



## Exclusionary Criteria Summary

### Top Five Exclusionary Criteria

These are broadly defined categories. The five most frequently mentioned, by percentage, make up more than 66% of responses.

Exclusion	Percentage	Example Comments
Insufficient Educator Experience	17.92%	must have been in a classroom; has teaching experience; has experience in the classroom; working knowledge of teaching; been a teacher; has teacher experience; must have teaching experience; teaching experience; recent classroom experience; an educator; classroom experience; is an educator; educational experience
Insufficient Urban Experience	17.92%	urban experience; experience in urban education; must have urban experience; experience in urban district; must have urban experience; has worked in urban districts; has worked with urban communities; has urban experience; needs experience in urban setting; someone who has been an urban educator
Not Local	13.21%	live in Des Moines; will live in Des Moines; live in DMPS; born in Des Moines; left DMPS and coming back; lives in DMPS; graduate of DMPS
Insufficient Leadership Experience	9.43%	have experience as a superintendent; candidate needs supt experience; superintendent experience; has administrative experience; must have educational leadership experience
Unlawful	7.55%	no bad criminal background; doesn't use drugs or bully people; no history of aggressive behaviors; no criminal activity; no criminal record; able to pass a drug test

### Top Five Sub-Exclusionary Criteria

These are narrowly defined categories. The five most frequently mentioned, by percentage, make up more than 48% of responses.

Sub-Exclusion	Percentage	Example Comments
No Urban Experience	10.38%	urban experience; experience in urban education; must have urban experience experience; in urban district; must have urban experience; has worked in urban districts; has worked with urban communities; has urban experience; needs experience in urban setting; someone who has been an urban educator
No Teaching Experience	8.49%	must have been in a classroom; has teaching experience; has experience in the classroom; working knowledge of teaching; been a teacher; has teacher experience; must have teaching experience; teaching experience; recent classroom experience; an educator; classroom experience; is an educator; educational experience
No Diverse District Experience	6.60%	experience in diverse districts; no experience in diverse districts; can't only be from homogenous communities; must have leadership experience with diverse students; large, diverse community experience
Does Not Live In DMPS	6.60%	live in Des Moines; will live in Des Moines; live in DMPS; born in Des Moines; lives in DMPS; graduate of DMPS
No Urban District Experience	5.66%	urban experience; experience in urban education; must have urban experience experience; in urban district; must have urban experience; has worked in urban districts; has worked with urban communities; has urban experience; needs experience in urban setting; someone who has been an urban educator
No DMPS Experience	5.66%	left DMPS and coming back; taught in DMPS; former DMPS teacher; someone with experience in the district
Criminal History	4.72%	no bad criminal background; no history of aggressive behaviors; no criminal activity; no criminal record

# Ideal Trait Summary

## Top Five Ideal Traits

These are broadly defined categories. The five most frequently mentioned, by percentage, make up more than 57% of responses.

Trait	Percentage	Example Comments
Leadership	18.14%	not a people pleaser; willing to lead change; brings opportunities; leader into action; be firm with decision making; has the character to make decisions; confidently makes decisions; gets things done; has a backbone
Experienced	12.06%	has experience with diverse districts; must have educational leadership experience; must have leadership experience with diverse students; track record of streamlined processes; candidate needs superintendent experience; must have teaching experience; has worked with urban communities; understands legal challenges of foster students
Character	10.68%	Reliable; doesn't look down on students; treats staff with respect; open to criticism; isn't self centered; honest; willing to admit when wrong; fair; not vindictive; stands up for what they believe in; brave; courageous; responsible; accountable; holds administrators accountable
DEI	9.30%	Promotes cultural awareness; promotes diverse hiring; embraces diversity; celebrates diverse populations; culturally competent; practices diversity and equity; understand equity; believes in equity, not just equality; equity centered; inclusive of all groups; creates a welcoming environment; connects with different ethnic communities
Advocate	7.0%	Recognizes value of operational employees; will make sure staff gets needed resources; will empower the staff to put systems in place; makes sure staff gets support; advocate on behalf of students; make sure the schools care for the children; believes in the possibility of our kids; ability to lift up at-risk students; will treat teachers well; sees correlation between teacher treatment and student treatment; acknowledges teacher impact on students; values educators

## Top Five Ideal Sub-Traits

These are narrowly defined categories. The five most frequently mentioned, by percentage, make up more than 26% of responses.

