aware of what changes are coming. The students would like to see better communication between students and administration.

- More hands on opportunities for learning or styles of learning
- More support for DEI and other program such as dual enrollment
- More AP classes
- Don't have any sports or parking fee
- Don't mix courses together AP / IP
- Provide more tutoring
- Need to create safe spaces for everyone
- More training for teachers
- Provide more resources for families with a lower income level
- Need more academic co-curriculars and support it with funding
- More resources for college prep
- Help students understand the role of the different administrators and what they do
- More information on what is going on across the district
- Add more jobs for staff rather than increase current staff workload
- Increase the number of arts and clubs in the middle school so it doesn't phase out
- Students can be sheltered from what is going on, potential threats
- More higher level STEAM courses
- Should not be required to take 6 classes if not needed
- Building conditions/codes need to be upgraded
- Good sports but club gymnastics should count for a PE class
- Support mental health better and not just because they have to
- In MS limited hall passes, better at the HS
- Quality of bathrooms and water fountains need to be improved
- More emphasis on AP like IB classes
- A few teachers are not good and need to be held accountable
- Too many website restrictions
- Focus too much on STEAM, need to improve on English classes
- Incorporate different learning styles
- Want to see the superintendent in the schools
- Lack of transparency and follow through
- Student bullying and threats by students can be an issue
- Students don't get to evaluate teachers or give any feedback
- Students want to give a reviews/feedback on how teachers perform
- Should do random drug testing for teachers
- Stress culture is a big thing in the school - need an avenue to decrease stress
- Designated block of time to get college application completed

Desired Characteristics of the Next Midland Public Schools Superintendent as identified by the <u>STUDENTS</u>		
Ambitious	Attentive and interact with students	Better communication across the district
Self-driven	Cares about student safety	Give students full first amendment rights
Experienced	Treat all equally	Don't let person's bias interfere with your work

Desired Characteristics of the Next Midland Public Schools Superintendent as identified by the <u>STUDENTS</u>		
Listen to students	Not afraid to make changes	Go to all kinds of events not just football
Open to new ideas	Respectful of student opinions	Understand that all change is not good
Be present	Must interact with students	Be connected to staff and administrators
Put kids first	Someone student can get to know	Take risk to better the students and staff
Generous	Advocate for staff	Take care of staff mental health needs
Keep an open mind	Make quicker decisions	Make students more inspired to learn
Flexible	Open to change	Pay attention to issues, don't just brush aside
Own up to mistakes	Values student options	Volunteer time and give back to the community
Transparent	Equipped to handle emergency and crisis situations	
Someone who takes student feedback and listens to the students		
Supportive and appreciative of the arts as much as sports		
Takes initiatives and ask questions about the day to day life at school		
Provide feedback and provide more resources for teachers		
Care about mental and physical health and well being of students		
Accommodate minority students and the needs of minority status		
Would be nice if the superintendent had his/her own kids in schools in the district		
Level headed person and keep emotions and personal life out of making decisions		
Students want to know what the superintendent looks like, not just on Twitter		
More involved with student, check in and ask students questions		
Someone that understand parent schedules, Chrome pick up middle of the day on a Tuesday is not good		
Flexible and someone that can adapt to the needs of the students and teachers		
Someone kids can feel comfortable sending an email to		
Consider all perceptions of teachers, parents and students		



