

Stakeholder Input Report for

***Soledad Unified
School District
Soledad, California***

submitted by



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EXECUTIVE RECRUITMENT & DEVELOPMENT

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Soledad Unified School District Soledad, California

March 7, 8 & 15, 2017

On March 7th, 8th and 15th, consultants Aida Buelna-Valenzuela and Dennis D. Murray facilitated 7 different group meetings, 6 individual meetings and two open community meetings located in Soledad. The consultants received input from 113 individuals within these groups. Input was gathered regarding the selection of the Superintendent of the Soledad Unified School District.

Outlined on this page and subsequent pages, is an *Executive Summary* of the major themes expressed by the participants in the various sessions. Following the *Executive Summary* is a compilation of the input received from these groups and individuals in response to the four questions asked of each group and participant. The final section of the report consists of the responses received from those respondents who utilized the online survey listing the same four questions as posed in the group interviews. The comments contained herein are unchanged as spoken/written by the respondents with-the-exception- of the omission of any vulgarities or names of individuals.

Executive Summary

1. Tell us what is good about your community.

- It is a small, quiet, friendly community with a large Hispanic population
- Soledad is a happy and safe place to raise families
- Soledad has a very close-knit population that is warm and caring
- The community offers many types of activities for its youth
- The community is like a large family
- Parents are very supportive of the community and schools
- Residents are very accepting of newcomers to the community
- Soledad has great and consistent weather
- Our residents display great community pride and tradition
- We are an environmentally friendly community
- Soledad residents trust in people and expect trustworthiness from others
- We have a lot of diverse cultures who are accepting of one another

2. Tell us what is good about your schools.

- Technology at all sites

- iPads are 1:1 from Kindergarten to Grade 12
- Modernization is happening throughout the district
- Professional staff development
- Preparing students for college
- Community partnerships
- Great staff-to-parent communication
- Schools are well-maintained
- There are opportunities for advancement
- Sense of tradition begins at Kindergarten and continues through high school
- Nice students who are respectful to adults
- Stable student populations
- Dedicated staff and faculty

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

- Possible employee union issues
- Trust needs to be re-established between the district and community members
- There has been a high percentage of teacher turnover
- District is still in recovery from FCMAT Investigation/audit
- Facilities projects are being delivered at a “scaled-down” version of what was promised
- There is a need for transparency throughout the district
- Individuals throughout the district “wear too many hats”
- There are emotional needs due to stress in the ranks
- He/she need to be aware of potential nepotism issues in the district
- There has been a lack of financial transparency for the community members
- Successful student agricultural programs are being held back due to lack of space
- There is a significant number of long-term substitute teachers in critical subject areas
- Recruiting of highly-qualified and fully-credentialed teachers is lacking at the secondary levels

4. What skills, qualities, characteristics should the new superintendent possess in order to be successful in Soledad?

- A leader whom can exhibit strength and remain humble
- Good people skills and professional integrity
- Someone that can be embraced by the community
- A good communicator
- Possess good judgement, compassion and moral character
- Possess a good working knowledge of school finance
- Be accessible to staff and members of the public
- An individual who will be a participating member of community activities and organizations
- Teaching experience within the K-12 community
- An individual who can build trust and involve all players
- A leader who is a long-term visionary on behalf of student success
- One who is positive in nature and able to praise others for their successes
- A professional in every manner: speech, writing, behavior, ethics, and dress

Stakeholder Input

Reported as received from each Stakeholder Group

Name of Stakeholder Group: Confidential Staff -20 participants

1. Tell us the good things about your community

- High family involvement in the community.
- YMCA offers many opportunities for students to participate in sports.
- Opportunity to interact with families due to children's involvement with sports teams (Little League, Jr. Football, cheer, softball and soccer to name a few.)
- It a small community, quiet, friendly with a large Hispanic base.
- There is some diversity throughout the District due to employees from the different correctional facilities.
- Soledad is a happy and safe community.
- Due to correctional facility we do get a good blend of other ethnic groups in the community.
- It's a close knit community where everyone is friendly.
- Small town environment
- Growing partnerships with Colleges
- Everyone knows everybody
- We know the kids along with the parents
- Crime rate is low
- Some gang activity but compared to other cities its small.
- It's a good community. Helps raise your kids because it takes a community to raise the child.
- Pinnacles are close and make a good place to go hiking.
- 25 minutes away from RR trail
- 30 minutes from Monterrey/Carmel
- 60 minutes from Paso Robles
- Wine country (approximately 25 wineries) .
- Hunting/Fishing in the area
- 25 minutes from Salinas
- Very warm and embracing
- Visiting the local businesses, markets, restaurants, everyone is warm and open.
- There is more community activity in small towns. More offerings for kids. (Softball, baseball, soccer, cheer, junior football,)
- Students go to Hartwell College and they are building a campus in town.
- 30 minutes from the Beach
- Community library is providing after school tutoring.
- Hiking
- Rural community
- Nice weather the majority of the time
- It's a growing community, new housing is coming in.
- The community is a family.
- The parents care about their children.

- The community has really grown since 1999. There are two parts to Soledad the oldest part of town and then the newer sections of Soledad that have grown in the 18 years.
- Close knit community.
- Community carries history. Community members gave land to build schools. Three schools were built on donated land.
- Great sense of pride to community in donating the land to build the schools.

2. Tell us the good things about your schools.

- Three new elementary sites
- Middle school being built and should be completed by 2019
- High school relatively new (1997) prior to these students attended Gonzalez High School.
- Library is state of the art at the high school
- Preschool sites throughout the district
- Technology at all sites
- I Pads are one to one from K through 12th
- Modernization is happening throughout the district
- Coordinators for EL students
- Professional Development for staff
- PD is being offered to classified
- Preparing students for college
- Community partnership
- Dual enrollment for students at the community college
- Future Teachers of Soledad
- CSUMB is partnered with Soledad to recruit individuals to teach Math & Science
- Staff participates in the committees.
- Like that it's one district – Unified-K-12
- Staff keeps me informed about my kids.
- High school communicates with students
- Staff has a positive sense of pride in their job along with a large sense of pride and care about their district.
- Well maintained schools.
- Great guidance from the special-education department.
- Great special education and general education teachers that help students succeed.
- Good benefits to employees.
- Opportunities to advance.
- Teachers are dedicated to the district and schools. Teachers are a bonded family to the school.
- Lots of school activities, social network for the community. Sense of family is in the schools.
- Sense of tradition begins at the elementary and continues throughout the high school.
- Nice students, respectful toward adults. Students are wonderful. Majority of students want to learn.

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

- Possible employee union issues some very vocal individuals.

- Negotiations are not going well.
- District is not transparent with the community about District Goals
- Need to get input from the community and staff
- Establish trust with the community and staff
- High percentage of Low SES in community
- Many parents have not graduated high school and are not always able to communicate with staff.
- Review LCAP to ensure that Goals and Objectives are carried out, move forward with the plan not look back.
- District is coming out of a difficult place with regards to facilities. Currently we are in a rebuilding phase.
- Difficult with some facilities but we are working on a Master Plan that the new superintendent needs to be aware.
- High staff turnover. Needs to work bring in teachers and retain teachers.
- Delay of construction of middle school brought concerns to district staff.
- Rising cost of special education services.
- Proactive parents that bring in attorneys.
- Problems recruiting teachers because of the geographical area.
- Most of the certificated staff commutes to Soledad.
- High turnover of staff at the high school.
- Needs to know the history of the District especially in regards to what occurred with the prior superintendent.
- The image of District is still slowing being built up. Staff is working hard to make it a reality.
- We are moving forward instructionally with the best practices. We've had consistent Professional Development.
- Institutional memory

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here?

