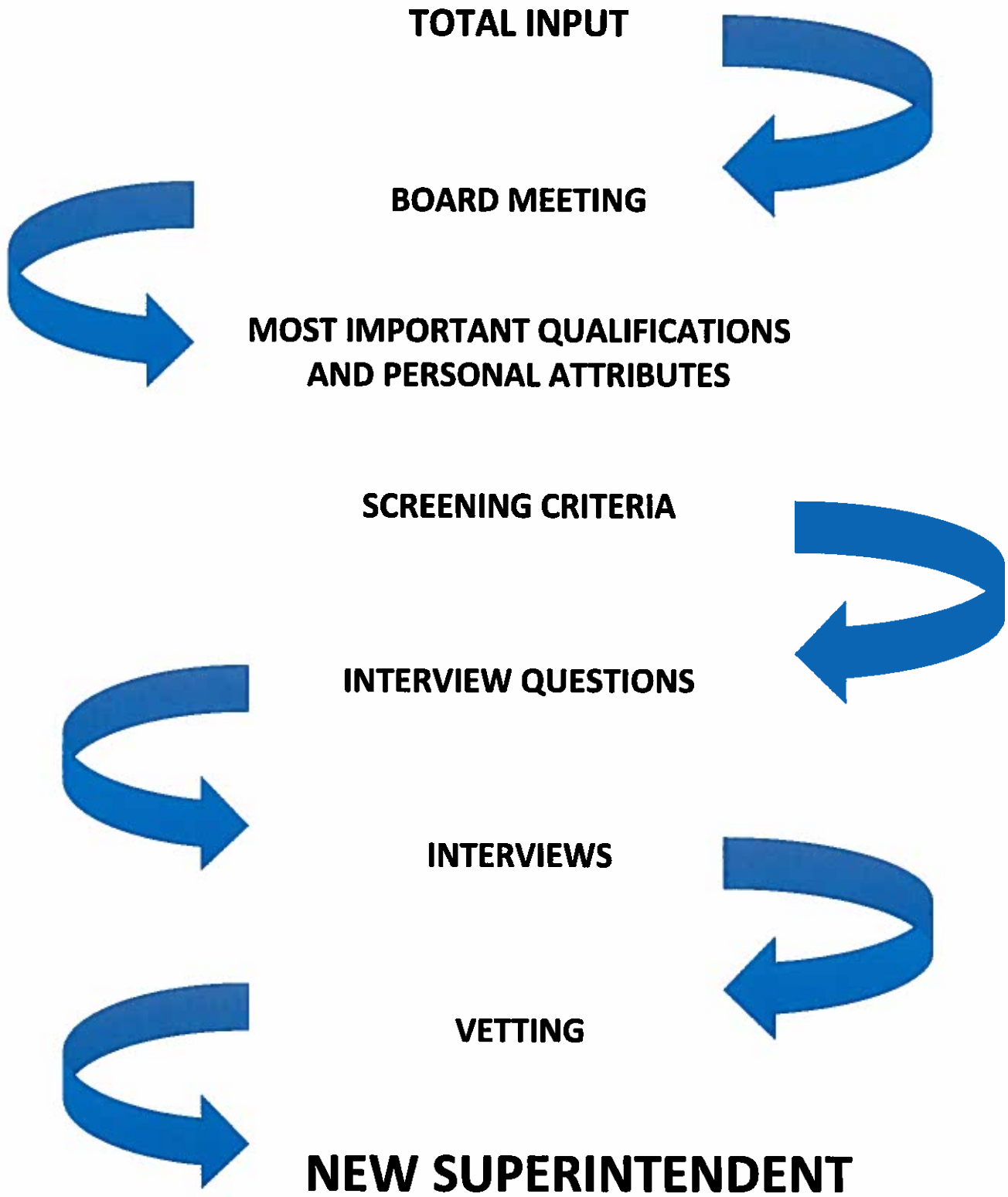




LAKEPORT UNIFIED SCHOOL DISTRICT

SUPERINTENDENT SEARCH

SPRING 2017



Lakeport Unified School District

SUPERINTENDENT SEARCH

April 13, 2017

Executive Summary

A search is underway for the next superintendent for the Lakeport Unified School District. It's clear that the employees, parents, community members, and Trustees desire an extraordinary superintendent for their extraordinary District.

