

*Stakeholder Input Report for*

***Nevada Joint  
Union High  
School District  
Grass Valley, California***

*submitted by*



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# MCPHERSON & JACOBSON, LLC

## EXECUTIVE RECRUITMENT & DEVELOPMENT

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### **Nevada Joint Union High School District Grass Valley, California**

**February 5, 12, 22, 23, 2018**

On February 5th, 12th, 22nd, and 23rd, consultants William Huyett and Dennis D. Murray facilitated 13 different group meetings, 2 individual meetings and 2 open community meetings within the Nevada Joint Union High School District in Grass Valley. The consultants received input from 100+ individuals within these groups. Input was gathered regarding the selection of the Superintendent for the Nevada Union High 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. The responses are listed in the same order as they were given to the consultants and the sequencing of responses mirror the respondents input.

### **Executive Summary**

#### **1. Tell us what is good about your community.**

- It is a tight-knit community
- It is supportive of our schools
- It is diverse
- We have multigenerational families
- Great location
- Plenty of outdoor activities

- It is peaceful
- We have lot of traditions
- It is a SAFE community
- We support one another
- Everyone is connected
- Community has a "rural feel"

**2. Tell us what is good about your schools.**

- We have nationally-ranked programs
- Award-winning athletics
- There is a collaborative problem-solving approach
- Diversity in educational opportunities
- Visual and performing arts programs available
- A "Core Value" program is in place
- Academy programs are offered to students
- Deeply caring faculty
- Plenty of choices and diversity of programs
- Great facilities
- Dedicated and hard-working staff
- High level of participation in school activities

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

- Declining enrollment
- It is located within a "grow area" of the state
- Special education program needs
- Competition from charter schools
- Transportation challenges within the district
- 16 "feeder" districts
- Mental Health needs exist for students
- Five year experience "cap" limits hiring of instructional staff
- Salary schedules are not comparable to similar districts
- There exists a need to better market the district
- There are economic issues within the community/ies served
- Marijuana culture and its effect upon schools and students

**4. What skills, attributes, and characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Be a strong communicator (written and verbal)
- Have good people skills and a good listener
- Be an active part of the community
- Have financial and educational background and experience
- Possess integrity and core values
- Be both "transparent" and "visible"
- Be strong, yet humble
- Have a democratic leadership style
- Traditional set of educational experiences
- Negotiations experience as an administrator
- Trustworthy and Honest
- A "connector"

## Nevada Joint Union High School District Stakeholder Input

Community Forum on February 5, 2018  
Bear River High School LCAP Meeting

### **Tell us what is good about your community.**

- our community is close-knit
- our community is "involved"
- it is a bonded community
- supportive of our schools
- is a beautiful place
- it has both rural and urban "feel"
- there are a lot of community activities
- it is a SAFE community
- it is an active political community
- it is a good balance of politics and beliefs
- it has a good mix of political ideologies
- it is a GREAT place to raise a family
- it is always "home"
- it is a "caring" community
- it is engaged and involved
- it is eclectic in demographics, industry, politics
- it is diverse
- it has a great location
- we support our schools and programs
- it is composed of "Legacy" families
- there is great synergy between the school districts
- it is connected
- it is composed of multi-generational families
- people do not leave our community

### **Tell us what is good about your school.**

- we have nationally-ranked school programs
- there are a lot of electives to choose from
- we have big school amenities with small school feel
- The ASB is tight knit and friendly
- it is kind of like "Cheers"
- there is a very familial atmosphere
- There are award-winning athletic programs
- great school facility design

- dedicated staff
- academic rigor
- good school culture
- there is a cooperative problem-solving atmosphere
- It is a small school in size
- all people are super involved
- more personal focus
- it has a small school feel
- all programs are supported
- the students are encouraged
- good communication process in place
- good selection of courses for students
- high test scores
- GREAT teachers
- high student achievement

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

- there are challenges of enrollment stability
- the community has high expectations
- there exists a changing population
- there is no after-school activity transportation
- parents and coaches students to events
- modernization of facilities is needed
- there is a bond process in progress after a successful campaign
- there are student mental health needs and issues
- student nutrition program needs enhancement
- recent marijuana laws are affecting community and schools
- overall county economic cycles (up and down)
- there is a need for new science standards and requisite materials and supplies
- healthcare providers are a deep staff concern
- there exists a degree of staffing challenges (log-term subs, etc.)
- there is a need for increased student/teacher engagement for academic success
- scheduling changes are created due to singleton course offerings
- enrollment stability
- charter school competition
- existing marijuana culture
- the dynamic of "silo schools" when it comes to input to the district
- there is a change process in demographics
- challenges of teacher recruitment

