

# *Stakeholder Input Report for*



**Tempe, Arizona**

*submitted by*



7905 L St., Suite 310  
Phone: 888-375-4814/402-991-7031  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)

Omaha, Nebraska 68127  
Fax: 402-991-7168  
Website: [www.macnjake.com](http://www.macnjake.com)

*November 2015*



## **Kyrene School District Tempe, Arizona District Stakeholder Input**

On November 18-19, 2015, consultants Dr. Mary Kamerzell and Dr. Bill Dean conducted meetings with district stakeholders representing eight different groups associated with the Kyrene School District. The consultants received input from approximately 130 individuals in these groups. Additionally, 62 individuals responded to the online survey.

The first section of this report is an Executive Summary of the major themes expressed by the participants at these sessions. Following the Executive Summary is a compilation of all the input received from the eight stakeholder groups in response to four questions. The final section of the report consists of responses by individuals who completed the online survey, again in response to the following questions.

**What are the good things about your community?** (This information is used to help us recruit quality candidates.)

**What are the good things about your school district?** (This information is used to help us recruit quality candidates.)

**What are some of the issues the new superintendent should be aware of in order to hit the ground running?** (This information is shared with the final candidates.)

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?** (This information is used as we screen potential candidates.)

## ***Executive Summary***

**This Executive Summary includes themes that the McPherson & Jacobson consultants concluded were reflected by stakeholder input. These themes are based on the opinions voiced by the stakeholders who participated at the in-person meetings on November 18-19 and responded to the online survey. There was no attempt to verify any of the information contained in this summary to determine if the perceptions of stakeholders were statistically accurate.**

### **What are the good things about your community?**

- This is a suburban, friendly, and close-knit community with all of the amenities of a large metropolitan area.
- It is multicultural with multiple races and ethnicities drawn to the area by corporate and educational opportunities.
- Families feel safe living here.
- The community supports education at all levels. It is viewed as a very desirable place to live because of the quality of its schools.
- Citizens care about the quality of life here and contribute their time and dollars to create a desirable place to live and work through numerous community-based activities and events.
- There are many well-educated professionals living and working here.
- Relations between towns are positive, and there are many examples of collaborative efforts to strengthen the community at large.
- Arizona State University is a huge asset.
- The weather is a plus.

### **What are the good things about your school district?**

- Kyrene has an excellent reputation based on a long history of high student academic achievement.
- Kyrene attracts nonresident students through its open enrollment program.
- Citizens trust the district as a good steward of local tax resources and therefore continuously pass bond and override elections to support their schools.
- There is a strong commitment to educating all students well.
- Employees are strong advocates of the district.
- Teachers are well qualified.
- Parents are very involved.
- There is a comprehensive program in all schools that offers a wide variety of educational offerings for students based on their interests and abilities.
- There are also specialized schools and programs that attract students from across and outside of the district.

- Community education programming is robust with schools open early a.m. to late p.m. for numerous extracurricular activities and events.
- Kyrene is a technology rich district.
- Its facilities are well maintained to support effective learning and working environments.
- The district is well managed.
- Curriculums challenge a wide range of learners.

**What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- The Arizona Legislature does not adequately fund its K-12 public schools.
- Budgeting within the Arizona school finance system is a big challenge.
- Related to resource availability are the issues surrounding recruitment and retention of quality staff, employee compensation, class size, and providing the variety of program offerings that students and parents value.
- Student enrollment is declining due to the changing demographics of the community and increased competition for students from other schools.
- Kyrene has become a majority-minority school district that is challenged to meet the educational needs of its diverse population.
- Although specialized schools and programs are generally viewed as a positive for attracting and retaining students, there is a growing concern about equity in the distribution of resources to support all of the schools in the district.
- There is a strong desire for follow through that includes a commitment to curriculums and programs that have a longer life span in the district.
- There is an interest in more two-way regular communication with stakeholders about the district and its schools.
- The community wants to continue to strengthen the relationship between the Kyrene district and the Tempe Union High School District to achieve as seamless a transition as possible for students as they enter and progress through grades 9-12.

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- An educator with successful experience in a diverse school community setting
- Someone with strong business skills
- An effective leader who is both collaborative and decisive
- Well-organized and a competent manager of the day-to-day operations of the district
- Politically savvy and uses that skill to advocate for public education in general and the Kyrene district specifically
- A person who is approachable and visible in the community
- An excellent communicator
- Knows how to build a strong relationship with the governing board
- Visionary, and thinks and acts strategically

- Technologically skilled, including an adeptness at gathering and analyzing data to inform decisions
- Someone who will build trust both internally and externally in the district
- A person who involves stakeholders in the change process and can explain decisions to the greater educational community
- Someone who is high energy
- A person of integrity
- Someone who always keeps what is in the best interest of students at the forefront of decision-making
- Knows what's happening at the school level and connects well with students
- Builds a strong team of school leaders
- A person who honors the accomplishments of the district, capitalizes on the strengths of others, and knows how to motivate others to achieve greater success

## **Stakeholder Group: Middle School Students**

### **What are the good things about your community?**

- Cultural diversity of the whole area (e.g., race, ethnicity)
- People cooperate and work together well, and get tasks done that need to be completed.
- Safe - very few robberies in neighborhoods, and kids can ride bikes or walk to/from their school.
- Lots of friendly and helpful residents
- Lots of involvement options (e.g., boy and girl scouts, arts, sports)
- Kind of small; smaller and quieter than central Phoenix
- Everyone knows everyone.

### **What are the good things about your school district?**

- Parents went to the same schools so we are family-based.
- Parent support
- Traditions at the school (old district)
- The district is fundamentally sound. When problems arise, things are taken care of quickly. Things are run in a professional manner.
- More advanced options
- Everyone is very supportive.
- Teachers meet your needs if struggling; there's extra help to get students to understand.
- PTOs are starting new clubs to bring back specials or electives.
- Teachers are trustworthy.
- Teachers are very qualified for what they do.
- School sports at the middle level; intramurals at elementary
- Teachers are respectful to the kids and want students to do well and succeed.
- The schools are in very good shape; clean, neat, and attractive.
- Opportunities for higher level students
- Passionate about helping people
- Good activities to do at the school
- Grouped by pods
- Busses
- Teachers are doing their job for us, not just for them.
- Good at recognizing achievement
- Starting to write more goals more often; more parent support and involvement because of those goals
- Fundraisers that get the kids involved and interest the students (e.g., dodge ball)
- Good job of vision, mission, knowing where we want to go – a target
- Support for athletic programs. Teachers come to watch.
- Engaged with other schools in the district
- Acronym – panther pride – helps kids do the right things all of the time. It encourages good citizenship.

- Isn't just about learning; it's a lot of fun. There are a lot of opportunities to build as a community and bond with each other within and between schools.
- Welcoming to new kids
- Schools communicate well. Grade levels talk to each other to give students the best chance to be successful.
- Student Council leads fundraising activities.
- There are a lot of programs (e.g., mini town, leadership development, Awareness Day).

**What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- There should be more focus on advanced technological subjects like computer science, etc. – more choices.
- Elementary schools – SmartBoards aren't really necessary; could shift the \$s used for them to hire more teachers to reduce class size.
- Class sizes are huge – need more money to reduce class size.
- Funds are really important and where they go needs to focus on what students want to do with their lives. Drama and art had to be cut.
- The way bullying is handled, and how we respond at the school
- Need to help students tell someone about bullying; a more open environment.
- Superintendent needs to be more engaged with the schools by visiting, etc.
- Learning goals and scales are more of a requirement this year. They seem unnecessary.
- Dress code
- Academically speaking, the classes/courses move along too quickly; could slow down and watch the pacing.
- Testing at the end of the year (AzMERIT). We need to do testing throughout the year, not the bulk at the end of the year.
- Kyrene is surrounded by tons of private and charter schools. We are losing \$6k for every student who leaves. The superintendent needs to bring more kids into our district.
- Common core system can sometimes be really flawed; we lose all of that class time at the end of the year (AzMERIT).
- Need to have more guidance counselors
- Electives – some teachers are not passionate about what they're teaching; others are.
- Electives are not always available. They're full so other students can't enroll.
- At the STEM school, we need more passionate teachers for art, etc.
- Food service needs to be improved with more options (e.g., quality and choice).
- Electives – some teachers are spread pretty thin having to teach all grade levels with very full classes (30-40 kids in each class). We need more elective teachers.
- Food – healthier options need to be introduced.
- Teachers didn't know exactly what to teach to prepare for AzMERIT.
- Food – at least make it tasty.

- School's physical environment – a basketball court that looks like a prison yard. It needs to look more welcoming, colorful, etc. A mural would help.
- AzMERIT is more stressful because it's on the computer and timed. Would like to go back to paper.
- Budget is the biggest issue in public schools today. If we had more \$\$ through reallocation (where we focus our budget), we could invest more in the teachers so they don't get out of the profession. Otherwise, students won't be able to have the good education that they deserve.
- Principal who doesn't make a family-friendly community and who favors certain students, etc. The principal needs to know the students and figure out whether changes are necessary.
- Being on a computer for 4 hours at a time for the AzMERIT test isn't good for your eyes.
- Computers and iPads are good, but probably need to shift some these dollars to teachers, etc.