The process to employ a superintendent involves seven essential steps:

1. Widely advertise and market the position
2. Accept applications from candidates
3. Screen applications
4. Interview qualified candidates
5. Vet top candidates
6. Negotiate an employment agreement
7. Approve agreement

The position is currently being marketed and advertised using the Association of California School Administrator's Edcal Newspaper, Edjoin.org, direct mail, and personal contacts.

Applications are being accepted March 23 through April 21, 2017.

A professional team of screeners will independently screen applications April 22-24.

Qualified candidates will be recommended to the Board of Trustees April 24. The Board will choose which candidates to interview from all submitted applications.

Initial and final interviews will be held April 27 – 28.

In order to develop appropriate screening criteria and interview and vetting questions input has been collected. Key groups and individuals were solicited to determine which Professional Qualifications and Personal Attributes are most essential for the new superintendent to demonstrate.

Sources of Input

Input regarding the desired Professional Qualifications and Personal Characteristics and Attributes of the next Lakeport Unified School District Superintendent was gathered between March 27 – April 3.

Meetings were held with the following groups:

- District Administrative Team
- District English Language Advisory Committee
- Parent/Community Members Group Meeting

Thirty-seven interviews were conducted with employees and parents through appointments or by phone call. Among those interviewed:

- Dave Norris, District Director of Maintenance, Operations & Transportation
- Brock Falkenberg, County Superintendent of Schools
- Dr. Elyse Donald, parent
- Tina Scott, parent, County Supervisor
- Chief Brad Rassmussen, Chief of Police
- Margaret Silveira, City Manager
- Stacey Mattina, parent, City Mayor
- Becky Jeffers, teacher, Lakeport Community Day School
- Ann Mason, Computer Lab Technician, Lakeport Elementary School
- Anita Swanson, Principal, Lakeport Elementary School
- Jennifer Scheel, Vice-Principal, Clear Lake High School
- Kristi Tripp, Clear Lake High School English teacher
- Denise Shannon, Fiscal Services
- Erin Smith-Hagberg, current superintendent
- Crissy Laveglia, Payroll
- Joe Aldridge, Student Services Director
- Glenda Pyzer, teacher, Natural High School
- Jennifer Hanson, President, Channel Cats Swim Club
- Aaron Desselle, District Technology Department

Finally, the following groups of individuals completed a thirty-seven item online survey:

- 76 parents/community members
- 43 district employees
- 65 high school students
- 3 trustees

Input from Parent/Community Meetings

Four parents attended the two meetings for parents and community members on March 28th and 30th. Those present expressed the following questions/comments/ concerns regarding Professional Qualifications and Personal Attributes:

- The new superintendent should have a long-term commitment to the District and to Lake county
- The new superintendent should be friendly, outgoing and engaging

- The new superintendent should be an excellent communicator both verbally and in writing and ensure ample school-to-home communication occurs
- The new superintendent should have excellent people skills
- The new superintendent should have knowledge and experience with capital improvement projects (school building/construction projects)
 - The new superintendent should work with principals and counselors to provide more communication about college and career opportunities for students
 - The new superintendent should know about and use strategies to increase parental engagement
 - The new superintendent should work with principals and teachers to develop firmer discipline policies and practices starting at earlier grades
 - The new superintendent should work with district employees to develop more school spirit and students and staff investment into school spirit
 - The new superintendent should be able to communicate in Spanish (from DELAC meeting)
 - The new superintendent should ensure that Latino students are provided opportunities for college and/or careers (from DELAC meeting)
 - The new superintendent should ensure that opportunities are provided for Native American students to ensure success in school and beyond
 - The new superintendent should encourage and support a climate and culture of inclusiveness

Input from Individual Input Meetings/Phone Conversations

√ Most common responses when asked “What is amazing about Lakeport Unified School District?”

- The small-town atmosphere; close knit community
- The feeling of “family”; family friendly atmosphere
- The feeling of “team” amongst teachers and other school employees
- Dedicated employees
- All of the schools and district office within walking distance of each other
- Beautiful area
- Great band and music program
- Strong academics; five AP classes
- College dual enrollment program
- Knowing and supporting all students
- District finances
- Relationships between District and employees (district-unions)
- Strong school board who work well together
- Talented district office staff
- Facilities projects completed and planned for the future, including pool
- Strong relations between District and City

√ Most common responses when asked “What are some areas for growth in Lakeport Unified School District?”