- Someone with a background in elementary and Secondary
- Good people skills
- Bilingual English/Spanish so that they can converse with parents and community.
- Someone that can be embraced by the community
- Multi-tasked
- Understand the Budget
- Experience with moving people to a vision
- Leadership skills with the experience of working with Soledad's demographics
- Communication skills to keep everyone informed with regards to District Goals, events and school activities.
- Someone that will become involved with the staff by visiting schools, conversing with staff and be approachable.
- Professionalism
- Confidential
- Team player making sure that they listen to input from staff.
- Bring together all the branches, business, HR, education so that we have no gaps.

- Preside with a positive quality assurance approach vs. misinterpreted micromanagement approach.
- Longevity of superintendents.
- Social skills
- Attend events, become involved, and socialize with the community.
- Empathy with the community.
- Hire the right staff for our community.
- Need to interact with people.
- Open door policy
- Good judgement
- Special education knowledge and/or experience
- We have a high number of EL students next superintendent should have knowledge and know what works with this student population.
- Hopefully they would seek guidance from their leadership team.
- Public school experience
- Forward thinking
- Educational leader with strong curriculum background.
- Collaborator with the IHEs.
- Engaging in the community
- Active in the service clubs
- Compassion to people
- Work closely with Human Services
- Know the District initiatives to continue the work that has begun.
- Macro management vs. Micro management

Name of Stakeholder Group: District Leadership Team-6 participants

1. Tell us the good things about your community

- Wine country locale.
- Very supportive parent community.
- Close knit community that cares about kids.
- Easy access to facilities. Close proximity from school to school. Community groups are supportive of schools: Kiwanis, Rotary, etc.
- Less expensive cost of living in Soledad.
- Lower home costs.
- Affordable rents for families.
- Wide range of housing possibilities.
- Athletic programs are all well-known and championships happen.
- Fairly stable high school population.
- Parents come out when invited to events.
- Younger people have aspirations to better themselves.
- People are welcoming to newcomers.

2. Tell us the good things about your schools

- Student populations are stable.
- Pride in the schools by family members.
- Sense of tradition.
- A "one horse town" when it comes to supporting teams, etc.
- Growing District.
- New facilities and newer ones on the way.
- School technology has grown to be competitive with area districts.
- Dedicated staff and faculty.
- High school is an academy model A-G focused.
- Career oriented programs at high school.
- Middle school versions of the academy concept.
- Standardized instruction from school to school.

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

- Negotiations are one-sided from a small group of representatives.
- Superintendent will be coming into a smaller scaled project than originally planned and sold to the public.
- Still recovering from FCMAT investigation issues.
- High turnover of all staff.
- Need for transparency throughout the district.
- Small community can be a double-edged sword!
- Parking lot politics prevail.
- Be aware who is related to whom.
- Awareness of potential nepotism issues.
- Violence is an issue in the community, schools, etc.
- Successful AG program that has outgrown its facilities.
- Disparity of school site aesthetics. "Haves and Have-nots".

- Perception of schools getting more than others.
- People wear too many hats at all levels.
- There are a lot of emotional needs...there is some distress in the ranks.
- A need for emotional support.
- Parents expectations are far beyond the school programs. e.g.: immigration, custody, medical, etc.

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here?

- Traditional experience as an administrator (K-12)
- Supportive mindset for coaching staff members.
- Sense of humor. Smile.
- Approachable, but professional.
- Well-balanced individual.
- Encourages staff to have balanced skill levels in all areas.
- Resourceful, sees potential in others.
- Ambitious and sees long-term needs for children.
- Systematic approach and a visionary.
- Background in strategic plan development.
- Moderate speed in initiating changes.
- Clear idea of how to initiate change within the system.
- Long-term visionary, not just reactionary.
- All about the kids.
- Improve the outcomes for kids!!!
- Someone who is a true listener.
- Can engage others to perform as team members.
- One who can develop true harmony and empower others to succeed.
- Transparent and high in integrity.
- Compassionate, sensitive.
- Someone who is a macro-manager and can build trust.
- Someone who can build capacity.
- Active in the community and visible at school events.
- One who can develop and run a calendar.
- Organized individual.
- Visible in schools and events.
- One who is positive and able to praise others.

Name of Stakeholder Group: Elected & City Officials- 4 participants

1. Tell us the good things about your community

- Growing community with new businesses coming in regularly.
- Restaurants, services, new homes.
- A lot of community support for community events for youth.
- Creative use of resources creates more of a "family" environment.
- Citizen of the Year program is substantial.
- Teachers, superintendents, staff are all welcoming and professional in relationships.
- Everyone is friendly.
- 24th safest city in California.
- 17 member police force works as a well-oiled machine.
- Correctional officers, teachers, state workers are moving into new homes in Soledad.

2. Tell us the good things about your schools

- Really receptive to all law enforcement personnel.
- Nice appearing schools when driving into town.
- Soledad High School is a beautiful facility. The community has a team effort to address schools.
- Personnel are active team-members with law enforcement: administrators, teachers, and staff.
- Schools have excellent communication with law enforcement.

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

- Not convinced that the school board is always a 5-0 assembly. Lacks a little historical perspective.
- Lack of communication between board and department has caused some confusion between entities. At this time this is now better.
- Needs to be on the "same page" with the community agencies.
- City Council joint meeting with the school board has not happened and needs to be a priority for the new superintendent.
- Mutual support of schools and community.

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here?

- Leadership is critical.
- Teamwork.
- Open door policy.
- Willing to listen.
- Perhaps bilingual (if possible) not a prerequisite.
- Integrity.
- Handle issues in entirety prior to notifying law enforcement.
- Due process procedure needs to be addressed.
- Education experience with different school levels.
- Small district experience possibly.

- Training video is available for school use for training. Definite need for training with the police department.
- Superintendent should be amenable to working with law enforcement agency.

Name of Stakeholder Group: Students- 38 participants

1. Tell us the good things about your community

- Environmentally friendly
- Good food
- Small community
- Tight knit
- The pinnacles
- Not a lot of violence
- 25th safest place in Calif
- Near the ocean
- Good weather consistently
- Clean fresh air
- Local businesses are family based
- Live and work in community
- Involved community and parents
- Connections among one another
- A lot of community pride

2. Tell us the good things about your schools

- Wide range of clubs and experiences
- Promote a healthy lifestyle
- Nutritious meals
- Technology based
- High school students assist younger students
- Good athletic programs for male and female students
- A variety of AP classes are offered (8) Honors classes for 9 and 10 grades
- Dual enrollment with community colleges
- ROP Programs
- Future Teachers of America offers internships
- Career center has outward bound programs
- Volunteer opportunities
- Different opportunities are afforded to volunteers
- Community scholarships program well supported
- Teachers really enforce the dress code
- Teachers are good role models for students
- Teachers go beyond the school day to assist students.
- The career center staff are very helpful
- School events, rallies and dances, etc.
- Cheerful Vice-principal
- Known for EOTC, MECHA, FFA, AG programs

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

- The finance issues and where monies need to be spent
- To be aware of the budget issues that resulted from a lack of awareness in the community

- The lack of qualified teachers
- Newer teachers left because of former administration
- The hiring process needs to be better in math and science positions
- Inappropriate teacher-student relationships
- Advertise medical and other benefits
- Provide more materials for teachers
- Make sure materials are timely
- Not enough space for the AG program and the number of students involved
- Insufficient space for large animals
- Unfulfilled promises for an extension of the farm
- Restrooms are constantly in need of cleaning and sanitizing and stocked regularly
- Girls restrooms do not have hand driers
- Bathrooms are vandalized and tagged
- Science needs more labs and equipment
- AP tutoring needs to happen before the AP exams
- County library is not available to students during the school day

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here?