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Smart
- Honest
- Caring
- Do what they say.
- Watchful
- Make sure they don't cut corners.
- Strong leader
- Passionate about their job and really want to have the next generation be better
- Respectful
- Absolutely 100% cares about all the kids, all the schools, and takes every problem into serious consideration.
- Be strict when necessary. Understand with strictness.
- Open to change and knows that there are things that are constantly changing. There are things that need to be different.
- Outgoing; comes to activities; and is visible.
- They really have to be certain that this is what they want to do. Am I committed to improving education for all students? Do I want to be an instructional leader? If answer is yes, then it makes sense to proceed to be a superintendent.
- Passion for education
- Someone who is hands on, involved, open to doing things, positive with a good outlook on things, and experienced as an educator
- A parent
- Positive attitude because the job will be busy especially with so many budget cuts. Not everything will go north on you; at some point, it's going to go south.
- Knowledgeable about today and what's going on in all the schools; issues in education



- Pay attention to what the students want and need. Listen to students about their interests.
- Supports advancement in technology (educational programs)
- Business sense
- Great communication skills
- Bilingual
- Organized
- School experience as a principal and teacher
- Provide instructional leadership.
- Promote student learning.
- Reflect the school district. Needs to be committed to public education.
- Knowing is not enough, one must apply; willing is not enough, one must do. Make change.
- Supports advancement in technology.
- Enhances the idea of involvement.
- Get new cool activities
- Set and implement goals.
- Plan strategically.
- Fun personality
- Be able to relate to students' problems to better help them
- Someone who is a good leader who can bring the board together
- Aware of what's going on in the schools
- Take feedback from people under consideration – a good listener.
- Needs to get a first-hand look at all of the schools.
- Show empathy if a student has a problem.
- Very organized so things are a lot more productive
- A certain level of confidence in themselves; outgoing, not shy
- Creative. Think outside the box.
- Open to student suggestions and ideas

## **Stakeholder Group: District Office Support Staff**

### **What are the good things about your community?**

- Sunshine 300+ days a year
- A long history of 125 years as a community
- For the most part, it's safe here for a family.
- A lot of the staff members are Kyrene parents with kids in the district, and students go on to college and then come back to the district. There's a personal and professional investment in the community.
- A small community feel
- A very active community with very involved parents
- The voters have always been very supportive of bonds and overrides.
- Diverse community with people coming from all over the US.
- Many businesses want to partner with the Kyrene school district.

### **What are the good things about your school district?**

- Beautiful facilities that are well taken care of
- Just finished redesigning the offices of all 25 schools for safety purposes.
- Full of passionate teachers and staff members whose main goal is to provide the best education for students. Everyone in the building is committed to our kids.
- Technology available to our students in the schools; wide variety of programs; special programs like dual language, traditional school, leadership academy (Covey), gifted self contained classrooms, special education programs, etc.
- The district has a great reputation that draws a lot of families into the area.
- Great special education program with parents on waitlists
- Overall experience that the kids get is excellent. Kids leave with great memories.
- Thirty percent (30%) of the enrollment is here through the open enrollment program.

### **What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- Kyrene has a parent community that is very vocal and wants to be very involved right down to school start times, etc. They want to be involved in the decision-making.
- Our K-8 district feeds into Tempe Union. We must build the relationship with the high school district.
- Declining enrollment. There is a lot of competition with charters.
- Land locked so there's no more geographic development opportunity.
- Wide socioeconomic demographic in Kyrene
- Future teacher shortage of qualified teachers. It's a growing issue to recruit and retain teachers.

- State government's lack of \$ support for public education
- Growth of charter schools and the political ideology to grow the number of charters
- AzMERIT test scores and trying to communicate with parents and others to help them understand the test results

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Open
- Education background
- Business background
- Good people skills; relates well with a variety of others.
- Networker who is out in the community and visible
- Build relationships with superintendents from other school districts (Tri-district).
- Manage and harness a lot of information.
- Lobby the legislature and promote the district.
- Team-builder who is able to bring the team together (e.g., administrators, teachers, staff)
- Recognizes that everyone, no matter what your role, is an integral part in the whole system. Recognizes the contribution of a variety of folks.
- Strategic. Looks at the big picture, knows what we need, and helps us get there.
- Leadership skills; work with a team; get feedback from the group.
- Dedicated to improving academic performance, including test scores.

## **Stakeholder Group: Site Education Support Professionals**

### **What are the good things about your community?**

- Parents are very involved in the community.
- Diversity
- Demographics are very diverse.
- A lot of opportunities in the community because of its size (e.g., theatre, sports, music). There are many things for people to do.
- Good public transportation systems (e.g., light rail, air)

### **What are the good things about your school district?**

- “A” school district
- Strong curriculum with rigorous standards for student achievement
- Early entrance to kindergarten program
- Early entrance to first grade
- Specialized campuses (e.g., dual language, fine arts, college preparatory)
- Technology

### **What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- Budget – cuts for so many years in funding; how to fund all of the different programs
- Security – needs at the district office campus

### **What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Good communication skills
- Experience with budget and with curriculum. There are several new curriculums that are being adopted in multiple content areas.
- Works well with the governing board so that decisions made are what’s best for students.

## **Stakeholder Group: Community**

### **What are the good things about your community?**

- Admire the proximity of conveniences (e.g., stores, easy access to freeways).
- Very clean with new buildings/construction
- Public transportation
- Very low crime; safe
- Friendly
- Many religious organizations from which to select
- People are good citizens. They are involved in the community and care about the community.
- Friendliness
- Exciting place due to growth and forward-thinking companies
- ASU is a huge resource. There are also satellite campuses for NAU and UA.
- The town of Tempe is very supportive of the schools' work with students.
- Moderate politically
- Educated population

### **What are the good things about your school district?**

- Technology is strong. Kids have access to a lot of it.
- Programs within and outside the school day. There's a wide variety of extracurricular activities (e.g., after school programs, athletics, during vacation periods)
- Population that is served. A lot of kids come to school whose parents do care and are looking for ways to be involved.
- Strong economic base
- K-8 with no high school to deal with
- Dedicated staff
- One of the districts with the highest number of national board certified teachers
- Great teachers
- Highly involved parents
- Wide variety of programs
- All schools are excelling.
- The infrastructure is there to be successful (e.g., parent groups).

### **What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- Lack of teaching American history. The curriculum needs to be stronger.
- Get rid of the Common Core. Get rid of John Dewey teaching.

- Need to brand the district as a whole. There is a perception of one school being better than another.
- Charter competition; find out why students left
- Geographic size – east vs. west
- Everyone needs to be the same thing with programs the same across the schools. There's a perception within and outside the schools that some "have" and some "have not."
- Compensation for teachers
- Needs to try to unify the board.
- Kyrene has an aging population.
- Demographics of the district are changing. The employee groups don't reflect the diversity of the district.
- Networker
- Needs to be strong in recommendations to the board and not just rely on staff.
- Achievement gap - declining achievement overall and a disparity of achievement in subgroups of students
- Decreasing student enrollment
- There is a more conservative base in the community, and we need to be able to deal with it.
- Communication with constituents. There is misinformation out there about what is happening in our schools.
- Competition. Understand what other schools are doing in charter and private schools. Find out what about the competition is attracting families.
- Curriculum. It's not really clear what the curriculum is.

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Sensitive to the diversity of the district
- Someone who understands accountability and what will make achievement improve
- Has knowledge of all aspects of the job.
- Curriculum expertise
- Budget experience
- Demonstrates ability to manage complex issues.
- Technology literate
- Good listener; listens to everyone initially, even the naysayers.
- Gets into schools and interacts with staff to routinely see what's going on up close and personal.
- Good business person
- Collaborator
- Interest in proper teaching of American history; reading program also needs to be strengthened.
- Out of the box thinker who knows about competition and technology
- Risk taker to make changes

- Not afraid to evaluate and maybe clean house, if need be. Understands one's strengths and weaknesses. Knows how to evaluate performance.
- Strategic thinker
- Great sense of humor
- Knows how to work with the board. Understands the governance function.
- Values what's in place but not fearful to affect change.
- High energy
- Someone who's here because I want to make a difference; not looking to the next job or moving into retirement
- Courage
- Servant leader; not about you or your personal beliefs
- Politically strategic and aware

## **Stakeholder Group: Site Administrative Staff**

### **What are the good things about your community?**

- Diverse group of people
- The community by and large supports schools. Bonds pass because the community knows that money is going to the right places.
- Reputation of the area and its schools
- Beautiful place (e.g., parks, community establishments, community centers)
- Nice, safe place
- Small town feeling within a big city

### **What are the good things about your school district?**

- Forward thinking and innovative
- Very nice facilities that are well-maintained with secure campuses
- Technology in the buildings and well-equipped classrooms
- Positive reputation that draws open enrollment. “We are coming to Kyrene because...”
- High expectations for all
- Great place to work
- All of our schools are focused on putting our kids first.
- Excellent teachers. They are very well trained and love kids.
- The relationship with Tempe Union is strong.
- The administrative team is awesome. Everyone is hardworking and manages their schools very well.
- Family environment where people are connected and supportive
- Reaches out to provide options for families with innovative programs.
- Continual learning for teachers and administrators. There are opportunities to grow within the district.
- Schools are really centers of the community. Somebody is there until 10:00 at night every day of the week (e.g., outside organizations using the space; school activities).
- National accolades; recognition

### **What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- Budget
- Competition and school choice
- Impact on workload by trying to do more with fewer \$s
- This is a very diverse community which is wonderful, but our schools are very different (one with 6% free/reduced and another with 60% free/reduced). Have to allow other schools to break away and do other things. All have the same number



of instructional minutes, for example. We can't teach all of the children exactly the same. We need the professional discretion to do some things differently.