- Having an experienced and stable administrative team
- Continuing to build the climate, culture and “team” at the high school
- Strengthening opportunities for second language learners
- Continuing to build and expand community involvement; get more parent buy-in and participation
- More work to do with the large percentage of students in poverty
- Need more work on career-technical education; vocational education

√ Most common responses when asked “Who would you like to be your next superintendent (as far as Professional Qualifications and Personal Attributes)?”

- Embrace and support all that the district and current superintendent have done; don’t come in and start changing things
- Someone who will enjoy and stay in the area for a long time; live in the district or close to it
- Someone who isn’t a commuter
- Fits into our district
- Works well with others
- Has students as the main priority
- Someone who will continue to increase post high school opportunities for students
- Knows career and technical education
- Is a great communicator
- Will follow through with the remaining building projects, including the pool
- Positive attitude
- Be very visible in the district and in the community
- Understands how District fits into the City and vice-versa
- Will be involved in the community
- Is supportive of employees

Input from Online SurveyMonkey Survey

The results of the online survey are presented in Attachment 1. There was a large response rate to the online surveys. Participants addressed the prompts and provided an extensive amount of useful commentary. Survey results were used when developing the suggested most important Qualifications and Personal Attributes (see below).

An example of the Survey is provided as Attachment 2.

Summary of Input

Most noteworthy is the absence of any significant criticism by anyone regarding the operation of the district. The most significant challenges revealed during input meetings are as follows:

- There is some turmoil at the high school presumably due to several changes in leadership (principals) over the past two years. There is now hope that the newly assigned, well-known and respected principal will be able to unite the teachers and staff.
- There is some concern about the status of planned capital improvement projects (i.e., pool) when the new superintendent arrives.
- There was some concern expressed about the interview process only being conducted by school board members.

A review and analysis of the input from all individuals and groups revealed substantial agreement on what is most desired to see in the next Lakeport Unified School District Superintendent.

MOST DESIRABLE PROFESSIONAL QUALIFICATIONS

- Experience as a superintendent is preferred
- Has successful experience working in a small district and community like Lakeport
- Experience with the California State Standards
- Significant knowledge, experience, and expertise with 21st Century Learning and Teaching in schools and school districts
 - Knowledge, experience, and expertise with instructional and curricular technology
 - Record of success increasing student academic achievement
 - Record of success promoting and supporting students' emotional and social well-being
- Has a record of success working well with employee associations (unions), including during contract negotiations
 - Has experience/expertise with school district funding models, including the Local Control Funding Formula
 - Has experience/expertise with capital improvement projects (has experience with school construction projects and how they're funded)
- Ability to read, write and speak in Spanish would be a plus

MOST DESIRABLE PERSONAL ATTRIBUTES AND CHARACTERISTICS

- Has children/students as his or her primary focus (i.e., decisions are made based on what's best for students rather than adults)
 - A transparent leader who will foster and maintain a climate of trust
 - Someone who will embrace and enjoy working and living in the area for a long period of time
 - An honest, ethical leader who consistently demonstrates the highest levels of integrity
 - Someone who consistently works well with a variety of individuals and groups (school board, the other principal, teachers, other school employees, parents, community members, etc.)
 - A leader who is an excellent communicator both verbally and in writing
 - A good listener who genuinely listens to, respects, and considers the input and perspectives of others
 - A child-focused thoughtful, decisive leader who after seeking input takes the time necessary to make important, lasting decisions
 - A leader who is active and visible in district and the community
 - Someone who would live in or close to the District
 - Someone who make a long-term commitment to the District

Edjoin Screening Criteria

Outside professional screeners will evaluate submitted applications against criteria that come from input received from all sources. Too many criteria tend to be onerous for the screeners, so somewhere between five to eight are recommended.