Sub-Trait	Percentage	Example Comments
Being Present	5.05%	boots on the ground; present in the community; visible in the community; will be involved in the community; visible in classrooms; knows what a day in the life of students looks like; shows up and is involved; in contact with students; consistently present in community; accessible to the community
DMPS Affinity	4.94%	wants to be in Des Moines; passionate about Des Moines; understands our trajectory; understands Des Moines; knows district culture; recognizes Des Moines uniqueness; doesn't see us as a stepping stone; from a community like Des Moines; someone running to DMPS not away from former district; proud of their community; proud of DMPS; long term commitment to DMPS; cares about the community; recognizes the uniqueness of DMPS; will send their children to DMPS
Inclusion / Inclusive	4.25%	sensitive to lgbtq issues; hire people who reflect the student population; their cabinet must reflect the diversity of student population; values different cultures; values bilingual family liaisons; provides support for spanish-speaking families; needs to be open to all races; work on anti-racism; safe inclusive environment for lgbtqia+ students and staff; supports unique and diverse students; no derogatory or racist comments; doesn't have primarily white/colonial viewpoints; ready to work with diverse community; not a racist
Safety	3.44%	knows families are leaving for safety issues; pays attention to student fights; provides better safety measures to decrease fighting; will enforce consequences; places importance on safety; will prioritize safety in middle and high schools; make sure the schools are safe; not someone who puts our kids at risk; cares about kids safety; will address safety in schools; ensure staff is physically safe
Diversity	2.99%	bilingual; a new voice; looks like our students; isn't ethnocentric; celebrates diversity; culturally involved; promotes cultural awareness; expects staff to be culturally aware; aware of acculturation level of families; understands cultures; promote diverse hirings; promote diversity training; values diversity; has an anti-racist framework; respects different cultures
Listens	2.99%	hears as well as listens; good listener; desire to hear from all voices; respects other people's ideas; listens when people complain; understands others; will host townhalls; won't put head

		in the sand; aware of community struggles; makes people feel heard; keeps everyone's interests at heart; can listen; listens to staff and students; willing to listen; listens to all
Politically Astute	2.99%	understands progressive vs conservative tension; builds relationships across political spectrum; works with partners at capital; can handle tough political environment; can form relationships with legislators; has a game plan for charter schools; strong political advocate; willing to work with city/state officials; navigate relationship with state government

## Exclusionary Criteria Coding

Exclusion	Sub-Exclusion	Sub-Excl. Percentage	Exclusion Percentage
Insufficient Large District Experience	no large district experience	2.83%	
<b>Insufficient Large District Experience</b>			<b>2.83%</b>
Insufficient Diverse District Experience	no diverse district experience	6.60%	
<b>Insufficient Diverse District Experience</b>			<b>6.60%</b>
Insufficient Educator Experience	no education experience	4.72%	
Insufficient Educator Experience	no teaching experience	8.49%	
Insufficient Educator Experience	no classroom experience	2.83%	
Insufficient Educator Experience	no 20k+ district experience	0.94%	
Insufficient Educator Experience	less than 10 yrs teaching experience	0.94%	
<b>Insufficient Educator Experience</b>			<b>17.92%</b>
Insufficient Experience Improving Student Outcomes	no experience improving student outcomes	1.89%	
Insufficient Experience Improving Student Outcomes	no demonstrated history of improving outcomes for at-risk students	0.94%	
<b>Insufficient Experience Improving Student Outcomes</b>			<b>2.83%</b>
Insufficient Leadership Experience	no superintendent experience	2.83%	
Insufficient Leadership Experience	no principal experience	0.94%	
Insufficient Leadership Experience	no experience creating a strategic plan	0.94%	
Insufficient Leadership Experience	no executive leadership experience	1.89%	
Insufficient Leadership Experience	no evidence of community building skills	0.94%	
Insufficient Leadership Experience	no education leadership experience	0.94%	
Insufficient Leadership Experience	no district administration experience	0.94%	
<b>Insufficient Leadership Experience</b>			<b>9.43%</b>
Insufficient References	no union reference	0.94%	
Insufficient References	no references from teachers and students	0.94%	
Insufficient References	no references from current district teachers, parents, and students	0.94%	
Insufficient References	no principal reference	0.94%	
Insufficient References	no positive references from community partners	0.94%	
<b>Insufficient References</b>			<b>4.72%</b>
Insufficient Urban Experience	no urban teaching experience	0.94%	
Insufficient Urban Experience	no urban experience	10.38%	
Insufficient Urban Experience	no urban education experience	0.94%	
Insufficient Urban Experience	no urban district experience	5.66%	
<b>Insufficient Urban Experience</b>			<b>17.92%</b>