- Now is the time in our school history where demographics are shifting, and we need to be able to respond to that.
- Our education association is pretty strong, perhaps too strong. We need to balance between their voices, administrators' voices, and what's best for kids.
- There is an interesting "us and them" dynamic between site administration and the district. The superintendent hates it, but it seems to be stronger this year. Perhaps it's related to not remembering what it was to be at a site (e.g., new Common Core, new evaluation system). Things are managed so much that it doesn't feel very trusting.
- Try to do innovative programs; it breeds competition among schools.
- There are times when we don't necessarily have the opportunity to speak truthfully in a room with our supervisors who also evaluate us.
- A year ago there was a session with a facilitator. Notes were taken, but what happened as follow-up?
- Achievement gaps in subgroups of students (non-white, ELL, special education)
- Staff does not reflect our diversity.
- Teacher shortage issue - attracting and retaining highly qualified teachers. Teachers are leaving the profession or are not entering the profession due to the stressors.
- Analyze where dollars go. We can't continue to add administrative responsibilities but with no additional resources. Take a look at comps for administrative compensation.

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here**

- Experience in a diverse buildings/schools. Know what it's like to be in a middle vs. elementary school, and socioeconomic and racial differences.
- We're in three different communities; someone who feels comfortable interacting with all three of them ("schmoozing").
- Person with integrity at their core who does the right thing for children. It's not about outside influences. Children are at the heart of all.
- Wants to find the good of what we're doing. Don't throw out the baby with the bath water. Build on our strengths and not come in to dismantle the good work that has been done. Recognize the accomplishments.
- Educational background. Needs to have lived and walked in our shoes. Note: All participants in the meeting affirmed the importance of this quality.
- If interested in hiring someone with a business background, recommend researching their experience and track record to see if they were successful.
- Balance the voice of the constituency and yet not be afraid to take a stand on the non-negotiables.
- Decision is made, and it stands firm.
- Organizes the district and sees the big picture.

- Relationship builder with community, teachers, other staff, and helps bridge that gap a bit (the divide between schools and the district).
- Believes that we are all in this together.
- Build relationship with the governing board.
- Recognizes that K-8 is unique and also be able to expand that relationship with the high school district.
- Authentic commitment to closing the achievement gap so that all students are reaching high levels
- Doesn't shy away from advocacy for public education in Arizona, and represents the district at the state level.
- Preserves instructional coaches at schools. These are important dollars to support classrooms.
- Listens and takes input, works through issues, and is able to explain the decision.

## **Stakeholder Group: Parents**

### **What are the good things about your community?**

- We care. We're invested. We're involved in the community.
- A respect for education in the community. It passes bonds, etc.
- Physically active community (e.g., runners, people walking dogs). People are outside doing something physical.
- Friendly community
- Proximity to ASU is a plus. There's education collaboration with students and faculty there. A lot of people who attend ASU decide to stay here to live and work.
- Companies have made huge investments in the area (e.g., State Farm, Intel, Northern Trust). These are high-level jobs that attract professionals.
- Because tech-based companies are coming here, it prompts STEAM education in the community. The companies also support the community through volunteers, grant matching, and other donations ("hours and dollars").
- Diverse population that is coming to ASU and to join the companies that are located here
- City of Tempe does a lot of outreach (e.g., little leagues, children's theatre professional sports).
- Small town feel within a big city. There are advantages of both.
- Over 5000 entrepreneurs/small businesses in the community.
- Kyrene Foundation makes sure that students have the food and clothing, health services, etc. that they need.

### **What are the good things about your school district?**

- Kyrene is known as a really good steward of funds with less administrative expense.
- Kept arts programs; they haven't been cut.
- Dual language school – attracts other families through open enrollment
- Forward thinking and planning for budget cuts
- Strong enrichment offerings for students and adults
- Technology structure with a plan for everything that has a purpose and a place
- Self-contained gifted program that doubled its enrollment in two years
- Plans for the future
- Middle schools are not cookie cutter. There are different programs in the middle schools.
- Schools are very safe. We are not worrying about what will happen to our kids.
- Teachers are involved in the activities of their students (e.g., Spanish teacher going to an orchestra concert).
- Diversity (e.g., SES and cultural); the importance of it for public education and preparing students for the future
- Celebrates diversity (World Fair)

- Parent involvement – not “us and them.” Parents work with administrators and teachers. We are all in this together to make this a good experience for our kids.
- Connectivity between PTOs to share ideas and best practices
- On the forefront of technology in the classrooms (e.g., *NY Times* article about Kyrene); critical to our students
- The parents and administration work so well together. Parents care so much about their children’s education
- Mutual respect among the district and parents. Parents don’t try to pretend that they know more. They keep their parent role. Parents honor that Kyrene professionals are the experts.
- Options. Do a great job for each individual student. Determines where that student is at and provides the opportunities and education to help that student get to wherever he/she needs to be.
- The Kyrene district offers what other (charter and private) schools do, but it may be offered as after school programs, etc.
- 504 plan – very responsive; very pleased with how the school handled my student’s health issue.
- Principal and vice principals make sure that the teachers are a good fit. There is some team teaching and switching classrooms from year to year. They do a good job of recruiting teachers that fit the school.
- Teachers want to teach here, and they stay.

**What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- It’s a shrinking population. For families that moved here in the 90s, their children are now in college.
- Teaching towards the test a bit; needs to be kept in check. Need to preserve music and art.
- Loss of a lot of older teachers. Some of them have a harder time adjusting, but sometimes we forget that these are the teachers who know how to respond to the many needs in the classroom. They bring a lot of experience.
- Budget and school finance
- Adoption of new curriculum that is getting outdated
- Articulation between Kyrene and Tempe Union High School District. It’s not as strong as it needs to be (e.g., course sequencing). That relationship could be stronger.
- Aging schools. There will be some issues over time with infrastructure (e.g., roofs, electrical).
- Parents are very passionate. Not every decision will be accepted. Parents will need to be involved. Superintendent needs to be able to manage multiple viewpoints.
- Great experience with the gifted program but not so much with the special education accommodations. There’s work to be done on the IEP side. It seems to

be systematic. Maybe one doesn't qualify for formal accommodations, but what about informal accommodations?

- Needs to look at funding support for special needs students. They seem to slip through the cracks.
- Charter schools find a way to exclude special needs children. It puts extra pressure on the school district.
- Communication in general is good but there were a couple of issues last year. An example was the change in a dual language program. It was an abrupt decision without much parent feedback about the displacement of students. Information was out into the community before administrators communicated, and teachers didn't seem to know either.
- Political process in AZ that stifles investment in education at every turn
- Consistency among schools; not confident that if one transfers from one school to another that there is similar achievement (a student can transfer to another school to the same level with no gap in the curriculum).

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Leader who is not a push over
- Comfortable with the political process
- Accessible
- Listener
- Instructional leadership experience, ideally in the classroom but certainly at the school level
- If has children, will want them to enroll in Kyrene.
- Advocate or champion for teachers
- Educational background
- Some business background would be a good benefit.
- Knowledge and understanding of technology
- Multicultural background will be helpful.
- Visionary vs. reactionary (big picture). Be proactive in selling the district.
- Strong communication skills
- Can drive the development of principals and assistant principals.
- Data driven decision-maker
- Coordinates; works with the tri-district (TUHS, TES, Kyrene).
- Transparent

## **Stakeholder Group: District Leadership Council**

### **What are the good things about your community?**

- Easy access to everything in this part of town
- Community as a whole is welcoming and supportive of education (e.g., bonds, overrides).
- Access to a major university
- Close to mountains and six hours away from the ocean; 2-6 hours away from multiple environments
- 20 minutes from the airport
- Spans three different municipalities; adds a small bit of complexity but very supportive of schools.
- Affordable housing across the spectrum
- Winters are wonderful.
- Reputation of the schools. New families choose us.
- Suburban community feel but close to many urban amenities

### **What are the good things about your school district?**

- Majority-minority school district
- Great reputation
- Amazing people from children to adults
- Like a close family. Everyone is behind the rock pushing for our goals for high achievement.
- “A” district
- Options within our schools; different programs at different schools
- Engaged school board; wants to be involved.
- Opportunities for kids from 6:00 in the morning until evening; many community events/activities
- Comments from other districts that “there’s no other district that does things like you do.”
- People who work here see themselves as ambassadors of the district. Most people talk up the district.
- Focused on every aspect of the child. Proud about the academic results and being prepared for high school but equally concerned about character, well-being of each child, etc., making sure that they are well-rounded.
- Kyrene family resource center where we provide food, clothing, health services, etc.
- Well-oiled machine; there’s not a lot that is broken.
- Twenty-five (25) schools that are well maintained for the most part. We invest in the facilities. The bus fleet is new and bright and shiny.
- Provide a lot of exciting and interactive technology resources to enhance learning.
- Stellar reputation, not only within Arizona but elsewhere

**What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- There's room for growth and to be pushed to another level. People will be receptive to that, not to maintain the status quo.
- One of the challenges is our achievement gap of African-Americans, Hispanics, and Native Americans.
- Kyrene likes to take on a lot of things, but we need a real focus and stay the course.
- We want to embrace innovation but need to align what is going on so people are part of a true system.
- We need to get the right people on the bus and need to know where the bus is going.
- Teacher shortage; problem solve about how to recruit and retain them.
- Hard financial times. Kyrene has survived pretty well but feel like we are on the brink of the next era of Kyrene. There was a huge period of growth, then decline, and now? We need a leader who can take us into the next 10-15 years.
- Charter schools in our neighborhoods that are pulling kids away
- Aging population
- Not capturing about 3,000 students

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Be able to articulate our return on our investment. "This is how we are measuring our success."
- Based on success, be able to leverage.
- Energetic and able to energize others.
- Dynamic
- Experience in a district with diversity (e.g., low SES, high need kids); Title 1 experience, global experience. If we want to be about all kids, then we need to know how to reach all kids.
- Strong relationship with our board and a strong ability to connect that to the rest of the organization. Requires experience working with a board.
- Strong belief that the schools are the hub of the community and supportive of community education; open-minded to having that collaborative community involvement.
- Embraces conflict as opportunity. It will really lead to better things, and staying the course.
- Can politically navigate and stand up to be true to ourselves; being able to strategically say, "Thanks, but no thanks, because we are going down this road."
- Engaged with all staff, walking alongside us
- Have to like kids.
- Needs to understand what teachers and principals do.
- Values the educational support professional in the district; "wall to wall."