The following are the recommended criteria:

- Degree to which resume, letter of introduction, and letters of recommendation suggest candidate has the experience and skills to lead as superintendent in the Lakeport Unified School District
 - Degree to which materials indicate candidate has knowledge of budget/school finance, including the Local Control Funding Formula and Local Control Accountability Plan
 - Degree to which provided documents indicate the candidate has been successful in his/her career to date working with a variety of groups of people (i.e., school boards, school employees, parents, and community members); is an excellent communicator verbally and in writing
 - Degree to which provided documents indicate the candidate has experience and has been successful with employer/employee (union) contract negotiations (Interest Based Bargaining a real plus)
 - Strength of letters of recommendation in general, ranging from very little real information about the candidate to commentary that conveys, “this is the most amazing person we have ever seen....”
 - Degree to which all information provided suggests candidate would fit in, appreciate, embrace, and succeed in the climate and culture of the Lakeport Unified School District (especially coming in after a very successful, long-term superintendent)

Timeline

The following timeline remains as initially recommended:

March 20	Board approves initiation of search
March 21-24	Develop Position Announcement
March 24	Ad submitted to Edeal
	Ad and application on Edjoin
March 27	Ad appears on Edjoin
	Application Period Opens
	Recruitment begins
March 27-30	Solicit input from key stakeholder individuals and groups and trustees to determine desired Professional Qualifications and Personal Attributes of next superintendent to be used for paper screening and interview questions
April 10	Ad appears in Edeal (this is the soonest it could happen)
April 13	Board meeting to approve most important Professional Qualifications and Personal Attributes and Edjoin Screening Criteria
April 21	Deadline for Applications
April 22-23	Paper Screening - Selection of Candidates to Interview
April 24	Board Closed Session to review candidate applications and decide who to interview
April 27-28	Initial and final Interviews (Closed Sessions)
April 29 - May 11	Vetting and site visit
May 11	Employment approved at "Regular Board Meeting"
July 1	Start date

Conclusion

It is extremely clear from every input source that there is a desire for the new superintendent to be an experienced, honest, and ethical leader who will support and embrace all that has been developed in the District, ensure there is unity and equity between the schools, and who will work collaboratively with all in the school community to lead the district to even greater heights.

Anyone coming into the position must take time to learn and embrace the district and community culture, celebrate the accomplishments of the students, employees, and parents, and be an excellent communicator and listener.

There is a strong desire by all that the new superintendent will live in or near the District and be willing to commit to remaining for more than just a few years.

**Desired Qualifications and Personal Attributes/Characteristics
Lakeport Unified School District Superintendent
ONLINE SURVEY RESULTS - SUMMARY**

The following prompts were posted on an online Survey that was available to employees, parents/community members (in English and in Spanish), and students during a nine-day period between March 22 - 23.

Seventy-six (76) parents/community members, forty-three (43) employees, sixty-five (65) students, and eleven (11) Latino parents/community members participated. Each prompt was to be rated on a scale of 1 (Not Important/Don't Care), 3 Important/Would Like to See, and 5 (Extremely Important/Must Have).

Results are presented in terms of what percent of respondents chose either '4' or '5', which one could assume would mean associated items are very important and should be considered by the Board when developing Screening Criteria, Interview Questions, and during Vetting of finalists.

Prompts with a response rate greater than 50% are **bolded** and *italicized*.

Participants were able to offer comments at the end of each section and are provided herein.

DESIRED PROFESSIONAL QUALIFICATIONS

QUALIFICATIONS	Parents/ Community	Latino Parents/ Community Members	Employees	Students
Experience as a superintendent	35	<i>64</i>	<i>54</i>	30
Experience as a secondary school principal	41	40	48	25
Experience as an elementary school principal	17	30	21	25
Teaching experience in the elementary grades	27	27	24	28
Teaching experience in the secondary grades	39	36	48	28
Has a Master's Degree	49	36	<i>67</i>	24
Has a Doctorate Degree	17	18	27	33
Speaks, reads, write in Spanish	10	<i>64</i>	5	n/a

Has experience working in a school/district with a large population of English Learners	22	60	23	n/a
Has experience working with the new State Standards	52	54	55	n/a
Has significant knowledge, experience, and expertise with 21 st Century Learning and Teaching in schools and school districts	62	36	63	34
Has knowledge, experience and expertise with instructional and curricular technology (i.e., know how to use computers and other types of modern technology to improve teaching and learning)	71	54	50	48
Record of success increasing student achievement (i.e., knows how to improve how well students do in reading, writing and math)	62	73	61	44
Record of success promoting and supporting students' emotional and social well being	70	73	62	52
Has experience and expertise with special education students, staff and programs	50	n/a	54	n/a
Experience working with Alternative Education Programs (i.e., Continuation High School, Community Day School)	37	55	35	18
Experience with various institutes and/or academies in junior high and high schools (i.e., Culinary Institute, Medical Assisting Institute, Viticulture Institute, etc.)	18	27	19	21
Has a record of success working well with employee associations (unions), including during contract negotiations	55		78	n/a
Has experience/expertise with school district funding models, including Local Control Funding Formula	64	64	81	42
Has experience/expertise with capital improvement projects (has experience with school construction projects and how they're funded)	51		74	n/a

ONLINE SURVEY COMMENTS REGARDING PROFESSIONAL QUALIFICATIONS

The following comments were provided in an optional narrative block at the end of the forced choice survey regarding Professional Qualifications.

