



LEADERSHIP PROFILE REPORT



HUDSON
CITY SCHOOL DISTRICT

Hudson City School District
Superintendent Search
June 6, 2023

EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) in May 2023 for the new superintendent of the Hudson City School District in Hudson, NY. The data contained herein were obtained from input the HYA consultants received when they met with individuals and groups in either individual 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 District and some of the challenges that it will be facing in the coming years.

Participation

The numbers of participants, by stakeholder group, are listed below:

Group	Personal interviews or focus groups
Board	7
Administrators	5
Principals/APs/Director	5
Central office staff	5
Teachers	16
Teacher Union Leadership	6
Support Staff (School Aides, Clerical union group 1 & 2, Teaching Assistant, Food service)	14
Custodial Union	2
Students	9
Community/Parents	25
Total	84

A draft of the desired characteristics is provided under a separate cover and is meant to be a stand-alone complementary piece to the Leadership Profile Report.

It should be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the respective groups to which they are attributed. Items are included if, in the consultants' judgment, they warranted the Board's attention.

STRENGTHS OF THE DISTRICT

Among the most frequent strengths of the district that are perceived and discussed by focus group participants and during interviews, is the close-knit community in which diversity is valued. The community includes many families with generations of members who choose to remain in Hudson because of the strong sense of tradition and the quaint feeling of the city. The proximity of Hudson to Albany and New York City allows for easy access to a region full of opportunities for employment and cultural activities. Additionally, the beautiful landscape of the area and the varied outdoor activities and scenic views draw people to Hudson.

There is a strong sense of pride in the district by the community, students and staff. There are dedicated and caring staff members, many of whom live in town and/or grew up in Hudson. Additionally, there are community groups that partner with the school district to help students that need support during and outside of the school day.

Despite the challenges presented in the following section, the Hudson City School District has significant foundational pillars on which to continually improve. These include Board of Education members who are committed to providing positive change to the district, devoted staff, robust programs for students in athletics/extracurricular activities, and a supportive community. It was evident in the interviews and focus groups that the stakeholders have an overall desire for an innovative, transparent, and committed superintendent who will earn the trust of all in Hudson and be committed to embracing the diverse population and making sure all students feel safe and are successful.

CHALLENGES AND ISSUES FACING THE DISTRICT

As expressed in focus group discussions, there exists common concern for the schools to meet the needs of an increasingly diverse student population, address low staff morale, and support student achievement as well as students' social emotional needs. Ensuring that all students have the opportunity to thrive is a priority on which the superintendent will be expected to unify school and community resources to achieve. In addition, the need to improve student attendance and behavior are areas that need attention. Focusing on vulnerable populations

while working to enhance the overall academic performance of all students are ongoing challenges on which the superintendent will be expected to demonstrate leadership.

The lack of stability in leadership positions makes sustained improvement efforts difficult to manage and negatively impacts staff morale. Although the Board of Education is working diligently to address the challenges of the past, they collectively wish to bring the district out of this difficult time by working collaboratively with an innovative, trustworthy, experienced, objective, transparent, visible, and respectful superintendent.

Transparent communications, the ability to balance competing interests, and demonstrating unwavering commitment to the students will be areas on which the superintendent will need to focus. Finding common ground between individuals and groups while keeping the focus on moving the district forward for the students are challenges that the superintendent will face.

While the strong traditions of the district and community are considered a strength, it is a challenge to balance them with the need to modernize the schools and innovate the curriculum. Internal stakeholders describe a power structure in which the decisions were made without seeking input from staff. The superintendent will be tasked with building a healthy climate for teaching and learning through collaborative relationships with the professional and non-certificated staff. Innovative ideas and a fresh perspective are needed to improve staff morale and enhance student achievement. The need to earn the trust of those with whom they work is an immediate challenge that the superintendent will face.

Improving the general academic performance of the students is a concern expressed by stakeholders during focus group sessions. Collaborating with the staff and Board to define and measure student success and working to ensure that everyone has the support necessary to excel will be priorities for the superintendent. Providing innovative ideas and motivating the staff to provide quality programming to achieve measurable results of student performance will be crucial to the success of the superintendent.

Additionally, to address issues of bullying and lack of mental health support, the superintendent should have a strong commitment to creating a safe environment where children can thrive, socially and academically.

CONCLUSION

HYA and the Board intend to meet the challenge of finding an individual who possesses most of the skills and character traits required to meet the needs of the district. The search team will seek a new superintendent who can work with the Hudson CSD Board to provide the leadership needed to continue to raise academic standards and student performance, while meeting the unique needs of its schools and community.

The search team would like to thank all the participants who attended interviews or focus groups meetings as well as the Hudson CSD staff members who assisted with our meetings, particularly **Cheryl Rabinowitz** who organized the search team's time in the district.