- Be clear about what they believe in, support educators, and hold them to high expectations.
- Business orientation would be helpful. Knows education but also has business experience. Can generate high-level action plans and execute them.
- Interested or good at getting to know people and play to their strengths. There is so much amazing talent in the district that can be tapped. The skill and will are here. Needs to be able to build on those strengths.
- Needs to be strong with a backbone.
- Has to be willing to hold people accountable.
- Looks for the truth. Attempts to seek understanding and makes decisions based on it. Gets information from multiple places and acts on it; less talk and more action.
- Organizational development experience
- Help principals grow.
- K-8 district that transitions kids to high school. Helps to bridge the K-8 to high school preparation.



## **Stakeholder Group: Teachers**

### **What are the good things about your community?**

- Has a great reputation in the state.
- People research the area and pick this area because of the quality of the schools.
- So much diversity in the community (e.g., SES, ethnicity)
- Professional sports and universities that expand the opportunities for students.
- Metropolitan area. There are many opportunities for local field trips, etc.
- Elected officials who represent us at the State Capital. They are very involved and at events so one can interact with them.

### **What are the good things about your school district?**

- High parent involvement
- Governing board works closely with the teacher's association; individual board members meet with two KEA reps.
- A lot of people are interested in serving on the board and on committees in the school district.
- Best teachers
- Strong support staff; retired teachers who are instructional aides, etc.
- Experienced teachers; higher than the state average
- Variety of options (e.g., two dual language schools, gifted self-contained programs, leadership school, arts, STEM, traditional academy)
- Value academics and special area classes (e.g., music, art, P.E.) at all levels K-8
- Incredible resources with technology (e.g., 1:1 ratio, labs)
- Smartboards in all classrooms
- Provides professional development for teachers.
- Facilities are well-maintained.
- Secure, emergency response plans
- Community education programs

### **What are some of the issues the new superintendent should be aware of in order to hit the ground running?**

- Teacher pay
- Teacher retention; leaving the profession; stress of the workload
- Teachers are held to a much higher demand of work. The workload is so heavy. We are losing some teachers in spite of Kyrene's great reputation. It's starting to take a toll on morale, health, etc.
- Strong relationship with KEA. We want to preserve that relationship. It is valued by the governing board, the superintendent, and teachers. We are one team.
- Strong KESPA (Kyrene Education Support Professionals Association)

- We're a district that likes to pilot things. Sometimes that can be good; at other times, it can be a challenge. We want to make sure that there is longevity in those programs, and that students are prepared for high school after here.
- Sites are so different, but could be more alike than they are.
- Declining enrollment

**What are the characteristics, skills, and qualities the new superintendent will need to be successful here?**

- Listener
- Approachable
- Follows through and holds principals and department heads accountable.
- In charge
- Sticks to an agreement that has been made.
- Good communication skills
- Data-driven but recognizes that data also comes from real children and real life.
- Involvement throughout the district
- Visible and knows what's going on everywhere.
- Reaches out to the other districts and the community around us.
- Narrows the focus instead of trying so many things.
- Face of the district who can do some level of marketing. We have declining enrollment so must be aware of our potential enrollment.
- Someone who is from outside of Kyrene who brings something new to Kyrene.

## ***Survey Monkey Results for Kyrene Elementary School District No. 28***

*November 2015*

NOTE: These responses have not been edited;  
they are printed as entered by the stakeholder.

### ***62 Responses***

#### **Stakeholder Group: Administrators**

##### **Tell us the good things about your community.**

- Our community is very caring and supportive. We have an amazing group of people that lead the Kyrene Foundation and Resource Center.
- The diversity on our campus is a definite benefit to our campus. It allows students to learn about other cultures and learn to work with a variety of people from other backgrounds. Our staff is committed to student growth and development. This sometimes looks differently than mastery since we are working with students that need many social, emotional and academic needs of our campus. Our communities offer great support to our schools and we could not offer the quality educational opportunities for our students without this community support.
- Our community is involved - they participate, donate, and step up when needed.
- Kyrene is located in a lovely part of the Phoenix metro area. We have great weather, and we are far enough from the city that we can avoid severe traffic, but close enough to take advantage of restaurants and local events. Our neighborhoods are beautiful and well-maintained, and they are safe and quiet.
- Our community is diverse and this is an important component to understand as it is the environment we work in.
- Supportive with bonds and override initiatives.
- The community is incredibly diverse, both ethnically and economically. Community service is important to people here.
- The community bands together to do projects to not only help the students but to benefit their parents and other interested persons in the community. A good example is a bond issue that gave the students a new gym and a safe room.

##### **Tell us the good things about your schools.**

- Our schools are innovating and are continually preparing our students for the future.

- Our schools offer a variety of educational opportunities. This includes fine arts, athletic and extra curricular clubs that provide students with a well-rounded experience. I think we need to remain committed to offering that well rounded experience.
- Our schools want to do what is good for students and want to provide support for the whole child.
- We have teachers and educators who are passionate about what they do, parents who love to participate and remain active in their children's education, and a wide variety of resource available within the larger community. We have high expectations for our students, and we set high standards with the expectations that our children will meet them.
- Our school works hard to meet the needs of all families/students. We have dedicated teachers and staff and need support to continue our work.
- Safe and thanks to community support, the upkeep of buildings is possible. Predominately caring teachers.
- Kyrene has amazing teachers.
- There is flexibility. Teachers are not constrained by fidelity checks of curriculum. We value professional growth and innovation in our curriculum and instruction. Many schools are moving towards an integrated model of literacy instruction.
- Our school emphasizes drug free environment. We are moving toward the non-back pack school. The school is wanting to bring in the ruling of no backpacks. Instead funding is spent on duplicate books that stay in the classroom. The old ones are checked out and brought back at the end of school or when the child moves. That way no one can sneak bombs, drugs, knives, mace or any harmful thing to school.

**What issues should the superintendent be aware of as he/she comes into the district?**

- Our middle schools have different schedules and courses offered. There is a feeling of competition between the schools within the district. I think that teachers are overworked due to class size, budget, etc.
- When school support students with considerable social, emotional, economic and academic needs, this support for those schools should look differently than support for schools that have less need. Equity does not always mean equal resources.
- We have inconsistencies within the district and we don't always use data to drive decisions or we use limited data and react rather than be proactive. We don't make decisions based on our district vision, mission, and blueprint or rather, we have not established criteria to make decisions nor have we agreed to, as an organization, specific action steps to reach our goals. The culture in our district, while we want to do what is right for kids, often puts adults first - causing a sense of entitlement and lack of a growth mindset. We

need to have high expectations for all adults and hold all adults accountable - with support, professional development, and a clear focus.

- State funding has been cut drastically over the years, and Arizona is well below the national average in per-pupil funding. We need a superintendent that can help us be creative with budgeting while still maintaining our high standards. The Kyrene district also has students from a wide variety of economic and cultural backgrounds, and schools need to have the support and flexibility of administration to meet our student's individual educational and social/emotional needs.
- We are trying to do too much and the focus has become unclear and leads to confusion, frustration and mixed messages.
- Dysfunction on multiple levels of leadership. No focus on priorities. The District Office having little understanding of what school sites need based on what occurs each day on campus and for students. A lot of book and theoretical knowledge coming from the District Office with little implementation and practical application knowledge. Current District leadership has little experience with the changing demographics of the district and are unable to coach and lead the work. The district is resource rich in technology but information and efficiency poor.
- The superintendent should be aware of the racial student diversity and the continual demographic changes that has led to a minority majority school district. The failure of students of color as noted by the achievement gap must be a central focus for the new superintendent.
- We still need more training for our teachers in terms of the AZCCRS as well as what strong literacy instruction looks like. This has been tough considering that our teachers have relied on resources solely to teach standards.
- The budget needs are a big one. That person needs to bring to the table a solution to solve indebtedness or a special need the school must address.