From Parents/Community Members:

- Someone that is motivated to provide training to all employees on how to handle different situations and further the employee's skills. One elementary student causing a school

to go on lockdown almost every day is ridiculous and wastes the learning time of other students. We need a superintendent that makes sure there is training provided that allows employees in all different positions, the training and tools they need to actually be qualified for what they are dealing with. Employees need proper training, not someone else briefly telling them how to do something or making them research it themselves. If the superintendent walked through each school and wanted to play an active, positive role, asking staff suggestions, they would see the need to push for training staff the proper way in dealing with situations, job specific tools. This would allow for a better learning environment for all ages.

- I would like to see someone who has a proven track record of thinking outside of the box - innovative and not afraid of change.

- Promote from within district

- AWARENESS of teachers who are not looking out for best interest of students. Student-teacher relationships. Balanced academic curriculum and better choices of classes. More strict curriculum for seniors. Involvement in school functions ~ more visible to students and public.

- Someone who would like to work on bringing the school and the community together and improve/develop extra-curricular activities (beyond sports). I feel Lakeport has lost its community ties. I also feel that testing and curriculum isn't everything. Unfortunately my perception is that Kelseyville is putting out more well rounded kids who are involved in extra curricular activities and value community. My husband and I are both graduates of Lakeport so it saddens me to feel this way. Though we live in Lakeport we are considering sending our children to Kelseyville due to the programs they support such as FFA, K Corps and the other vocational programs they have that Lakeport seems to no longer find value in. For me, teaching my kid to take a test isn't everything. I want my kid to be taught how to function in the world and be involved in programs that go beyond opening a school book.

- A candidate with experience in, or understanding of, small, rural school districts and is energetic and committed to the District and the Lakeport community.

- Should be a positive thinker, finds ways to solve problems not just complain about them

- Has worked in a community the size of Lakeport and has researched this area (if not presently from this area)

- This is such an important job, I feel like all of the causes are worthy of expertise. However, I know it is going to be difficult to find someone who can do it all. I really just want a genuinely good person who can use appropriate outreach if they do not meet all requirements. Perhaps someone who is a part of the school already and has a deep desire to see our children succeed, and will go above and beyond to make Lakeport Schools great. I want someone involved, who is a born leader, who listens to the parents and the kids, and who is good with finances. Preferably a five year experienced {or more} teacher, or a principal who moves up on the chain. They need to have new ideas to promote active learning with the students, forming new clubs and things to keep them out of trouble, drug and violence prevention, internet safety {as I know of several middle school students who are carelessly using social media, which could ruin their lives}, and we need to fix the bus routes. I have been told I live too close to school for my kids to ride the bus, but there are too many people on the Megan's Law List right around

the school. I don't care how close it is, they should be able to ride the bus and not get dropped off so far away because their safety should always and forever be first. And the school should call all students who miss school, that morning. Sierra Lamar's disappearance went unnoticed because the school didn't notify the parents of her absence, and they may never find her. Their safety is most important to me, and I feel like it is often taken for granted. Thank you for listening.

- Must enforce & maintain strict confidentiality with all employees at Lakeport Unified School District. Will not micro-manage employees or schools.

- Make sure they are Culturally Sensitive as well.....

- Would like to have someone that will highly value the different vocational studies.

- **STRONG WORK ETHIC**

- Extremely Important: Cares about the environment and wants schools to have policies that support it. Also, strives to have healthy food at schools: no sugar cereals, anything heated up in plastic packaging. Eliminate styrofoam use in our schools, for example as well.

- Excellent rapport with staff and community. Interested in involving parents in district issues. Interested in improving school culture for staff and students. Commitment to advancing excellence in education and providing tools to students and staff to meet the challenges of being well educated and prepared for today's societal/economic/social/political/technological demands.