Not Committed Enough	more than X jobs in Y years	0.94%	
Not Diverse	white males	1.89%	
Not Diverse	omitted	0.94%	
<b>Not Diverse</b>			<b>3.77%</b>
Not Educated Enough	no phd	1.89%	
<b>Not Educated Enough</b>			<b>1.89%</b>
	not eligible for superintendent licensure	1.89%	
<b>Not Licensed</b>			<b>1.89%</b>
Not Local	does not live in Des Moines	6.60%	
Not Local	DMPS experience	5.66%	
Not Local	not a DMPS graduate	0.94%	
<b>Not Local</b>			<b>13.21%</b>
Omitted	omitted	1.89%	
<b>Omitted</b>			<b>1.89%</b>
Prior Experiences Not Varied Enough	no non-profit employee experience	0.94%	
Prior Experiences Not Varied Enough	no experience working with english learners	0.94%	
Prior Experiences Not Varied Enough	no experience with racially diverse districts	0.94%	
Prior Experiences Not Varied Enough	no experience with budgets	0.94%	
Prior Experiences Not Varied Enough	no experience in mental health	0.94%	
Prior Experiences Not Varied Enough	no dyslexia expertise	0.94%	
<b>Prior Experiences Not Varied Enough</b>			<b>5.66%</b>
Too Local	Iowa resident	0.94%	
Too Local	a prior DMPS employee	0.94%	
<b>Too Local</b>			<b>1.89%</b>
Unlawful	criminal history	4.72%	
Unlawful	fails drug test	1.89%	
Unlawful	history of being abusive in background check or oppo	0.94%	
<b>Unlawful</b>			<b>7.55%</b>

## Ideal Training Coding

Trait	Sub-Trait	Sub-Trait Percentage	Trait Percentage
Advocate	Advocate	0.34%	
Advocate	Educator Support	0.23%	
Advocate	Recruitment / Retention	0.34%	
Advocate	Staff Advocate	1.15%	
Advocate	Student Advocate	2.76%	
Advocate	Teacher Advocate	2.18%	
<b>Advocate</b>			<b>7.00%</b>
Character	Accountability	1.84%	
Character	Authenticity	0.34%	