- Flexibility
- Bilingual
- Understand the needs of all parties
- Open minded
- Communication with students
- Be able to balance student and community needs
- Trustworthy
- Approachable
- Friendly
- Humble
- Someone who will not abuse their power
- Responsible with district monies
- Transparency
- Background in education K-12
- Very reflective and show pride in the community
- Someone who will do right for the community
- Involvement in the schools
- Visibility in the schools
- Participate in Homecoming, rallies, etc.
- Someone who is spirited and friendly
- Visible to the community so they are recognized by people
- Attend the state FFA Conference
- Superintendent should coach others in becoming better at what they do in the schools.
- A visionary for the district
- Strategic Planner and developer who will share the plan and allow student input in the plan
- Allow student input in the development of the district mission statement

Name of Stakeholder Group: CSEA- 3 participants

1. Tell us the good things about your community

- We are a growing community.
- Very united community
- We work together and help each other and are team players so that we provide a good education to students.
- We are a very close community, we don't judge, we try to get the help that the community needs.
- We communicate with the parents and community.
- Parents are very supportive if they feel they are welcomed. (Trust, Honesty & Communication)
- Good families live here.
- Community is very supportive to the schools.
- Community is very loyal and honest and wants to be treated with respect.
- The community is a family united for students.
- Parents give back to the schools.

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Meet the needs of the students, family advocates/liaisons, to assist families that are homeless and need help paying rent.
- We are the hub of the community.
- Work closely with agencies to assist families.
- We have a beautiful high school.
- Clean facilities they have all that they need.
- Teachers and counselor willing to go out of their way to be there for the kids.
- Saturday schools to make up for missed days/absences.
- Old schools are being renovated.
- Support is provided to the schools with high needs
- District helps fund programs.
- Schools are much like a legacy to families that have donated land to build the schools.

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

- They are going to be walking into a very cautious environment. They'll need to prove themselves.
- Need to be aware of the past fiscal spending and the condition in which the budget was left.
- Need to focus spending on students.
- Clean up the fiscal audit that was done.
- High turn-over of staff, teachers, administrators.
- Language will be an issue if they can't communicate with the community and parents. (Spanish/English)

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here?

- Bilingual (Spanish/English)
- Respectful
- Has people skills
- Capable of working with diverse community.
- An individual that is humble, the community is low income and down to earth.
- Understands that although the parents/community don't have an extensive education they care and want the best for their children.
- Need to be able to focus on what's best for kids and not take away funds that should be going to kids.
- Honest, respectful, financially honest.
- Recruit the best teachers willing to work with our kids. We want our kids to be at the top of ranking.
- • Knowledge of school finance, people person and problem solve.
- A Coach that assists teachers and administrators working with our students.
- Someone who will be involved in community organizations and parents. Visible with schools and community. Someone that will be recognized in the community and schools.
- Not a micromanager sees the big picture to hire the right person for the job.
- Needs to view the needs of the schools.
- Ensures that staff is working within their job description.
- Possess a sense of humor and able to laugh
- Dress professionally

Name of Stakeholder Group: STA- 6 participants

1. Tell us the good things about your community

- Family oriented
- Major emphasis on children
- A lot of respect for educators
- Majority of the culture is Hispanic and respect education
- Small community feel
- A lot of parks and events, parades, carnival, Thanksgiving meals
- YMCA
- Youth oriented organizations
- FFA and ag programs 4 H programs
- Community organizations that support our schools (for example, Lions, Rotary, YMCA)
- Get away from the hustle and bustle
- A very quiet city
- Great weather
- Tight knit family of community members
- Multigenerational families live here
- Recently there has been a significant growth in population
- Opportunities abound in Soledad
- Everyone knows everyone else
- A large variety of employees
- Close to National Park-the Pinnacles
- Steinbeck country
- Prison workers and great salaries
- Centrally located. Coast, wineries, Bay area, Cambria, Monterey
- Communication network in the community
- Parents are always willing to step up and assist when asked

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Passionate teachers
- People want the best for their kids
- New school facilities
- one to one technology
- Technology is moving forward
- Good networking for technology
- Every child has an I Pad
- FFA and 4 H programs
- MECHA Program has been recognized for achievements
- Articulation agreements with community colleges
- Dual enrollment with HS and community college
- After school and summer school programs
- Migrant programs through the county
- PK, TK , preschool programs available, First Five programs
- ECE program available

- Wide variety of athletics in the schools and community
- Recreation district supports youth programs at all ages
- Swimming pool is available for school use
- Historical Society working with the schools
- Summer internship for recent graduates
- Strategic partnerships with community colleges in area
- Community service program ((HS) assists the community

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

- History of lack of transparency
- Lack of trust across the district and community
- Mishandling of monies designated for new construction
- Increased housing will impact the capacity of schools
- Frustrated staff due to many different programs being initiated before mastering what is already there
- Shotgun approach to program rollouts has negative reception from staff
- Staff development delivery needs to be addressed!
- Too many layers of curriculum, programs and mandates have been put upon teaching staff without adequate training to accompany and sufficient time to utilize.
- Children are experiencing "hit and miss" program implementation.
- Teachers are overwhelmed by demands on their time.
- High percentage of teacher turnover has produced a large number of teachers hired as interns and a significant number of emergency credential holders in the classrooms.
- Long term substitutes working all year.
- Ongoing labor negotiations challenges.

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here?

- Communicate with people in a positive fashion
- Open minded thinker
- A good listener
- Proactive, not reactive
- Willing listener to other perspectives
- Good sense of the standards and curriculum
- K-12 experience in background
- Working Knowledge and experience of curriculum K-12
- Knowledge of special education and services
- Knowledge of intervention processes for non-sped students
- Whole-Child learning individual
- Understanding of reading programs and challenges
- Someone who can bring people together
- A caring person
- Visionary for the district
- Be passionate in the job

- Out in the public eye, not behind doors.
- Transparency
- Common sense individual
- Financial expertise in school funding
- Strategic planner who can execute a plan to fruition

Name of Stakeholder Group: 2 Open Forums- 24 participants

1. Tell us the good things about your community

- We have a very peaceful community...sometimes way too peaceful.
- We trust in people
- We expect people to be trustworthy
- There are hard-working people in Soledad
- Supportive of whoever works at the district.
- Agricultural industry drives the area
- Economically it is difficult to live on earnings
- There are a lot of different diverse families and cultures
- Common themes: how can I help? Parents want to be helpful.
- Desire to look within our community and have a vision for the future of our community
- We are willing to put in the hard work and show up when expected.
- The community has personal interest in serving the families and children Schools and city are important to all of us and we want to help
- Lasting community values.
- Our community is very humble.
- The parents are very dedicated to working with the teachers to help our kids for a better future
- We have events throughout the city where everyone participates
- We support the needy
- Thanksgiving meals for those in need
- Open to everyone
- Several events are school and community partnerships
- I've lived here 33 years the community that was very harmonious.
- Soledad has grown rapidly, the majority works in agriculture
- Good teachers and we need more
- The majority of the community is Hispanic, majority is bilingual.
- Strong family values
- Our children respect teachers because that's what the parents teach their children
- We applaud our children when they've done well
- Community supports the schools
- 97% passed the bond to support the schools
- Community support to sports team
- Strong Field to fork
- Wine country