- The candidate should understand the nature and culture of Lake County and be able to live and work here. Many people think they "love Lake County" until they actually live here and then it's too late. We have no Big Box stores, no choices in medical care providers, and we have very few things for the candidate's children to experience. I do not want a new superintendent hired, only to have them realize he/she or his/her family doesn't really want to live here.

- Must be a moral person, willing to stand their ground against staff, for the betterment of the whole school/group not the minority

- Someone is invested in our community and isn't looking to just fill a line on their resume.

- Know how to bring people together. Has the skill to shut down rumors. Only holds meetings when necessary,

- Experience with school safety programs.

- I think we need someone who will come in with knowledge and good ideas, but will look for and see the things we already do well.

- Erin did a great job. I would like to see someone that cares about the kids. Someone that is willing to follow through with policies. discipline the bluuiies, the kids that get in trouble and not find excuses to not do anything.

- Supportive of administrative staff. Trusted
 - Communication skills between staff at each site and keeping everyone in the loop which includes staff, parents, children and the community. If the new superintendent comes from a big city it is usually hard for them to stay because our community does not offer what they are used to. Although if they have children, it is a great place to raise a family.
 - Making sure school officials give timely notice to parents about ALL school activities. Also is someone who is NOT originally from lake county. That way they understand the real world, not the bubble people who grew up here are in.
 - Please Please take the safety of the children as being a top priority! So many safety concerns with the previous superintendent! Kids kicking , hitting throwing desks harming teachers ! Other teachers able to shove another teacher in front of studentS!
 - Has experience working with the Native community's and ways to improve attendance and graduation percentages within these communities. A Superintendent that will fit in the small community.
- LCAP
- Intervention Innovation Grant writing/budget/finance Community involvement
 - Good person. Cares about the school district and community. I think searching outside the county is overrated. Why not look internally to see if any good candidates exist within the school district who might fit the bill and are driven to make the district a better place for students?
 - Personable and HONEST. This person must be willing to be a community member, attend to the position for longer than 4 years (not just pad their retirement), and look to address the whole child and school system.
 - Would like to see a superintendent that strongly supports athletics, has knowledge in finding funding needed to support sports programs, knowledge in the benefits of sports programs to students especially high risk students. Sports programs keep a lot of our students out of trouble and encourage them to better themselves through grades, attitude and socially.
 - To be able to work well with teachers and staff. Kind, hard working and listens well to the needs of working pers and to take in what others are needing!
 - I would like to have some one in the position who is not only qualified, but makes a commitment to be part of our Lake Cty community.
 - I would like to see an administrator that is invested in this community, not an outsider waiting to retire in a few years. Someone who has a vision and a pathway to get LUSD there.
 - must love people and be willing to work hard
 - Finding someone who is actively involved in events and programs at the school, and willing to work with and promote PTOs and school fundraising programs.

- Has an interest in enriching our district to make it more competitive.
- I would like the new superintendent to have experience developing school to work programs. The superintendent should feel it is a priority to have students prepared to enter the workforce upon high school graduation, not only preparing students to enter a college or university.

From Latino Parents/Community Members:

- ayuda para ninos con escuela especial (help for special education students)
- hable espanol (speaks Spanish)
- Que sea bilingue (be bilingual)
- The superintendent has the desire to give (the same) opportunities to the (Latino) students that are the same opportunities others have in all activities

From Employees:

- Visibility on campus and in the community. Confidentiality. Handling issues fairly and correctly.
- Must be willing to be fully involved in all sites and create accountability for staff, willing to resolve issues not sweep them under the carpet.
- Understands the value of ALL elements of education - academic, social, career and tech ed, sports, extra curric, community involvement - NOT everything can be or should be tested for or done on line. Not every student desires to go to college or gives a rip about coding for games. More weight given to common sense, real life skills, hands on classes - things that students have ASKED for and we seem to ignore or cut. Perhaps enact PBIS for troubled students, offer a greater number of electives that will help them learn to "adult".
- common sense
- I would like the next superintendent to be environmentally conscious and move the district to a more sustainable model, with less waste from the cafeteria and no plastic or styrofoam.
- Open door policy to meet with teachers. High visibility at school functions. Meet with staff members at their school site to present budget issues. Ability to guide high school through Wasc.
- I would like to see someone come in with more contributions to our education system in our district. We need more vocational learning for students.
- An effective leader understands they don't have all the answers. They are willing to take council from those with experience and, they know how to put people in charge that are qualified and capable of achieving the desired goals. They are forward thinking. They are

someone that people follow because of who they are and what they represent, not wholly an image or title.