- there is strong union representation for all employee groups
- there are serious highway (49) safety issues and concerns
- there are no after-school activity busses
- Internet access throughout the district varies for students, staff, parents
- the online "district environment" needs to be more reflective of what the district has to offer, as current postings do not do justice

**What skills, qualities, characteristics should the new superintendent possess in order to be successful in Nevada Joint Union High School District?**

- strong communicator, both verbal and written
- be able to communicate with ALL people
- have good people skills
- be a good negotiator
- personify leadership
- be a "bottom line" person
- have financial background and experience
- be current in educational methodologies and strategies
- have a construction and real-estate background/experience
- possess strong convictions
- have good listening skills
- be a problem-solver
- be a "big picture" person
- be a willing listener to all groups
- have a strong sense of community
- kind
- empathetic
- versatile
- visible
- follow through person
- personal integrity
- possess high core values
- honest
- non-biased
- responsive
- accountable
- longevity in positions of employment
- be an inspirational leader
- experience in a rural district
- have been a teacher and administrator in a high school setting
- have personal focus



- have business/finance experience
- be a communicator
- be technology "savvy"
- leadership skills and ability to "rally the troops"
- people person
- visible
- a morale builder
- transparent as possible
- have people skills
- decision maker
- collaborative
- passionate
- honest
- capable of empathy
- willing listener
- open minded
- student and staff focused
- understands all stakeholders
- visionary
- "sales person" for the district
- possess, Grit, Integrity, Intellectual and Creative Curiosity

## **NJUHSD Parent Forum February 12, 2018 (37 people)**

### **1. Tell us some good things about your community**

- This is small tight knit community
- Peaceful
- People care here
- The community is very generous
- People know each other
- Diverse
- Supportive of the arts
- Accepting of diversity
- Multiple generations live here and stay here
- Traditions
- Being a small community, people are aware of what is going on
- Our location is awesome
- Little crime
- Interactive community
- Lots of support for the schools
- Family run businesses are here
- Lots of history of community and schooling that go hand in hand
- Variety of housing options
- New housing developments are available
- Lots of support for low income families
- Opportunities for service organization
- Arts and culture are valued and supported
- Local Radio channel, community was one of the first to have a local radio channel
- Big stage and music acts come to our community
- Wonderful fair grounds
- Super agriculture program
- It's beautiful here
- Everyone wants you to succeed, we are family
- Fairground is a great venue for events
- Diverse ideas of thought
- Lots of outdoor actives
- Organic farming
- Weather, we have seasonal snow!

## **2. Tell us some good things about the District and its schools.**

- The school tries really hard to get us involved
- Lots of activities to get involved
- Diversity in educational opportunities
- Several different programs that meet student needs
- Choice of regular, small school and ISP secondary schools
- The school is very good about being informative about opportunities and deadlines for post secondary applications
- NU is a comprehensive program with excellent programs in many different areas such as CTE, agriculture, the arts, and sports.
- Access to Sierra College is within walking distance
- Multi-generational attendees; there is pride in having several generations from the same family graduate from NU
- Visual and performing arts has survived the cuts during the recession. The district and community support the arts in our schools.

## **3. What are the issues a new superintendent should know about when coming to this position?**

- Declining enrollment; people moving away from Grass Valley
- We need to create jobs in our city
- We have a class scheduling issue
- There is a safety issue in our schools with want-a-be gangs members causing unsafe situations
- Keeping an open mind about marijuana
- Performing arts need funding and the facilities need upgrading
- Need to keep up on technology; we have issues with using the newest technology in the classroom and with the social problems of technology addiction
- 40 percent of our students go to college, we have questions about what do we provide for those going directly into the work force; we need to provide more pathways for them
- We need more one-on-one counseling time
- There are lots of kids that do not have the family support to plan for their future
- Traditional revenue streams and educational delivery systems have changed and we have not been able to create a new model for our district to continue to move forward and improve; the District is not always willing to think outside the box to move forward
- Easy access to pot and the problems that come with it
- High turn over in administration
- In the future small school students will not be able to participate in sports in the comprehensive program
- As a smaller school we don't have as many students participating in all sports; we have had to forfeit some contests

- Ghidotti High kids are not well prepared for early college and lack maturity
- There are differences of opinions and relationships between old and new staff
- Bargaining units do not bargain for everyone in the unit
- Challenge to attract and retain staff
- The balance of growth verse quality of life in our community
- Bond measures and facilities project management

**4. What are the characteristics, attributes and skills the new superintendent should have to be successful in this position?**