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- This district has a lot of potential
- If a person has the will to work, they can be successful
- A lot of kids can be the first to graduate from school
- Coming to school is an opportunity for students to grow academically
- There are opportunities for some that are not taken

- We are a hurt community (right now) the new superintendent. will be supported if they ask the community for support
- You can tell that all the teachers encourage kids to be successful
- The teachers talk to parents in order to assist
- Appreciate all the support of the administration
- Teachers are comfortable with our kids
- The teachers utilize limited resources and still provide a great education for kids
- Teachers often spend out of their pockets
- Staff and administration support activities even on weekends
- Teachers support each other
- They try to find ways to divide the children to maximize support
- Questions are answered in order to help support kids
- At some of the schools they have a sense of community and they stay at the school and we don't have a lot of turn over.
- We will have new facilities once Main St is complete.
- Solar energy which will run 100% on Solar
- We still have a lot of teachers and employees who have a passion to remain in Soledad
- College to career
- Pathways
- Technology for students and staff
- I pads for all students
- Parent education
- Schools open for parent training morning and evening
- Good sports program
- Strong Saturday program-students come to school on Saturday
- Schools are safe
- All individuals need to check into the office, schools are fenced in
- Teachers are highly motivated; they want their students to succeed

3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Understanding the demographics of the community.
- People are way below the poverty level
- Know the community they are serving
- Disconnect between the teachers and the district administration
- Lack of personal contact from district office to schools
- Support from site administration appears strong, district office---not perceived as such
- Huge gap between the administration of the district and the schools
- The new superintendent must not come in with an imposing attitude
- We do not want another gap-producer
- Transparent
- Good communicator for all students and parents
- Needs to understand the teachers
- Site administrators are to be recognized
- The culture of this district right now is low
- Morale is low for parents and teachers alike

- Three years ago we had a very positive culture, the past couple of years has produced a lack of respect for our efforts
- There are a lot of openings due to lack of recognition for teachers efforts
- The lack of direct communication is a real problem
- Communication has been lost.
- The superintendent talks to administrators, administrators talk to teachers and teachers to parents...we need DIRECT communication!
- I do not think there should be such a big wall between parents and administration
- We all need to be on the same page!
- The majority of our Spanish speaking population is receiving very poor translation from the district
- Transparency in all respects, financially and otherwise
- Honesty is a desired trait
- We do not want to hear that "everything is good" when it is not
- The next Superintendent will have to come in a "repair mentality" to recover what has been lost
- We would like the superintendent to be involved in the community
- Bilingual if possible
- People have come from places and are not aware of the needs of our community thus they have not been successful in placing people in appropriate positions
- We do not know who is in charge of what
- Budget needs to be used for the children
- Budget has been chaotic
- New superintendent will have to dig up skeletons and address the issues, not cover them up
- Lack of trust with prior superintendent
- Need to support new teachers that have come to teach in Soledad so that they stay.
- High teacher turnover especially at the high school.

4. What skills, qualities, and characteristics should the new superintendent possess to be successful here? (This information is shared with the final candidates.)

- Accessible
- Easy to talk to
- Easy to approach
- One who does not defer to the principal
- Superintendent needs to be a problem solver
- Open door policy
- We have to be educated on how to approach problem solving---good communicator
- Visionary who shares
- Quality experience in schools
- Leader of teachers
- We need someone who can coach teachers
- Someone who has a desire to work closely with the community
- They need to share the vision with staff and work from within when possible
- Build a system they would want for their own children
- One who staffs as a leader and supports other employees

- One who instills self-worth and responsibility in the principals who will stay for years
- Someone who is not afraid to change staff for the better
- One who instills a willingness to commit to what they say
- Someone who knows how to work with others
- A decision-maker who will use data to justify decisions
- One who understands student growth
- Data-driven
- A result-driven individual.
- Someone who has worked in similar demographics
- Stable personality
- Dresses professionally
- Demographics should be perceived as an opportunity rather than a challenge
- Not afraid to get their "hands dirty" in a garden, play soccer, etc.
- (Tour the district and community) as part of the hiring process
- Personable
- Accessible to community
- Willing to stay in the community
- Passion
- High moral character
- Needs someone that will motivate them
- Respects all members of the community and will unite the community
- Needs to have a vision of education for our children were they will be successful.
- High Integrity
- Team player and Team builder
- If the individual comes then the individual needs to leave behind a vision of success that will carry on once they leave.
- Needs to motivate the students to come to school
- The next superintendent needs to have a strategy whereby they understand the community and can bring the community together
- Transparent
- Honest
- High Expectations for all
- Need to support the teachers due to the high number of new teachers
- Think out of the box
- Charismatic
- Understands business
- Review staff and willing to take a stand to eliminate those individuals that are not "Outstanding" for our district-
- TRANSPARENT
- Delegate
- Have good oversight
- No micromanagement

*Survey Monkey Results for Soledad Unified School District
March, 2017*

*(NOTE—these responses have not been edited,
they are printed as entered by the stakeholders)*

(44 Responses)

(41 English Survey, 3 Spanish Survey)

Administrators

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- I do not live in this community but while I have been in the district a few years, I have learned that the people in the community are interested in what goes on in the district. The community is clean and well-kept. People show-up for the sport events, such as football.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Our schools are beautiful, especially those built since 1999 when the high school opened. Several elementary school were opened following the high school. The office staffs at the sites are friendly and professional, ready to greet the public. We have eight sites with principals, asst. principals, counselors, family support personnel. We have classified staff who assist the teachers and support students. Most teachers work hard to give good instruction. Most students work hard to learn.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- We want to be a stellar district. We teachers have had great professional development that help us help our students. For example, this year, we have focused on rigorous reading to help our students comprehend text better. A concern is how to help the English learners and Special Ed students who are mainstreamed into our classrooms. We want to help all our students to be the best that they can be. We want to be the best that we can be.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- friendly open trust-worthy caring knows elementary and secondary knows how to get along with all people knows how to build up the people in the district loves the work vulnerable takes time for self-visits the sites collaborative supportive a leader can handle the difficult tasks as well as the easy ones

Classified Staff

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- The kids in this community are great kids.
- In my opinion, many seem to be involved in many community functions. For example, church functions, the weekly farmers market, coaches for baseball/football, Chamber of Commerce, and many other organizations.
- Small but continues to grow
- Soledad is located in the beautiful Salinas Valley, there are opportunities to grow and mentor the youth in this city, and there is a Starbucks.
- Soledad is a small, close-knit, community which allows people to feel safe and comfortable. Very much family oriented city. Quiet city.
- Nice and friendly environment

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- All the staff in all school are very nice.
- We have a friendly, welcoming, and helpful staff throughout! You will love our district.
- Schools are spread out through our community, making them accessible.
- There are young talented dedicated teachers in need of nurturing. We also have great supporting staff at our schools.
- All schools are filled with mostly great staff whose priority is our students. Schools are kept fairly clean and in good shape. Great support staff at all schools.
- Front office personnel, counselor and support staff work well together

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- To make sure that all school have the right staffs
- Ask monetary questions, use money and funds appropriately, make surprise visits to campuses, check teaching staff and inquire on the way they are implementing the subject they are teaching. Is their method benefiting our students?
- More support staff
- There are people in positions of power (administrators or teachers) who act in an unprofessional and/or disrespectful manner towards staff and students.
- There is a large deficit in business services with the top members. Fiscal Director largely relies on Accountant for daily tasks however both have very limited experience in school districts. Delayed responses from director cause deadlines to be missed.
- Cafeteria food is awful students don't like the food. Great amount of the food gets thrown away

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Are such he or she can communicate with are communit in different languages.
- Must be positive, up beat, and by the book person. The ability to make good choices in every aspect of his/her job.
- Bilingual and experience with a small town.