- Believe that all decisions must follow "what's best for kids".
- Someone who is not afraid to make changes when they are needed, and who cares more for the welfare of kids than the comfort of the teachers.
- Career Tech Education is important for the community we live in. We also need someone who understands the importance of school climate and the safety of all students and staff. Someone who understands and respects the contributions of ALL employees to the success of our students.
- The first twenty questions addressed qualifications I would like to see the next superintendent to have. We definitely need them to be familiar with district funding models.
- willing to listen to employees and follow through
- I would like to see someone who clearly cares about supporting staff, students and parents with the same compassion and competence that Erin has shown. Erin has managed our finances carefully. I would like to see a dedication to current programs that we have implemented, not someone who would try to wipe the slate clean.
- articulate, available, approachable, fiscally sharp, student centered, forward thinking, goal oriented, wants to build school to community relationships, honest, effective communicator, organized, timely, involved, committed, invested in the district
- Extremely Important: Must be a good communicator who brings information in person to the school sites. So much of the division and strife that has transpired between the DO and the school sites in the pre Erin days has been because of a lack of open and honest communication. She has been a fabulous communicator and we need that in our new Superintendent as well.
- not so closely attached to the community that this person has difficulty making personnel decisions because of friendships
- One issue I have observed, is a community of people who all know one and other. I would like to see someone hired from outside the immediate district. That way, people will be here for their worth, rather than who they know.
- I'd just like to reiterate that our new superintendent needs to have had extensive teaching experience prior to becoming an administrator. It would also be preferable that this candidate have had experience in a rural district, as well.
- The 3 most important areas in my opinion are masters degree, school district funding models/LCAP expertise/experience, and experience/expertise with capital improvement projects.

From Students:

- nice, respectful, and understanding
- Cares more about education then money
- To be very comprehensive and to help out the school.
- Has to know what they're doing and has so get along well with the staff.
- I want them to be experienced and when theres a local or state emergency try and think about the people its effecting , dont think about yourself
- effective; timely; honest; invested
- knowledge in sports, academics, etc.
- Pls hire someone who doesn't leave in a year
- A friendly attitude and empathy towards students who are facing the pressure of society/other hardships students have to go through.
- Someone truly interested in making our school better and wants to make changes to the school for the best.
- Nice and reasonable, but not too plain.
- is able to connect with kids
- Should be polite and nice to every student in the High School or Middle school!

DESIRED PERSONAL CHARACTERISTICS/ATTRIBUTES

PERSONAL CHARACTERISTIC/ATTRIBUTE	Parent/Community	Latino Parents/Community Members	Employees	Students
Is a "cutting edge", visionary leader with the skills and personality necessary to ensure Lakeport is a nationally recognized premiere school district	53	45	56	n/a
Has a strong work ethic	87	73	95	53
Is a good listener – genuinely listens to the input and perspectives of others	91	73	90	60
Honest; has integrity	97	73	99	67
Has children/students as a primary focus (i.e., decisions are made based on what's best for students rather than adults)	91	45	92	57
Has great "people skills" (gets along really well with all people)	83	64	83	53
Is considered a visionary leader (has clear thoughts about how Lakeport could be even better)	72	73	71	42

Has a sense of humor	51	54	51	44
Has excellent conflict management skills	81	64	91	51
Community involvement (is involved in the broader Lakeport community)	72	73	59	37
Lives in, or close to district (rather than having a long commute to and from work every day)	72	36	63	23
Is visible at school sites; frequently visits school sites and classrooms; will attend school and district events	80	63	53	30
Will attend school and district events	76		61	n/a
Demonstrated ability to work well with a variety of groups of people (i.e., parents, board members, teachers, classified employees, community members, administrators, etc.)	83	73	90	51
Long-term commitment to the district (i.e., he or she is committed to be in Lakeport for many years)	50		78	40

ONLINE SURVEY COMMENTS REGARDING PERSONAL ATTRIBUTES

The following comments were provided in an optional narrative block at the end of the forced choice survey regarding Personal Attributes.

From Parents/Community Members:

- As stated on the prior page. We need someone who is motivated to make the learning environment better and more safe for students. Some students need to be dealt with instead of dealing with the same problem over and over. This makes the rest of the students have less learning time and makes them feel uneasy. The superintendent should be easily able to see the things wrong with the schools if they made more walk throughs and asked questions on how to make each school better!