**What skills, qualities or characteristics should the new superintendent possess to be successful here?**

- A relationship builder, someone with an educational background and can keep kids at the heart of the decision making process. I would like a leader who can bring people together, a great listener, and has a family.
- Commitment to a vision for instruction. Ability to stand their ground when decisions are made in the best interests of children. Ability to look at student achievement as it compares to demographic data and support programs and staffing for schools accordingly.
- The superintendent needs to be articulate in the vision and mission of the district and be able to establish clear, manageable goals based on data, identify what success looks like, monitor progress towards our goals, reflect and adjust action steps along the way and move this organization not only to one that is in a growth mindset, but also truly puts students first. I think

about the 7 habits of highly effective people and that is some of what we need in a leader.

- Someone who can be creative and innovative with budgeting. Someone who recognizes that social/emotional difficulties have a direct impact on academic performance (and recognizes the need to have resources available to support those needs). Someone who will support the use of evidence-based practices and interventions, especially for our at-risk students and students with disabilities.
- An excellent communicator, who can get large groups of staff heading in one clear, organized and focused direction. Someone who is a strong leader yet possesses compassion to know how to support those who need additional support.
- Assertive in that he/she expects to be part of major decisions. Sets expectations and holds staff accountable. Can make decisions proactively rather than reactively. Respects that the governing board is the elected body assigned to setting priorities and hold the superintendent accountable. Requires transparency at all levels. Sets the tone for open communication and positive culture and environment. Understanding of finance and the ability to quickly learn school finance to ensure funds are provided to classrooms at the highest level possible. Ability to separate personal relationships from business expectations.
- I believe the individual must be an educator, open to engaging a diverse student population, teacher creativity and embracing ideas to equity. The individual must also make a personal commitment in closing the racial achievement gap in the district by example, providing resources and demanding instructional practices that foster the closing of the achievement gap.
- Flexibility. Open to new ideas. A keen understanding of the AZCCRS, particularly the ELA instructional shifts.
- This person must be friendly and have a good ear. The person must be one who can work with all kinds of people and have organizational skills and be full of ideas to bring to the table.

## **Stakeholder Group: Education Support Professional**

### **Tell us the good things about your community.**

- Awesome, diverse, engaged, family
- Family oriented, and parents are very involved in their children's education.
- We haven't lived here long, but the community appears to be a close-knit, caring community.

### **Tell us the good things about your schools.**

- The wonderful reputation of the Kyrene School District brings families from all over wanting to attend Kyrene. Wonderful Special Education resources for children with learning disabilities. Students who attended Kyrene schools and became educators now work/teach in a Kyrene school/district office (family). Kyrene teachers are life-long learners and work above and beyond what is expected. Parents are engaged (good and bad), and support their child(ren) schools.
- Welcoming, proactive, and receptive.
- We have no information about the schools since we moved here after our children were out of school.

### **What issues should the superintendent be aware of as he/she comes into the district?**

- Potential/future teacher shortage (different ways of recruiting to entice them to Kyrene). Arizona is ranked at the bottom when it comes to education and receives little support from the state. Communication is key so team leaders are all on the same page and all understand the expectations/direction.
- Substitute teacher shortage, unfilled absences.
- Our Governing Board has slowly become out of control. They are trying to micro-manage everything in the district. Our new Superintendent needs to be assertive and remind the Board what their responsibilities are.

### **What skills, qualities or characteristics should the new superintendent possess to be successful here?**

- Education background definitely with a balance of business (outside of education) understanding. Passionate about education/learning with a big picture goal (academic achievement) of how to get there using all resources (Admin team, certified team, support staff team and Governing Board). Leadership skills, decision-making skills, great communication skills, approachable, open-minded, confident, respectful and fair. Working collaboratively with all departments. Ability to be visible in the schools and to make students, parents and employees feel valued. Able to work with the

Governing Board as a team but confident enough to deliver hard conversations to them if their ideas or directions do not match what is in the best interest of the district/employees.

- Compassionate, assertive, decision maker.
- Strong, assertive, able to stand up to confrontation. Willing to say No, when needed.



## **Stakeholder Group: Community Members**

### **Tell us the good things about your community.**

- There is always something fun and interesting to do in our community! Our local newspapers keep us connected along with our neighborhood celebrations and events in the parks. We care about our community and we work to keep it strong and beautiful.
- Great schools! Good community involvement!
- Involved parents who are supportive of schools, especially with bond and override issues. Community cares about education.
- Caring families and teachers, a sense of giving back to others in need, a friendly place to live and work
- This community is well-connected and well-informed. Over one-third of the households are members of one or more one-line communities. Information about the status of all the local schools is shared broadly and quickly. Neighbors care about neighbors and the quality of their neighborhood schools.
- South Tempe/Chandler is a very close community. Even if our children go to different schools within the district, they participate in sports, social activities, philanthropy events and religious activities together. No matter where you go, you always know someone - and it's always a good feeling to see a smiling face.
- A community that cares and wants the best education for their children and continues to support those efforts in many ways. We love the strong collaboration with TUHSD.

### **Tell us the good things about your schools.**

- Our schools continue to be active places in our community even after our children have graduated from them. It's still wonderful to see the various special events going on at our neighborhood schools. We enjoy seeing the Turkey Trot and the Harvest Festival this time of year, even if we are not over there helping with it.
- Consistent high achievement.
- Very positive reputation in community for high quality schools and teachers.
- Dedicated, caring teachers
- The schools are in good physical shape and located in safe neighborhoods. Neighbors have voted for bonds and overrides to keep the schools that way. They will not continue to do so if they feel the money is being wasted and their concerns are not being addressed.
- Kyrene School District has maintained an "A" rated district for many years. As a result, Kyrene has community support to pass bond overrides, plus solicit donations for PTO, charity and other events.

- Again, great collaboration with TUHSD and each year has improved. Quality teachers that need to be appreciated. Our schools are beautiful and well cared for. Our families support our schools and are involved.

**What issues should the superintendent be aware of as he/she comes into the district?**

- Funding cuts. Teachers need a pay raise. Technology must be used efficiently. The Kyrene Community wants to be included in shared decision making.
- Teacher recruitment and retention.
- Need to continue to work with local municipalities and their schools district for ease of transition particularly from elementary to high school years.
- Teachers in Kyrene are unhappy, under appreciated, and over-worked.
- Parents long for the days when their children could walk to the local school without fear of harming their children's education or safety. Now they drive their children to private and charter schools because the public schools are not performing academically and discipline problems escalate as the capture rate goes down. Public schools must perform, at a minimum, on par with other institutions. Tax dollars must go into the classroom, not to a bloated administration. Teachers and administrators must be held accountable for academic performance. Only the best personnel should be retained, average and sub-par employees need a career change. Academic performance and discipline issues need to be identified and remediated immediately. Parents share that information among each other first. That's what drives the flight away from neighborhood schools. No one should be in denial about that. Children are not showing up to socialize. They know what's at stake for them. It's the children telling parents "I'm not being challenged.", or "My classroom is out of control.", or "I don't feel safe.", or "I'm not getting the help I need."
- Many of our in-district students are attending alternate schools (e.g. charter, religious) and as a result, Kyrene has had to go outside of the boundaries to solicit new students. This has had mixed results, as at least one middle school has been academically reduced to the bottom third of Arizona schools. As less and less of our in-district students attend Kyrene, there will potentially be less community support. This could eventually result in Kyrene District losing its "A" rating and potentially its ability to pass bond overrides as property values decline and community members no longer support higher taxes for lower academic results.
- The next superintendent should reside within the district boundaries. The morale among the teachers is low and the priority should be for building relationships and someone who has a strong understanding of our secondary schools at TUHSD and its relationship with Kyrene and how that truly benefits our kids.

**What skills, qualities or characteristics should the new superintendent possess to be successful here?**

- The Superintendent's job is first and foremost to be a great manager of competing needs. At times he/she needs to inform and persuade the board, and other times the board needs to inform and persuade the Superintendent. The superintendent must be able to welcome both directions. In Kyrene, it is extremely important that the Superintendent recognizes the value of collaboration. The community offers a cornucopia of talents they are willing to share with the schools. A great superintendent will optimize harnessing that power by respecting the full range of perspectives and values that the diverse members of our community hold. Our superintendent must be comfortable and confident as a communicator -- with groups ranging in size from hundreds to one. \*\* A critical communication skill is listening. The Superintendent must be able to speak back to others what they have expressed. The many constituents of the superintendent -- teachers, staff, parents, businesses, voters, etc. -- need to be heard and to know they have been heard.
- Effective communication. Strong financial background. Responsiveness to Kyrene stakeholders.
- Innovative, collaborative, emphasis on diversity and inclusion
- Open, friendly, involved, motivated, strong leader, follow through
- The next superintendent needs to have a track-record of success and be; intelligent, intuitive, action-oriented, apolitical, outcome-driven, focused, analytical (but not to a fault), able to identify root causes and formulate solutions, not given to pandering in responses to legitimate concerns from parents and the community, willing to make waves in the academic community if that's what it takes to solve problems, well-spoken, communicative, able to work with and inspire co-workers and the public in general.
- The successful candidate should be primarily able to focus his/her efforts to maintain Kyrene as an "A" rated school district. This maintains community support and higher property values. 2) The new superintendent should have conservative values that focus on retaining students within our communities rather than trying to grow the district from outside the boundaries. 3) The successful candidate should be able to forge relationships with area businesses to provide mentorships, volunteering and support for our students and teachers.
- For starters, the next superintendent should live within Kyrene's boundaries and preferably someone from AZ who understands AZ politics, specifically in education. Someone who sees the connection and need for a strong partnership with TUHSD and how that benefits our students. Someone who has an elementary background and who has been a principal at the elementary level. Someone who listens, has a strong instructional background and cares deeply about our kids and families. Someone who will be committed to Kyrene and not a retired superintendent from another state. That seems to be a pattern with some of the neighboring districts. Someone who can bring a balance and understanding of the instructional process and

the overall management of the district with input from teachers and staff when it calls for it. Someone who has influence and connections within the educational community to help recruit the best and brightest back to Kyrene and to use those influences to benefit the district in general. Someone who will be a champion for our district!