- They need to have great people skills to interact with parents and school staff of all levels. They need to see the areas of improvement that need to be addressed in the district and community and genuinely care to make a difference for the better.
- New Supt. must be approachable and willing to communicate and work with the district staff. Must be able to remain calm mannered when dealing with directors. Experience with business services due to the recent FCMAT findings would be preferred.
- Friendly and open door policy. Needs to understand happy workers make better workers.

Community Members

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- We are pro education and want to see our money used as the state meant it to be used, in the classroom not the DO.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- We have a good staff and do not need cookie cutter, or one size fits all pro development. Each school is independent and has the knowledge to develop and enrich it's curriculum without interference from educators who have been out of the classroom for decades.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- That this district because of financial incompetence, has ruin us financially. To stop waisting money at the DO, and start spending it in the classroom.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Someone who can think out side the box, and someone who does not want a core group of yes men, to support their whims.

Parents

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- It's small.
- We love community. We are strong in friend and strong with family.
- Small and United, Humble ; Consisting of Minorities

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- They have nice campuses.
- The schools are nice.
- Schools are good about referring students and families to outside agencies regarding financial/homeless issues, drug/physical abuse, emotional distress etc....

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- The schools are in extreme need of good leadership. They have a lack of cohesion across the schools regarding district policies, and even on individual sites, nobody seems to really understand the policies and implement them consistently. We also have a lack of focus on the arts. Did you know that students who learn a musical instrument do better all around in their studies? They get higher test scores and are able to retain information better. Our music program is sorely lacking and I would like to see our schools put more emphasis on it, rather than on things like putting awnings over the parking lot.
- Low Income, minorities, families coming from field working parents. Gang issues in town and perhaps schools.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Trustworthiness, dependability, someone who believes in the importance of the arts in schools, someone who is willing and able to do the job given them without deviating from it, someone capable of following the law - including federal law - instead of caving to social and political pressure to do otherwise.
- nice and students will help
- Definitely, candidate should be humble, considerate, should be thinking of children's education rather than money. His/Her leadership skills should include being a strong but reasonable manager and leader.

Students

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- small everyone looks after one another

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- hard working administrators teachers who understand their community look for research based ideas that help our weaknesses

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- *Staff and parents need to build rapport with future superintendent since our former leader lost many of her employees and parent trust and support * staff and parents are still upset by the way the former superintendent led our district (her way or no way)
*Revamping the way we support struggling students and the efficient process of qualifying for RSP process. (too many hurdles to pass and students suffer because they have to wait to receive the help they deserve)

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- the importance of being transparent and allowing everyone to have a voice *Should understand the demographics of our students and community * compassionate *trusting *loyal *Bilingual (spanish) -- extra frosting on the cake *Lead by example *experienced *hard worker! *determined

Teachers

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Soledad is a small agricultural community which is diverse.
- Most people are friendly and helpful. It's small enough to really get to know your staff, students, and community leaders. So a hands-on friendly approach can work. It is child centered with organizations and clubs that support the youth and their needs. It's in the middle of nowhere and everywhere. So you get the small town feel, but you're just about 1-3 hours from everything: Mountains, oceans, big cities, amusement parks, etc.
- Many parents support the schools and teachers. They volunteer when they can and take work home to do for us.
- Parents are supportive. They like to come in and volunteer. When they have confidence in the school and teachers, they are willing to give 100 percent support. This is when I feel like we are a team working together for the best interest of their child.
- Families are hard working and supportive of the schools.
- Diverse! We are a small but extremely diverse community and those who work in our schools have the wonderful opportunity to promote unity and teach students who will become leaders for peace. Soledad has strong foundations representing and blending the all aspects of cultures from around the world; Our colorful history includes the establishment of the Soledad Mission and the influence of the hardworking Mexican American community, combined with culture from tough pioneer families who crossed the country in wagons, Swiss Italian and other European immigrants, descendants of Americans who fled their homes in the dustbowl during the depression, as well as representatives from many other countries and cultures around the world. We are a community of contrasts and flexibility. We have high expectations and standards, but an amazing ability to make do with the resources on hand. Soledad has a wonderful temperate climate, never too hot or too cold. and there are lots of things to enjoy. Our community has close access to arts, music and literature. We are small, but close knit with strong commitment from community members to our school.
- We are small and have good relationships with city officials.
- Soledad is a close-knit community. A lot of people are related to each other and support the goings-on for the students. They are active in the education of the children, it may not be on a daily basis, but if it benefits children they rally around and make it happen.
- We have a recreation center and a YMCA that is very popular within the community. There are many recreational sports available for both youth and adults. We are located within the heart of Monterey's wine country. We are the Gateway to the Pinnacles National Park.
- Soledad is a very cohesive community. The citizens are forward thinking and believe all community members should have a voice.
- The Soledad community is filled with warm and inviting, community-minded people who look out for and support one another. Parents want the best for their children and most try to do all that they can to help their children and push them to succeed.
- A large percentage of the teaching staff commutes at least a 1/2 hour to Soledad. Soledad is not the teachers' community. Student families and teachers are not a united front.
- The community of Soledad has many hard working, family oriented people.
- It's a beautiful rural town in the Salinas Valley. Pinnacles National Monument is very close, as are many excellent wineries.

- Hardworking community. Parents genuinely want to know how to help their children.
- Strong families; fundamentally courteous youth; rich cultural resources; surrounded by natural beauty; agriculture
- People care about what is really going on. Not appearances.
- Soledad is a growing community with an expanding educational system of support for all stakeholders.
- There are kind and nice people in our community. They work very hard and try to give their children good education. The students want to obtain more knowledge and go to college and get job. People in our community are proud to be important. Working in the fields, the members of community produce vegetables for our country. Our community is a wonderful place with responsible and kind people. Everybody is blessed to live here!
- Our community is small, therefore pretty much everyone knows each other. The town has changed over the years for the better. Crime has dropped due to the vigilance of our community helping law enforcement.
- People are, for the most part, very supportive of the schools.
- We have a good safe community with caring parents and teachers. Community passed a school bond. Hartnell might be opening a satellite campus.
- small, close-knit, proud, students and children are fabulous and one of the greatest resources in the community
- It is a close-knit community that is starting to flourish. Parents really care to be a part of their children's lives whether is's academics or extra-curricular activities.
- We are an agriculture community that possesses family-oriented values. Hard work and dedication is central to the teachings many of our families instill in their children. Although it is a small town, there is a lot of support from dedicated members in our community who want the best for all residents.
- Family oriented, hard working individuals who care about their childrens school environment

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- At my son's elementary school there is great communication between school staff and parents.
- Our school has many competent teachers who are genuinely interested in helping students and ensuring the well being of families. Because of this commitment, we have a California Distinguished School, Frank Ledesma. Staff is close nit and will pull together in a crisis or just a bad day. Staff is fun loving, but also passionate about their jobs and responsibilities as educators. Technology is readily available if you know how to use it. The children and families are in general wonderful, hardworking people who love the school and the community. They are clean and upkeep on the grounds has been getting better. Under NCLB and previous Soledad administrations, we had seen a marked increase in the achievement levels of students.
- The teachers are very dedicated.
- There isn't a high turnover of teachers at least at the elementary level. It appears that the high school has a high turnover of teachers.
- Our schools are made up of lots of caring teachers and staff. Our staff is a great example of our diversity and we strive to be set an example for our students. We are guided by the ideal that our students and parents are our customers. Everything we do is for them.