Character	Calm	0.46%	
Character	Courageous	1.38%	
Character	Disciplined	0.69%	
Character	Empathy	0.23%	
Character	Fair	1.03%	
Character	Honest	1.26%	
Character	Humility	1.61%	
Character	Reliable	1.03%	
Character	Respectful	0.80%	
<b>Character</b>			<b>10.68%</b>
Collaborative	Coalition Builder	1.95%	
Collaborative	Businesses	0.23%	
Collaborative	Community	1.15%	
Collaborative	Government	0.23%	
Collaborative	School Board	0.23%	
Collaborative	Students	0.11%	
Collaborative	Staff	0.11%	
Collaborative	Teachers	0.34%	
Collaborative	General	1.26%	
Collaborative	Parents	0.34%	
<b>Collaborative</b>			<b>5.97%</b>
Communicator	General	2.76%	
Communicator	Community	0.11%	
Communicator	Staff	0.11%	
<b>Communicator</b>			<b>2.99%</b>
Compliance	Compliance	0.11%	
<b>Compliance</b>			<b>0.11%</b>
Creativity	Creative	0.69%	
Creativity	Problem Solver	1.26%	
<b>Creativity</b>			<b>1.95%</b>
Data	Data Aware	0.46%	
Data	Data Driven	0.92%	
<b>Data</b>			<b>1.38%</b>
DEI	Diversity	2.99%	
DEI	Equity	2.07%	
DEI	Inclusion / Inclusive	4.25%	
<b>DEI</b>			<b>9.30%</b>
Diverse Candidate	Diverse	2.53%	
Diverse Candidate	Educated	0.80%	
Diverse Candidate	Young	0.23%	
<b>Diverse Candidate</b>			<b>3.56%</b>
DMPS Affinity	DMPS Affinity	4.94%	
<b>DMPS Affinity</b>			<b>4.94%</b>
Educated	Well Read	0.11%	
<b>Educated</b>			<b>0.11%</b>
Education-focused	Athletics/Extra-Curricular	0.23%	
Education-focused	Whole Child	0.11%	
Education-focused	High Expectations	0.11%	
Education-focused	Literacy	0.92%	
Education-focused	Military	0.23%	

Education-focused	Post-Secondary Readiness	0.23%	
Education-focused	School Improvement	0.57%	
Education-focused	Special Education	0.46%	
Education-focused	Education	1.61%	
<b>Education-focused</b>			<b>4.48%</b>
Experienced	General	1.26%	
Experienced	Administrator	0.34%	
Experienced	Budgets	1.38%	
Experienced	Community Building	0.11%	
Experienced	Diverse District	1.03%	
Experienced	Diverse Team	0.11%	
Experienced	Education	0.11%	
Experienced	ELL	0.23%	
Experienced	Executive Leadership	0.80%	
Experienced	Large District	0.57%	
Experienced	Mental Health	0.11%	
Experienced	Non-Profit	0.11%	
Experienced	Operations	1.15%	
Experienced	Superintendent	0.34%	
Experienced	Systems	0.11%	
Experienced	Teacher	2.18%	
Experienced	Urban District	2.07%	
<b>Experienced</b>			<b>12.06%</b>
Family Discipline	Discipline	0.11%	
<b>Family Discipline</b>			<b>0.11%</b>
Lawful / Ethical	Ethical	0.11%	
Lawful / Ethical	Lawful	1.15%	
<b>Lawful / Ethical</b>			<b>1.26%</b>
Leadership	Growth Mindset	0.23%	
Leadership	Inspirational	1.26%	
Leadership	General	2.76%	
Leadership	Open-minded	1.26%	
Leadership	Passion	1.15%	
Leadership	Being Present	5.05%	
Leadership	Risk Taker	0.34%	
Leadership	Shared Decision-making	1.26%	
Leadership	Teambuilder	0.46%	
Leadership	Vision	1.49%	
Leadership	Transparency	1.26%	
Leadership	Strategic	1.61%	
<b>Leadership</b>			<b>18.14%</b>
Listens	General	2.99%	
Listens	Community	0.11%	
Listens	Families	0.11%	
Listens	Students	1.26%	
Listens	Teachers	0.69%	
<b>Listens</b>			<b>5.17%</b>
Omitted	Omitted	0.34%	
<b>Omitted</b>			<b>0.34%</b>
Political	Politically Astute	2.99%	

<b>Political</b>			<b>2.99%</b>
Relational	General	2.30%	
Relational	Student	0.11%	
<b>Relational</b>			<b>2.41%</b>
Technology	Cellphones	0.11%	
Technology	General	0.11%	
<b>Technology</b>			<b>0.23%</b>
Whole Child	Mental Health	0.92%	
Whole Child	Safety	3.44%	
Whole-Child	Health	0.46%	
<b>Whole-Child</b>			<b>4.82%</b>