## Stakeholder Group: Parents

### Tell us the good things about your community.

- Area seems to care about public schools overall (votes for overrides, etc). Diversity. Lots of families like ours (same aged kids with 2 working adult parents).
- Supports schools--to that end, usually passes Bond overrides.
- We are a cmty of longevity... people with a lot at stake in the longterm development of our neighborhood.
- Excellent schools, friendly neighbors, good city services, easy commute, availability of arts, outdoor recreation and learning opportunities.
- Lots of parent involvement. We want high quality education.
- Ahwatukee is a place I grew up and I am proud my kids are attending the Kyrene school too.
- Your kids go to school in the community and you grow with the community. We watch out for each others children.
- It's diverse (despite stereotypes about AZ), friendly, and productive. Tempe is the home of Arizona State University and Chandler is the home of many big technological firms. We are adaptable and accepting.
- Parents care about and are involved with schools.
- Strong sense of community among families, neighborhood schools, great schools.
- Friendly, active and fun community with lots to do.
- Kind people Safe Good home values
- We are a community committed to the students and stakeholders
- Strong families Clean, safe neighborhoods
- We are a community made up of affluent neighborhoods AND low-income areas. A good Superintendent candidate will have experience in both these arenas.
- Highly active parent community.
- Overall the community is super involved at Kyrene with parent, business, etc. Most schools have support that provide extra experiences for the children and support the Teachers, like the PTSO. Note that some of the schools do not have the same socio-economic background and the parents may not be available to volunteer as much. Overall, the community cares about education and supports the teachers, children and Kyrene.
- Highly engaged parent community that values education and has high expectations of their schools; business and local elected officials support education; diverse population ethnically, socio-economically; an effective and well organized political action committee that supports bonds/override measures; all of our communities provide a rich quality of life--arts, parks, recreation, libraries, restaurants, etc.
- We support our schools and take pride in our involved community.

### **Tell us the good things about your schools.**

- A lot of parent participation. Safe havens for kids. Generally responsive and good communicators. Great and affordable after school programming.
- Uses data to support curriculum changes or improvement. Schools are inclusive and attempt to promote diversity.
- Kyrene schools have excellent teachers. Period.
- Excellent teachers and administrators, high parent involvement, Common Core curriculum that has impressed me by helping my children learn concepts in multiple ways.
- Great teachers. Strong pto. Great new gifted tract.
- Our teachers love their job
- The academics are competitive and teacher retention is not an issue.
- I am proud to be a part of the Kyrene community!
- Same as the community - diverse, open to change and ready to do what's right for the kiddos. The parents want to do more around every corner.
- Great communication; smart principals. Things are run very professionally.
- Excellent staff, great variety of programs offered, high achievement.
- Some of the top schools in the state. Great parent involvement. Good communication from teachers and the district. Great sense of community within the schools.
- Great teachers and administration Involved parents Kind kids
- Kyrene has always been touted as one of the best, however it seems to be declining.
- High test scores High quality teachers Diverse populations
- Our schools are a rich combination of race and culture.
- Focused on academics . Administrative staff is teacher friendly and parent friendly. Clearly interested in working with parents for a positive outcome. Staff is amazing and humble and empathetic.
- I have children at Monte Vista Elementary and Altadena Middle School. Each school has super dedicated employees, teachers and administrators. Each school has an active parents who give of their time, money and support. The PTSO's at each school fund so much and allow for extra community building activities such as Bingo night, art, etc. They organize school shirts, lunches for staff and more. The students are getting a good education and the teams of teachers work well together.
- For the most part, highly qualified and committed teachers; facilities are in good shape, well maintained and safe; solid partnerships between parent/community/administrators/teachers; diverse offerings that support the whole child; committed to rigor and higher standards; they are high performing and student achievement rates are above state average.
- We have great teachers...please let's not lose any more of them.

### **What issues should the superintendent be aware of as he/she comes into the district?**

- I am worried about middle schools. They aren't as highly rated and there is often rumors of discord or chaos. I want this to be resolved in 3-4 years when my kids reach that age.
- We're seeing more and more open enrollment. Families want to come to Kyrene schools--and has opened doors to a variety of problems with it. If the mentality is to take everyone, Kyrene must adapt to the needs of these families coming in: Special Ed. needs, split families where the children are traveling back and forth, holes in the curriculum from students bouncing from school to school, unreliable enrollment.
- Bloated number of ineffective staff, particularly at KMS and the District office.
- There is little support from the state government for quality education, whether it be funding, or researching and sticking with a quality curriculum. Parents want to know how we can help, but there is also divisiveness among parents about what should be done and why.
- Many parents do not want common core to go away.
- The district makes EVERYTHING more difficult. For parents, for teachers and it's killing the morale at the schools. They should be making things EASIER, not harder. I have always recieved great customer service from people at the district, but that is waning. People are tired and are considering leaving.
- Strive to keep your standards high as others want to attend your schools over their own community (Maricopa).
- We seem to jump on every new idea, when we have not completed the first idea.
- The parents expect a lot and have a variety of views on education, budgets, Common Core, gifted, special ed, etc. We don't like sugar coating and Dr. S has done a good job trying to address items head on.
- That there is a growing movement of parents who are fed up with standardized testing that serves politics, not students. There are many parents who value education as a love of learning, not satisfying someone else's business agenda.
- Articulation from Kyrene to feeder districts, such as TUHSD.
- Kyrene needs to compete to attract students. Budgets are tight, need a person with a can do attitude.
- Rather than busing kids from other areas of the city into the Kyrene District to fill empty seats, I would rather see the district focus on keeping the great students it has from choosing other schools. Find out why parents are choosing schools other than the in boundary district school. Offer more specialized programs that increase enrollment. The Kyrene School District is a great district, we all want to keep it that way.
- We need to decrease the supply of schools so the demand for the high quality education we have will increase
- We have some schools that are declining and from what I hear...the Super won't fire bad principals like the problems at \_\_\_\_???
- 1. Our teachers are overworked, underpaid, and stressed out with all the requirements being placed upon them with no extra time given in which to

do all these things. My child's teacher spends so much time in meetings she ends up planning for the actual instruction that takes place on her weekends and evenings. 2. Good quality teachers are leaving Kyrene and the profession because they can't handle the overwhelming stress anymore. The new superintendent needs to give teachers back their time. 3. The new superintendent should "clean house" at some schools where teacher turnover is incredibly high and job satisfaction is low. The reason for the low level of engagement in those schools is directly tied to the site administration there. Some principals should be removed because they are ineffective. That would go a long way to fixing the level of dissatisfaction at those sites.

- The school board is a bag of screws. We need a leader with a strong background in education. We need a leader that will continue to inform our school board on the issues that face schools on a day to day basis; as well as be a visionary for the 21st century.
- Kyrene schools may have the same standards but need to address the gigantic gaps in learning among top kyrene schools vs bottom schools.
- As I mentioned above schools do not have the same socio-economic background and the parents may not be available to volunteer as much. There are a lot of expectations and involvement from the community and parents, this person needs to be able to work in that environment.
- District/Governing Board relationship is not optimal--new Superintendent will have to build trust and support to do the job; Governing Board frustration with lack of accountability among District leadership; history of poor rollout of new programs/changes at schools that have resulted in disgruntled parents; situation at Kyrene Middle School and the flight of families from that school to other schools (both within and outside of Kyrene); needs to demonstrate a willingness to demand accountability at all levels; the issue of how the District manages open enrollment; community unease with open enrollment from areas with low socio-economic status decreasing the quality of Kyrene schools; competition from charters; managing fluctuations in enrollment at all schools; retaining the positives of a "neighborhood" school while providing parents with choices that best meet the needs of their child; Community Education programs need to be more sensitive to the diversity of the community we serve in the programs they offer (and in the staff they hire, particularly in decision making positions); potential for greater partnerships with our business community--could do so much more.
- That some of the schools have terrible principals and they never replace them, even when data demonstrates they should have been fired years back. That is bad leadership.