- Teachers seem to care about the students and they are well kept.
- Main Street teachers want to be here for their students. They want to show-off the achievements of the students. They want to have more celebrations of students and want to focus on the students as scholars.
- We have passionate teachers that want to see children succeed. We also have teachers that are here just for a paycheck. Most schools have an active PTO.
- Schools are small but in great condition. Great staff. Nice playgrounds.
- The Soledad schools reflect the community. All students are encouraged to do their best and to improve within themselves.
- Our schools are filled with hard-working, dedicated teachers, staff, and students. Staff members work together cooperatively to provide the best education that we can for our students.
- There are a lot of committed, hard-working, compassionate teachers putting students first, who are working in the Soledad USD.
- We have many dedicated teachers/support staff, parents and administrator at our schools. Our teachers help each other, especially since we have so many intern and new teachers.
- Soledad High School is a fairly new school, with construction complete 18 years ago. Great staff!
- Teachers who are committed and continually look to ways to improve and be helpful to students.
- Dedicated teachers and staff who genuinely care about education; community-oriented; supportive of extra-curricular activities (NJROTC, FFA, sports, etc.); clean facilities; upgrade facilities as feasible; excellent tech support
- Caring Teachers.
- The schools are neighborhood designed and offer a diverse population a safe and inviting pre K - adult school common core education.
- Students, teachers, and administration at our school have diversity awareness. Everybody matters in our school. Administration has opened doors policy. The teacher have opportunity for professional growth because of training and collaboration.
- Our schools have high turnovers with credential teachers. However new teachers bring new ideas, new energy, new forms to motivate our students.
- The teachers at all schools are genuinely concerned about student progress. I have not met a teacher who is unwilling to improve their practices to help students achieve.
- Teachers willing to try new things. LCAP provides good funding. We have great students and parents. WASC's went well.
- student first, teacher's are innovating and learning so that our students can be prepared for the 21st century
- Schools are well-kept. The custodial staff is awesome. Most teachers are very much involved with their classrooms and go the extra mile for their students. Instructional support staff is also very willing to help out as much as possible.
- Our schools are blessed to serve the students we have. Our students come with us with open eyes, kind hearts, and a willing spirit. We are blessed with dedicated parents and teachers that want to see the best for each children. We focus on serving individual needs and strive to develop a culture of tolerance and compassion.
- Teachers dedicated to improving curriculum

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- This community is pretty distrusting of outsiders and they are very insular. Trust is hard to earn.
- As a teacher that works for another district, I feel that teacher pay should be competitive in order to hire highly qualified teachers. This would greatly help the middle school, so there won't be so much teacher turn over every school year. This will allow for strong veteran teachers to stay the course.
- Everyone is related to everyone else, (not just in Soledad but for two towns in either direction as well) so don't say something you don't want spread to the world. We have a large special education population housed at one school, Jack Franscioni. This enables students to readily receive multiple services on site, but also creates a pool of students and siblings that have many, many learning challenges (since similar problems often run in families there are many, many students qualifying for services, but not enough teachers to serve their needs. There are lots of cases of 2-3 kids in one family in SDC, RSP, and on the docket for testing for Sped services at the same time). With such a large cluster it results in an extraordinary amount of students in general education classes that score far below grade level. Then the teachers get asked, "What's going on?" Well, we didn't place all the kids at one school, so what's going on is clustered genetics and teacher frustration with too little guidance for heavy problems like dyslexia, autism, severe learning disabilities, etc. Soledad has a large EL and economically disadvantaged population. A rift currently exists between the unions and the District Office personnel. The district has embraced CCSS and has had four major changes in adopted curriculum materials in the past two years (L.A., math, Science, ELD) We need to FOCUS-more isn't always better. We have a large intern population and trouble retaining teachers in our schools because many feel that they aren't given proper (useful) training and support for a fledgling new teacher. They want lifesaving tips and classroom management, not metacognition strategies. There is little communication between the teachers and the curriculum/instruction department. We have monthly district wide meetings and never hear back what becomes of our concerns or district wide decisions. There have been poor results on the new HM assessment materials across the district and changes need to be made to assessment practices. (We need to remember that we are in a trial year with these new materials and they may not be what would best serve our needs for long term assessment goals). A two way communication system for curriculum is needed, Sometimes face-to-face is the better way with all key players involved. Our schools have some veteran teachers in need of retraining.
- There is extreme distrust with the teachers toward the administration. Many veteran teachers feel demoralized by how they have been treated with people that are still working in high level positions in the district office,
- I don't believe there is equity of materials and buildings among the schools. One school gets new furniture. Others do not. Some schools get purchase orders from Amazon; others do not. Most schools have decent staff lounge with stoves and ovens. Some schools do not. At one school, the toilets do not work most of the time.
- Teacher retention is a constant issue because highly competent 2nd year teachers are consistently not asked to return for their 3rd year.
- As with most districts in California, there is a need for administrators with an understanding of special education issues. As a special ed teacher in the district, I appreciate our director who understands the importance of inclusion and individualized

education. We need the new superintendent to understand how to support and fully include children with special needs and their families. We need someone who understands the RTI (response to intervention) process, which guides us to determine if students should be assessed special education services. We need a strong remediation program for students to participate in meaningfully BEFORE we refer students of special education assessment. In other words, the RTI process MUST be remedial for reading, writing and math. It can't be "test prep" program designed to help kids pass standardized tests. Too many kids in the average range are being referred to special education, because we don't have an RTI system that works to help average functioning kids remediate skills. Special Education is expensive and is only for truly disabled students.

- Administration seems to be top heavy. We need a district curriculum person that understands pre school to high school including continuation school. They need to understand the contract. We are a bi-lingual community.
- The district has been through years of bad times that left staff and community untrusting of the administration and the board. It will take time to rebuild these relationships.
- The morale at our sites and in our district is low. The teachers feel wounded. Too many things have been put on our plates that the teachers feel too overwhelmed and are unable to successfully do our job and help our students succeed. The kids are tested too often... there are too many unwarranted tests that there is not enough time to teach essential standards. There are too many district directed professional developments and district directed curriculum changes that are not being able to be properly implemented. Too much screen time at the middle and high school. High level of teacher vacancies at all levels that are filled with long term subs or are being filled by teacher prep time. There are not enough substitutes and classes are often split between teachers with students receiving packets of work for the day. Our curriculum director has no concept of curriculum nor CCSS standards. Her main focus is on grade level test prep (even for our students who are struggling in academics below grade level.) We have had several students within our district not qualify for additional support because they have low IQ's. This needs to be addressed as some students are 2 or more years behind with no appropriate support system in place. Our special education director is putting pressure on staff not to qualify students for services. Our special education staff is over capacity with no additional support to help service the many students that are qualified. We have a New Teacher Coordinator that doesn't support our new teachers properly. She focuses on data collection instead of providing insightful critique. Principals need to be properly trained in the evaluation process. PAR process needs to be reinstated and utilized to help teachers improve. COMP (classroom organization management program) also needs to be reinstated for all teachers new to the district and any that need assistance.
- Not aware of any major issues.
- Soledad is a very strong district. The School Board, Administration, teachers and staff are caring and involved. They are also not afraid to speak their minds.
- Our future superintendent should be aware that our district has been through an extremely difficult past couple of years. We have endured fraud, corruption, misconduct, and harassment at the highest levels of our district. We have also had very little input in the decision-making process for major district decisions (curriculum adoptions, professional development, technology purchases, etc.) Some of these issues still persist today. These actions and misdeeds have colored many of our perceptions of Soledad's district administration, and it will take time and consistency to reverse those perceptions. We are

ready for a positive change, but many of us are weary and mistrustful after all that we have been through.