- Would like to see someone who is excited about being a part of our district.
- Rewards productive hard working employees.
- Already mentioned.
- Enthusiasm and energy!
- Works collaboratively as part of a team and as team leader rather than as a dictator.
- Want someone invested in our community and ready to be here and be involved long term
- I think I summed it up on the other page.

- Available to listen, but also be in charge of making decisions that are best for students. Allow administration & supervisors to run their schools & departments, and not micro-manage these employees.

- **MUST HAVE STRONG MORAL VALUES AND NOT WILLING TO BACK DOWN FROM STAFF, MUST DO WHAT'S BEST FOR EVERYONE! NOT JUST THE SMALL GROUP!!!!**

- approachable and friendly demeanor

- The candidate should have the ability to interact with the students themselves and learn their names. It is important for the candidate to "fit in" to our culture and be aware of the problems our Indigenous People deal with, and come up with PROACTIVE ways to help. The candidate needs to honor teacher's time and not expect "after hours" time to be unpaid.

- Must be open minded, non biased and willing to hear all ideas and all sides of any issues brought to their attention.

- Again safety of the students is a top priority as well as the safety of our teachers !!! Please please !!

- Communication Culture Sensitivity

- Must be approachable and personable. Being at ease to talk to.

From Latino Parents/Community Members

- Que el intendente tenga ganas de darle la oportunidad a los niños especiales que tengan las mismas oportunidades que los demás en todas las actividades. (That the intendant has. Want to give children a chance. Special that they speak the same opportunities that the others in all activities)

- Que hable español (Please speak Spanish)

- que sean justos y traten a todas las diferentes razas por igual y que sepa cuidar de nuestros hijos. Que ellos sean su prioridad. (That they be fair and treat all the different races alike and that knows how to take care of our children. Let them be your priority.)

- que ya haya trabajado de superintendente (has been a superintendent)

- la igualdad entre los alumnos (Equality between students)

From Employees:

- **MUST have strong morals, and willing to stand their ground for the better of ALL STAFF AND STUDENTS!!!!!!**

- Approachable

- These questions are pro-forma... Who the hell is going to check any of them as not being important? ALL of these elements are important, and level of importance is subjective, so this survey really doesn't do anything other than confirm a number of basic assumptions and what I would think are foundation elements one would want in a new Super. Personal attributes? Answering emails, questions – taking care of basic elements that in the last couple of years, seem to have gotten shuffled to the bottom of the deck. Personal conflicts here at CLHS in the last 3 years are a whole 'nuther issue, and were very poorly handled. The issues still fester, and have been scrupulously ignored from top to bottom

- not related to anyone on the school board able to take criticism without lashing out able to make decisions with and without input

- Need someone who will ensure that employees (including other administrators) are doing their jobs and not afraid to discipline/correct those who don't.

- I would like to see the new superintendent be someone who treats all of the employees equal and the students. I would like to see more options for our students in all levels. We are behind the times and we need to get caught up.

- Strong and able to take on difficult task face to face, not, sending an email

- Has a strong work ethic and dedicated to our students would be my priority for the superintendent.

- Seeks teacher input when major projects are implemented.

- Can you find someone who is as wonderful as Erin?

- See previous list

- I would like to see the Superintendent around campus, I would like to feel that the school district's bottom line is more important to that person than their own paycheck.

- I would like a superintendent that is committed to this community and the Lake County area. We seem to have a lot of people that come here for a short amount of time but leave to find higher paying jobs or become unsatisfied with the size of the town and limited activities available. I would like to find someone that already lives here, has lived here before, or is committed to staying here for a long period of time. I would rather have someone that is committed to the community over someone with a Doctorate Degree or experience as a superintendent. The qualities that made Erin great were that she always carried herself in a very professional manor and seemed to genuinely care about the well being of the staff and students in this district. Her presence around the school and at school functions was consistent and she was an integral part of this school system and community. I would like to have a superintendent with similar qualities and priorities.

- integrity

From Students:

- Funny, understands the students point of view.

- just to be very kind and honest.
- Nice and comes around more than the old one did.
- Nice and caring!!!!
- -outgoing -respectful
- Must be kewl
- I would like to see empathy towards the students and it would be nice for the next superintendent to be slightly sarcastic.
- Caring and nice
- cute and funny guy
- BE passionate at their job!