**What skills, qualities or characteristics should the new superintendent possess to be successful here?**



- Able to talk to people who are not like-minded (don't want to fund schools), ability to deal with a difficult and unqualified state secretary of education. Ability to communicate to parents easily and frequently. Someone who wants Kyrene to be the best place for education in AZ.
- Be visible and a part of educational decisions! It seems more and more district administrators are just PR pawns. It's important that the new superintendent is fully capable of rolling up his or her sleeves and making sound curriculum decisions as well. More than anything, the superintendent must vocally advocate for the district at the state level, where we have been woefully neglected.
- Someone adept at the diversity of people and ideas.
- Excellent outreach and communication, a true love for educating children, dedication to supporting teachers and administrators, willingness to live in one of the Kyrene district communities if possible.
- Be ethical. Be involved. Be a presence. Do not change curriculum.
- Continue to uphold highest standards and best teachers.
- Don't micromanage the staff!!
- SELL the District to the families, who then pass on the good word across the state/country! We have so many great programs at each school, yet very few of us could tell you what or who exactly possesses them. Mariposa has an annual World Fair, showcasing the different countries of the world. Pueblo has a Fine Arts program, many cater to the higher denominator vs. the lowest with varying gifted programs. Ninos has a dual language program. Kyrene is tied with 2 other schools with the best credit rating in the state. Our CFO is amazing and can speak to many different audiences. More people need to know this.
- Someone who listens, but does not capitulate to squeaky wheels and political extremes. We need the kind of leadership that is based on a genuine educational vision -- not someone who placates people in order to keep the peace. Let's please find someone who understands that ALL learning is valuable, not just the kinds that play to particular stakeholders (e.g., STEM).
- Special ed knowledge, strong leader
- Professionalism. Communicator. Visionary.
- Problem solver, think outside the box. Don't be afraid to do something different.
- Someone who lives in the community and demonstrates real leadership
- Open-minded, listen to ALL input, but especially teachers. I trust my child's teacher to know what is best for my child and the rest of her students, not someone who has been removed from the classroom for many years. Ability to make the hard decisions. When an administrator is ineffective and causing stress in a building, they need to be removed. Moving them to another site or "standing behind this principal" doesn't work.
- Experience in title I schools; experience in raising student achievement scores.

- Down to earth (approachable). Deep Understanding of the "culture" of Kyrene and public education in general in a school choice environment. Dedicated to keeping the bar High.
- A great superintendent has a clear vision for the district. A great superintendent has a clear vision for the district. A great superintendent is an effective communicator. A great superintendent is a good manager. A great superintendent is a good listener. A great superintendent is not afraid to take risks or make a commitment. A great superintendent is flexible.
- Tough leader willing to hold people accountable and demand staff meet high expectations for performance; willing to have a "buck stops here" approach to leadership; someone who is comfortable circulating among stakeholders-- staff, community, business, electeds; someone who genuinely cares about students and believes every student has the capacity to be successful; someone who is politically adept at managing the expectations of the Governing Board and parents; someone who has the capacity for being a visionary and moving the District forward; who is creative at problem solving. BTW, I am an ESP, parent and community member.
- Have strong sense of the community and be able to make some needed changes to keep kyrene the stellar school district it has been.

## **Stakeholder Group: Students**

**No Responses**

## Stakeholder Group: Teachers

### **Tell us the good things about your community.**

- Most schools really are neighborhood based schools. This makes for a very involved community, with a lot of parent participation.
- Our community is aging, vibrant, and diverse.
- The community is like a small town in a big city. People are friendly, schools are good. South Mountain is in our backyard!
- You can find some very involved parents who are concerned about their student's education. There are opportunities outside of the classroom for students to get involved...although they may not be accessible to all students.
- Ahwatukee feels like a small town. I always run into people I know when around town. I love that but that, at the same time, we are close to Phoenix and all the amenities a big city provides. I also love how close we are to ASU and Mill Ave. We get the best of both worlds!
- Very diverse and there are different needs throughout. Most parents prioritize education. Hardworking families who are just trying to do their best.
- We have a diverse community both in ethnicity and socio-economic status. We also have many high-tech companies within our boundaries and are closely tied to ASU.
- Cares about education
- There are a lot of veteran teachers that need to be heard.
- Friendly and involved community
- As a teacher in the Kyrene School District for 10 years, a wife of a teacher who has been in the district for 22 years, and parents to a student in the Kyrene School District, there is a lot of loyalty, pride and love for this district and community we call our second home. We have families that care and families that want the very best for our children.
- Supportive, a lot of resources, reliable, consistent, safe, fun, great parks
- We have a diverse community. Parent support varies at each Kyrene school. Education is valued and parents want to continue to send their children to excelling schools.
- Caring group of parents Very involved communities - businesses, families, etc.
- The vast experience and expertise of Kyrene teachers. This is extremely hard to find in the state of Arizona.
- We are a very diverse community.
- We live and work in a community that values education. Parents seek opportunities for their children to grow and be the best they can be.

### **Tell us the good things about your schools.**

- Answer to #1 applies here as well.

- Kyrene is a strong community of caring people.
- Quality teachers and staff Great technology resources
- The students and the teachers! I work with a group of teachers that is committed to student achievement. This is a title 1 school and we have to deal with many extra things that some schools don't (poverty, lack of parental support, lack of extra curricular activities to expand learning, behavior issues, etc.) Most of the teachers at my school welcome that challenge and are here because they truly want to make a difference in a child's life. Most of the teachers at the Title 1 schools are there because they want to be...and that is very important!
- Most teachers seem to really care about the students on a personal level. They seem to be working hard to implement CCRS.
- Sense of community, students want to be here, they feel like they belong. The parents that are involved are great. Most families are too busy, but they still want them to learn. Our schools vary greatly.
- There are POCKETS of strong leadership at the school level and most teachers are very good.
- Well-informed, dedicated teachers
- Our schools have the most caring teachers, administrators and staff of any district we have been a part of. Our schools put students FIRST 100% of the time and we work endless hours day and night to ensure our students are receiving the very best education possible.
- Long time teachers, strong community, generous families, helpful, academics held to high standard, expectations are modeled, practiced and expected each day, safe, fun, lots of resources from other teachers (we share a lot)
- Our schools set high expectations and have build in intervention and support for students. Parents like the small class sizes in elementary school and extracurricular activities.
- High test scores Dedicated, committed teachers Arts classes provided by high-quality teachers (cuts have taken place recently, so we need more of that back in our schools)
- Many of the teachers working together for the benefit of students.
- Very happy with the Kyrene schools. We would not have chosen another district. Amazing teacher support. Great parent involvement. Lots of family activities.
- Very dedicated teachers and leaders.
- Across the state, the Kyrene School District has had a reputation for being a great district to work for due to its cutting edge and proactive (vs. reactive) initiatives.

**What issues should the superintendent be aware of as he/she comes into the district?**

- SIP plans have nearly put teachers over the edge!!! We feel like failures despite our excellent results. Nothing ever seems like enough. All the cutting edge things our district tries to attempt are all good in theory but its TOO MUCH.....take something off our plates. Let us do what we love....our district changes stuff ALL THE TIME....it makes my head spin. We actually had a presenter say, "Now this PLC concept is here to stay...I know everyone tells you that but this really is." Not encouraging to hear a presenter tell you that....
- Your teachers have had their salary schedule collapsed. They have has their salaries frozen (many years in a row), therefore, some newer teachers (with less years of experience) make more than long time KSD employees. Kyrene teachers are workaholics, they give ALL to their job, their students, their community. KSD teachers have felt overburdened with the work load and expectations that come from the district office. There is a bit of a disconnect as the district feels they have taken obligations off the teachers' plates.
- The Kyrene school district has become increasingly diverse over the last decade and is in the process of great change to meet the needs of this diverse population.
- Would like a more collaborative approach than competitive. Right now it seems like we are all fighting for enrollment and not working together to make this a great district -There is a clear line between the haves and have-nots. The schools with many kids from low socioeconomic areas need more resources! -Behavior and discipline is a challenge -It always feels like we are building the plane as we are flying. Things are implemented at the last minute. -There are too many things to do and it doesn't feel like we are good at anything
- Kyrene is a changing district and we no longer have a majority of white students. Kyrene needs to change along with this and make sure that our students of color are achieving and are made to feel like a part of the school...not disenfranchised. Also...there is a feeling of frustration among teachers. They are not feeling supported and they are frustrated by a lack of leadership by their administration. Kyrene has a tendency to jump on the bandwagon for lots of different "great ideas" and then it all fizzles out and after teachers have learned all about things Kyrene will move on to something else. Nothing ever really stays and is giving enough time to work. But yet every time we change something we spend a ton of money on training, teachers have to invest countless hours, and then in a year or two it is all done and we are on to something else.
- Kyrene has an issue with their SLSS department. This department seems very disorganized and is not currently meeting the needs of the students it services. Kyrene needs to look into their behavior/retention program as well. All students are automatically advanced to the next grade (with the exception of 3rd- possible) and students don't even have to repeat a course in MS if they fail it, even though they will need that knowledge in HS. This can cause problems as students start to learn that they aren't responsible for their learning and therefore, some stop trying and become problems in the

classroom. Kyrene as a district needs to be more direct, at times, about what it expects from its employees. It can't function effectively for long as the "district of suggestions". Teachers sometimes need and want to be told exactly what is expected. This also creates more continuity within the district. There also seems to be an issue with principals at this district. One role of the principal is to be an instructional leader. I don't think many/most principals operate from this assumption. The oversight and evaluation of principals needs to be tweaked so that they are held responsible for being an instructional leader at their site as well as the behavior, climate and public image of their school.