- There is a high turn-over rate of employees; both certificated and classified. MSMS lost 5 teachers in 2016-17 school year.
- Morale is down due to recent situations. The past few years, we have not had strong leadership in terms of Curriculum and testing. District personnel, do not seem to listen to the input of teachers and instead make decisions that do not support the well being of our students and teachers. We also have spent a great deal of money on items/curriculum, that is then not used (for example the Lucy Calkins Units). We have too many things going on at once, instead of giving teachers time to understand and implement new curriculum.
- The previous district administration wasted and or lost a lot of money that wasn't spent on classrooms or teaching efforts. This has caused low morale and distrust. Also, this has been an elementary district whose administration doesn't understand the distinct needs of secondary schools and educators. We've had a revolving door of educational pedagogy, with nothing sticking around so there's a lack of consistency. Consequently, at the high school level, there's a high percentage of turnover. Either the lack of educational rigor, consistency, discipline, or pay/benefit incentives, encourage low retention amongst teachers. The district has a bonus for new teachers, but nothing for those that have been loyal. Also, the district is considering a CAP to medical benefits, which would be devastating and encourage a mass exodus.
- The deterioration of trust between teachers, administrators, support staff. Negative school climates. Extremely low teacher morale. High turnover rate.
- Aware of issues teachers address on a fundamental level--primarily overcoming student ambivalence (and even resistance) towards what is involved in receiving a quality education, or caring about becoming educated--regardless of future career choices; clear focus on discipline support at every level: inside the classroom, admin strategies, counselor support, alternative education opportunities; building positive community connections (business, law enforcement, health services, city government, etc.)
- Teachers are overworked and underpaid comparatively and it is driving them away. This is an issue for the community and children.
- Traditional schooling does not work for many students and there is a great need to provide an extended day for more students.
- It is necessary to know cultural background of students and teachers. Discussions must be opened. Gossips are not accepted. Administration must obtain information about students' academic performance and teachers' professional growth from the first source but not from assumptions and information from favorites. It is necessary to make a strong control at budget. Teachers need to obtain more resources for their classes. Administration and teachers must not have permissive policy. All students must follow school and class rules. It is necessary to continue practice of close reading at schools. Students need help and support in reading and writing. It is necessary to provide textbooks for all students. Also, Internet connection at schools needs improvement. It is so slow. It will be great to focus on positive professional performance but not on occasional issues and difficulties. It is necessary to provide close collaboration between students, teachers, and parents. Parents are busy at their jobs, and parents have difficulties to come to school often. It will be a good idea to find additional ways how to involve parents in participation in school life. Promotion of creativity among students, teachers, and administration is essential. The students need to not just follow directions but find

answers for questions "Why?" and "How?" themselves. Thus, focus of project teaching is essential. Also, it is important to find ways how to keep teachers at schools using help, promotion, and financial support. Renting apartments for new teachers is very expensive. Maybe, it is possible to provide help in finding cheaper apartments closer to job. During lunch break, the students stay outside often. Schools need to have more places with roof. The students will be able to be there when it is rain or it is hot. The schools don't have enough technology equipment. For example, in Acellus classes the students use their own electronic devices. Science classes don't have enough equipment also. The teachers have difficulties in providing experiments and labs. It is necessary to decrease the number of the students in the classes. Many classes are too big. Administration and teachers need to keep a positive attitude. It will help them to overcome many problems and obstacles.

- Our future superintendent should be aware of WASC. We have a review in two years and with changes in administration, we are not staying on target with our last review. We have teachers who don't like change and don't like the academy concept.
- Let the individual schools decide how best to implement district directives. While we are all part of the same community, each school has needs unique to that school and its students.
- Massive admin and teacher turnover. Previous Supt under investigation by the DA. Negotiating contracts with unions, Main St under construction. Morale in toilet.
- Trust is a big concern. Teachers are wary, they used to have a bigger voice and the last few years, veterans are silenced and new teachers do not feel supported enough to stay
- As a parent, issues that highly concern me directly affect my child. Not having high quality teachers in the classrooms; teachers constantly out for trainings without proper substitution coverage time after time and students having to be split amongst other teachers (at times, outside of their grade-level); not having enough extra-curricular activities for students (and families) to engage in; and allowing the public to know where money is being spent.
- We continue to have lack of leadership in administrative positions. There is a lot of teacher turn out/burned out and that is due to the lack of attention and services provided for teachers. Professional development and proper collaboration is deeply needed in order to establish a data driven district that looks at local data (gathered from district-wide benchmarks) in order to assess proper teaching and establish better resources to serve the needs to our students.
- -COMMUNICATION is essential, It seems as though there has been a lack of communication about things happening around the district

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- The new superintendent should understand the demographics of this community. He/She should understand what students he will be servicing from young parents, agricultural parents, middle class parents, incarcerated parents, gang families. He/she should be able to lead his teachers and make the teachers feel that they are supported with what ever is needed to teach the student. Focus on what teachers need in order to complete a successful school year.
- A people person who can communicate openly and honestly with all stakeholders. Someone who understands curriculum and instruction and can keep a great CBO who will keep our district on track financially so we can move toward the future. Someone who understands the whole child and the educational needs that must be met. From early

childhood considerations to adults. Someone who can be a presence in the schools and community. Someone to lead. Through collaborative conversations with stakeholders and first hand observation, they will guide decision making to close the education gap in our students and the gap between district/administration and site personnel. Since our location is not central to large populations, it is imperative to build leadership from within our teaching pool.

- Kindness, compassion, common sense and intelligence.
- I would like to see that the new superintendent is fair and kind. I would like to see the "teacher" in the superintendent-willing to inspire and guide us to helping us raise the expectations of our students. I see a disconnect of district administrators from the classroom.
- 1. Organization 2. community involvement (be a part of the community and get to know our families on a deeper level) 3. Passion as an educator- be rooted as an educator first 4. Flexibility-
- Some may say we need a good business person with good management skills. This is true, however, we also need a dynamic person to continue to inspire us to work as a team for the youth and families of Soledad.
- They need to be able to listen. They need to know child / teen development. They need to be able to lead in a respectful manner.
- The new superintendent should possess the skills to unite the district under a common vision of student achievement. Be a part of the district, not a manager of the capital (staff) like our last one was. I would like to have them visible at the schools and the major events that take place to celebrate our students. I would like to see them visible in the community as well.
- Lead by example personable Listen to concerns/thoughts of others in the district Not have their own agenda-what is best for the district Need to look at what is best for individual students-retentions, special education services Team Builder/Morale Booster Need to build our secondary education to prepare students to be successful community members Needs to know the curriculum and CCSS standards Someone who can effectively communicate and in a timely manner
- Someone who understands the value of a small community with Latino beliefs and whom doesn't want to make severe changes without consulting with staff. Someone who is bilingual in Spanish in order to communicate effectively with community. Someone who values family time and can support low income families. Someone who is fair with all staff and doesn't react by instinct.
- The new superintendent should be a good listener and should be able to explain her or his decisions to everyone. Obscuring issues or closing doors does not work well here. If that's a challenge, stay away.
- Our new superintendent should first and foremost be a positive and outgoing leader. He/she should also possess good communication skills, which would include being willing to listen receptively to various stakeholders input and feedback. He/she should not rush to make decisions unilaterally, but instead collect listen to and consider stakeholder input. Finally, we need a superintendent who is going to be able to unify our district once again. In recent years, our schools have become more like separate entities, each doing their own thing. We need a superintendent that will reunify our schools with a clear focus on providing an excellent education for all Soledad students.
- Integrity, Gracious, Humble, Believes in Self/ Believes in Others, Positive Outlook,

- True understanding of the CCSS, assessments and budgets. Strong leadership skills, the include the ability to listen and communicate with all stakeholders.
- Honesty. Transparency. A priority on the classroom and the teachers, and not creating a personal fiefdom of nepotism. Working with the teachers, rather than against them. Someone who understands the needs of a small rural school district that is close to a tech giant, (San Jose) Someone who can understand the needs and offer support to students, parents, support staff, and teachers. Someone who isn't going to be offering the latest educational pedagogy only to have it changed in a couple of years. Dedicated to education and all the components to make it successful in a public school.
- To value and respect all stakeholders. To listen, observe, Hold community meetings to hear parents, teachers and community members out. To set the tone for respect towards all employees.
- Positive outlook, classroom teaching experience; comfortable entertaining a variety of perspectives; supportive of the arts as vehicles for education--including language development and math; willing to make the effort to address immediate concerns as well as underlying issues; honest, caring, respectful; professional approach to management and personal interaction
- Open to new ways. There is not one way to do things. The "boots" on the ground always know more about what the children need. They may not know what's best for business and DO issues but for kids.
- The new superintendent must be a communicator with a positive growth mindset. He/she must clearly see "the big" picture through the lens of "what is best for kids." The superintendent needs to be a visionary willing to do what is best for our district. Finally, the superintendent needs to be an educator who is not afraid to step into a classroom and listen to students and staff (open heart, open door, open mind).
- New candidate needs to keep opened doors policy and visit schools often. He or she needs to talk with teachers and students also but not just with administration. New candidate needs to keep diversity awareness and know about cultural background of students and teachers. New candidate needs to be honest, responsible, and kind. He or she needs to have multiple intelligence. It will be very good if candidate will know Spanish. A candidate should have many years of experience working in the classroom, not only in office. A candidate needs to have excellent collaboration and communication skills. It will be good if a candidate has knowledge in accounting and high level of technology. New candidate needs to be students and teachers oriented and follow policy: "Everybody matters".
- Bilingual, experience in curriculum. Able to identify problems and develop solutions. Budget preparation and financial planning. Someone who commits to his/her visions.
- Personable & approachable. One who listens to all stakeholders and seriously considers their input.
- INTEGRITY! The other skills will take care of themselves if they have the first. A good communicator with secondary experience who can bring a district back up is needed.
- The new superintendent should know how to lead with honesty and integrity. They should have good interpersonal skills and not rely on dictating nor intimidation. They should also be supportive of teachers and always put students first. They should not simply be seeking to make themselves look good, rather they need to be willing to invest time into the community and our schools.
- Be transparent. Be involved in all aspect of education both general and special education. Show support to administrators, teachers, support staff, students, and families. Make an

effort to SHOW that support. Continuously learn and share new information and strategies to improve Soledad as a district and a community.

- Proven record of success with similar district demographics. Exemplary leadership qualities that are commended from teachers and administrators. Data and success driven. Community orientated in order to use the community as a resource to support our students. Innovative and creative in order to think of new avenues to best serve our students.
- Good interpersonal skills with staff and community Fiscally Responsible Open to change

Spanish Survey

Miembro de la Comunidad/Community Members

Diga las cosas buenas de su comunidad. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)

- Unidad

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Unity

Diga las cosas buenas de sus escuelas. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)

- Buenos maestros y buen personal en general

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Good teachers and good staff in general

¿De qué temas el superintendente debe estar consciente cuando él / ella entre en el distrito? (Esta información se comparte con los candidatos finales.)

- que conosta nuestra Comunidad, apoyo.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- That conosta our Community, support.

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza como examinamos a los posibles candidatos.)

- Honesto\

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Honest

Padre/Parents

Diga las cosas buenas de su comunidad. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)

- La tranquilidad, la agricultura, los parques, la gente muy cálida, el Parque Nacional de Pinnacles, muy buenas wineries solo hacen falta tiendas grandes como Walmart, Target, Ross, Home Depot, un cine, un Colegio como Harnell, un hospital, para que todas esas ganancias se queden en Soledad, yon las tengamos que llevar a la ciudad de Salinas o cualquier otra ciudad, y nuestra ciudad tenga más ingresos.
- Es una ciudad pequeña, la mayoría son hispanos, y los padres se involucran o quieren involucrarse más en las escuelas

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Quiet, agricultural, parks, very warm people, Pinnacles National Park, very good wineries only need big stores like Walmart, Target, Ross, Home Depot, a cinema, a College like Harnell, a hospital, For all those profits set in Soledad, and we have to take to the city of Salinas or any other city, and our city has more income.
- It is a small city, most are Hispanic, and parents get involved or want to get more involved in schools

Diga las cosas buenas de sus escuelas. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)

- Bueno no puedo dar opinión de todas las escuelas, solo de San Vicente y Main Street en San Vicente hay excelentes maestros, la escuela necesita mucho trabajo por que es una escuela muy vieja, cuando mi hija estaba en San Vicente muchas veces fuimos un grupo de padres a pedir ayuda para nuestra escuela, siempre nos decían que si pero nunca nos decidieron cuando aun y que nosotros estábamos dispuestos a trabajar para ayudar con un porcentaje del costo de la obra. De Main Street arenas estoy conociendo un poco por que es el primer año de mi hija.
- En la escuela de mis hijos los padres podemos ver que la mayoría de los padres involucrados se conocen y si ven un medio para ayudar lo platican y lo hacen.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Well I can not give an opinion of all the schools, only of San Vicente and Main Street in San Vicente there are excellent teachers, the school needs a lot of work because it is a very old school, when my daughter was in San Vicente many times we were a group of parents to ask for help for our school, they always told us if, but we never decided when and that we were willing to work to help with a percentage of the cost of the work. From Main Street sands I'm getting to know a little bit why it's my daughter's first year.
- At my children's school parents can see that most of the parents involved know each other and if they see a way to help they talk and do it.

¿De qué temas el superintendente debe estar consciente cuando él / ella entre en el distrito? (Esta información se comparte con los candidatos finales.)

- Accesibilidad con los padres, interés por el bienestar de los niños y las escuelas, también que pueda poder decidir por sí solo y tomar cualquier decisión, y que quien responda y hable con los padres sea el superintendente no su secretario, y algo muy importante que el superintendente también hable en español.
- Qué hay 5 primarias 1 secundaria y 1 preparatoria. Que todas las escuelas merecen la misma atención y debe de establecer comunicación con todas, yendo al plantel de vez en cuando.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Acceptability to parents, interest in the well-being of children and schools, also that they can decide on their own and make any decision, and that whoever answers and talks with parents is the superintendent not their secretary, and something very important That the superintendent also talk in Spanish.
- What are 5 primary 1 secondary and 1 preparatory. That all schools deserve the same attention and must establish communication with all, going to campus once in a while.

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza como examinamos a los posibles candidatos.)

- Honestidad, responsabilidad, compromiso, disposición y que hable español.
- Bilingüe y que tenga la puerta abierta para platicar.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Honesty, responsibility, commitment, willingness and ability to speak Spanish.
- Bilingual and have the door open to talk.