- Low morale, tired of not holding students and parents accountable. Need someone who can convince parents to wait to see results when gets are getting life lessons. Why are we constantly changing something that works. We learn something new implement it and when awards for it and then we change it.
- We are need of a superintendent that can ensure that our principals and district level leaders are of high quality. The new superintendent would likely need to reassess some of the leadership and make the difficult steps in replacing some positions. Without school level changes in leadership, we will not see growth.
- A lot of top-down decision making has backfired--imposing too much on teachers--SIP etc.
- Teachers are OVERWORKED and underpaid (My spouse just had to get a job because we couldn't make ends meet on just my salary and I've been teaching here in Kyrene for 28 years)...Teachers feel undervalued....Teachers feel like they are not treated like professionals....Teachers HATE all the Marzano expectations especially GOALS and SCALES for everything.... More things keep being added to our plates, but nothing gets taken away. Kyrene tends to always try to be on the cutting edge so we, teachers, always feel like there are expectations before we even have things in place....always frustrated and discouraged. It's frustrating when district personnel keep giving us extra things to do, yet we can't do any of it until students are gone. For example, "thoughtful planning." We'd love nothing more, but we have had NO TIME to plan together. We are filled with trainings, professional development, and SIP! SIP is the bane of our existence. Hopefully, it won't be reinstituted the same way. It made us feel like failing schools and we were being reprimanded. :(
- Kyrene has become a place where administration "acts" like they are listening. Committees are put in place with one or two teachers on them, and then when decisions are made, they act like those people reflected the opinion of the majority. See the PLC decisions that were made.
- The change in Kyrene's demographics and achievement gap. Several teachers have left Kyrene over that last 3-5 years due to pay and more work/less pay.
- Too big of a shift from teaching to the top and developing rigor in our curriculum (like we had done successfully for decades) to "closing the gap"

and channeling all of our resources and energy into the bottom, while lowering the standards to reflect progress. Too much trendy educational methods being forced upon us...i.e. PLC. Fine for some lower performing schools, but not all.

- We are all frustrated that our Arizona governor and many of our legislators do not support our public schools and our students who attend public school. We are thankful we have always had a Kyrene Superintendent and a Governing Board who fights for our students, staff, and teachers. Another issue that is complicating the education of our public school students is the infiltration of charter schools and these schools coming into our community and snagging many of our students who are well rounded and high achieving students.
- Parents are demanding, they will want to know what changes or what things you will keep the same or change, expectations from teachers, how will you handle budget cuts, how can you help teachers have less stress
- Teachers are not held accountable for teaching the standards.
- The minority population is increasing. The middle school classes have over 40 students and students are not getting their individual needs met in middle school. Teacher turnover is too high. Teachers salary, class size, and increased expectations lead to teacher burnout. Due to budget cuts, many programs are cut such as
- **TEACHERS NEED OUR PLANNING TIME BACK!** Too much of our time is being taken away for meetings (PLC, SIP, PD, etc) and we are struggling to get everything done. We are overworked, stressed to the max, and need relief in this area **FAST!** In the past, teachers have felt that decisions are made without fully consulting us/listening to our input, or decisions made by people at district level who are far removed from what it means to be in the classroom. Example: we were told to make cuts at our school of X amount of dollars so that we could best decide what our needs were per site. Yet we weren't allowed to cut our math/lit specialists even though at our site we felt that was an "extra" and not a necessity for our population. We had to cut other areas that greatly affected students instead. So we were only allowed to make the cuts district had already determined we could make.
- All stakeholders are often not included in critical decision making. Often opinions and points of view are not discussed or valued. Committees are formed based on people who will support predetermined outcomes. Frequently people who speak up are retaliated against with the evaluation tool. This happens at every level from the district office to the school sites. Often nothing comes of feedback received from surveys as bullying is not addressed and is allowed to persist.
- Currently, there are too many committees, and too much consensus building is needed to make every single decision. Often times committees are a good thing and we should build consensus but we need a strong leader who can also build trust to help stakeholders (including the Governing Board) understand that there will be times when leadership needs to make a



decision without a year long committee being involved. When ever possible, those decisions should be based on data and they should always be in the best interest of students. There are too many times (currently) when the top priority for decisions is the impact on teachers. Even several of our Board members have lost sight of the fact that we are all here for children first, not for the adults.

- Morale is at an all time low -- teachers are frustrated and do not always feel valued and supported for the hard work that they do.

**What skills, qualities or characteristics should the new superintendent possess to be successful here?**

- Down to earth; realistic; possess common sense; cares about teachers (perhaps was a teacher recently and understands how different teaching is now); someone who isn't trying to make a name for himself (let me explain....it seems like when someone is trying to "prove" something, they work their employees to the cracking point. We need an advocate, someone we feel actually cares and is in our corner) Don't compare education to business....it's NOT the same thing, it's insulting and it seems to be referred to in that way in a one-sided way...sad, so sad. I started teaching 28 years ago and LOVED it. My students turned into wonderful, productive adults that make a lot more money than me....I would not go into teaching again for anything. Also, don't compare us to other countries.....there's no way you can compare. Other countries value education, teachers, and hard work. My students are absent A LOT because of spring training games, vacations, etc. You can't have both.
- Since we have quite a few schools that bus students in we need someone to help BUILD a TEAM mentality. It's difficult to be a team when there's a district vs site tone at the district office. ENCOURAGE your district admin w/ teacher certification to experience the classroom again (keep it real). Encourage your site admin team to get back into classrooms to teach. Again, keeping it real, it will help those who have left the classroom remember.... Open door policy to LISTEN to your site employees as well as parents and kids. Be a leader, do what is sometimes difficult to do.
- The new superintendent should have spent a significant time as a classroom teacher to really understand the educational process. Additionally, the candidate should be from Arizona, preferably our community, and have an awareness of the history of Kyrene as well as surrounding Arizona schools.
- Be able to stand up to parents to do what's best for kids. Be able to think of creative solutions to the lack of resources problems, etc.
- She/he needs to be concerned about racial equity in our district and be willing to tackle the achievement gap between our white/Asian students and our other students of color. They must have great communication skills and not be afraid to have difficult and truthful conversations about race in our schools.

- The new Superintendent needs to be someone who does not give in to parents (and I am one). This district needs to let the community know they listen to parents and value their input but that the district will do what they know to be best educationally for the students. Right now, that is not the case. There needs to be much more communication and collaboration among and between schools. Presently, it feels like there is competition among schools for attendance and as a result, there have been changes made that students and faculty weren't necessarily prepared for. Curriculum and Learning Services needs to write/create curriculum for advanced/gifted courses, provide resources and teacher professional development. If they can't/won't then they need to stop offering the classes. It isn't benefitting students to be in a course labeled "advanced" or "gifted" when it's not either of those things. Again, I think many of these courses are created because of parent pressure. Kyrene needs to look at giving raises to those teachers who were hired by the district around 2007. They were subject to pay freezes and now many make less than new teachers coming in.
- Able to diplomatically stand their ground with parents so that students are held to a high standard and get the education they deserve.
- Ideally, the new superintendent would have a strong background in all subjects including science and mathematics. (We currently have very few leaders with a strong science and/or math background.) Most importantly, the new superintendent should have a vision of where we need to be AND a proven track record of implementing change to reach a goal.
- Flexibility
- Common Sense, please!!!!!! Don't always try to be on the cutting edge just to look good. Looks good on paper but impossible to execute. Value teachers (because frankly, we've been pushed too far....teaching used to be fun and it's horrible now.) Please don't compare us to a business anymore. My spouse just got a job and instantly makes more money in a year than I do after 28 years. My spouse doesn't even have the 6 years of college experience I do. Please, just don't compare us to a business. In a business, you can refuse customers. A teacher has to take anybody and everybody....and class sizes are too high. And, in the business world, the sky's the limit for salaries....
- Those many good, veteran teachers - well, they are going out when they can because it's not worth hanging on anymore. The new Marzano evaluation puts everyone in the same box, whether you are teaching 8th grade Math, or 1st grade PE kids. The PLC is just another meeting made mandatory, the planning time we used to have is taken by another meeting. It's no longer worth it to try and stay. That's what the new superintendent needs to understand. There's a silent majority, both veteran and new teachers, that are leaving...
- Friendly, present, honest, supportive, fair, and positive
- a fiscally responsible leader who values teacher compensation and morale. One who isn't afraid to eliminate unnecessary spending, especially on a

bloated district office and roles like "Math coaches"....shortage on teachers, classes oversized, yet we have "coaches"!!!!

- Our new superintendent should possess a kind heart, a listening ear, and genuine want to be connected to his or her teachers and staff members. I also strongly feel the new superintendent should be able to make the tough decisions when necessary and not leave important and very difficult decisions such as budget cuts up to the individual schools. That pits staff members against each other and was very difficult last year. I also want our new superintendent to strongly support ALL day kindergarten, as well as special areas (PE, music, art and library) and increasing the minutes in special area classes to ensure our students are able to have access to various subjects including the arts and physical education and receive the best well rounded education possible.
- Needs to have classroom experience in the last 10 years, not afraid to be hands on, will not be intimidated by pushy parents or staff, have a short term and long term goals. kind, well educated, speaks intelligently, someone who really wants to make a difference in our district
- Personable, leader, change agent, knows how to effect change in an organization, doesn't play favorites, able to stand up to KEA
- A good superintendent needs to connect with the community and be a strong leader. They need to be an advocate of the kids and the teachers and be a role model in the community.
- LISTEN TO TEACHERS. You can't put students first if you keep putting teachers last.
- Understanding of systems and how to successfully implement systemic change Experience with building morale and positive outcomes for all stakeholders Expertise in unifying and building trust in all of the stakeholders Focused on decisions that put students and teachers first
- Keeping and recruiting great teachers should be one of the biggest parts of the job. Great teachers lead to great students and the love of learning. Teachers must be paid as highly as possible.
- Experience in Public k-12 Education. Experience in Arizona preferred.
- Decisive and willing to make decisions after research and careful thought Supportive of teachers FIRST so that they have the motivation and drive to teach students and increase student achievement.