- Someone who is here for the best interests of our whole district
- Someone who is a connector between people
- Open to being involved with the economic resource council
- Truly a leader who can build trust
- A relationship builder
- A person who can create the atmosphere to have others follow their vision
- Someone who listens to the community and integrates their ideas into the District vision
- Someone who will stay here for many years
- A caring person with a kind heart
- Being open and transparent
- Someone who will be here for 5 or more years
- Accessibility; returns phone calls, goes to meetings, answers questions in 24 hours
- Someone who looks at what other districts offer and will compete with them
- Some who will ask why are other neighboring school districts more attractive?
- Will examine why some people do not like this school
- Nerves of steel, can walk away from the job and relax
- Someone who is successful in having people around them grow during their tenure
- Someone who loves their employees
- An administrator with excellent management skills
- An educator who was a highly skilled teacher
- A past high school principal
- Open door manager
- Experience working with a similar community
- Someone who understands the culture here
- Someone who can understand how to build happiness and joy in learning
- Someone who is on the cutting edge and forward thinking about the future and can work with a seasoned staff as well
- Someone who can relate to the students, connect to them
- A leader who is flexible and can accept the differences we have between our schools
- A person who will understand who we are; gold rush eureka heritage
- Will live in the District

**Tell us what is good about your community:**

**STUDENTS:**

- Loyalty
- Small size
- People depend upon one another
- Spirit
- You are never alone in the community
- You can walk and feel safe
- Interconnectedness
- Support from the school administration
- Open forum for input
- Community is very involved
- The community is passionate
- People respect and listen
- People want to honestly know what is going on
- The college and other groups work with schools

**Tell us what is good about your schools:**

**Bear River High School students**

- Heightened spirit
- Very involved staff
- Staff are always accessible
- Small schools are like “friends and family”
- Non-judgmental
- Family-like environment
- Small school size with large school options
- Good teacher involvement in a variety of programs
- Arts programs and activities are plentiful
- A “Core Value” program is in place
- Students are a large part of the core values

**Nevada Union High School Students**

- All departments have their own style of instruction
- Provides traditional or technical approaches
- The Green Academy is available to all students

- Academy approach is available in several programs
- Many educational options for students
- Four separate academies are in place
- Student clubs and organizations are active
- Robotics Club is very active and competitive
- Compete academically in national competitions
- Clubs are centered around both academics and activities
- There are: social justice, psychology, photography clubs that are very active

### Ghidotti Academy Students

- Classes are available to students on the Sierra College Campus
- Megatronics class
- School events are planned and run by the students
- Dances, movie nights, etc. are all student managed and operated
- Requires a lot of student personal responsibility
- Breaks down barriers
- Students are connected to the faculty
- AP emphasis at all school sites

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

#### Bear River High School Students

- Singleton classes limit the schedule to every-other-year in some classes
- Block schedule system can not coordinate with other schools
- Pace of instruction is not articulated
- Not enough sections of some classes
- Transition from pre-calculus to AP calculus is difficult
- Limited options in some course offerings due to low student numbers interested
- Mental health services for ALL STUDENTS are severely limited

#### Nevada Union High School Students

- The schedule transition took a year to initiate
- The district imposed a schedule contrary to a student vote of opposition
- The recycle program program initiated and funded by students is not being used by the custodial staff

- The Green Campus Environmental Club raised and spent \$20K to implement campus changes that have not happened
- Sexual assaults, bullying, and inappropriate student language occurs on campus with little administrative response
- There is a lack of administrative response to some very serious issues
- Lack of training exists for addressing the issues of: “what is sexual assault?” “what is consent?”; modeling good social behaviors
- Culture changes are needed to improve: what are socially acceptable behaviors?; appropriate student language on campus; issues on human sexuality; and awareness of the LGBT concerns of students
- Ongoing issues on campus regarding depression, coping skills, and anxiety disorders
- “What to do?”—mental health issues exist on campus
- The “Breaking Down the Walls” program opens doors, but provides little in the way of resources for follow-up
- The “Breaking Down the Walls” program exposes issues but does not provide solutions
- No mental health services at Nevada Union High School
- Health Class is 3 days of instruction out of 9th grade PE
- Guidance Counselors show “disbelief” at the college aspirations of some students
- We need a college counselor and a mental health program on campus
- Students have to use an “outside” expensive resource to assist with college applications

#### Ghidotti Academy Students

- Classes are sometimes difficult to get because of the instructional minutes required by the district
- There are limited elective choices for students
- Insufficient numbers of staff members
- Limited opportunities for students assigned to “office aide” positions
- Students use “office aide” time for doing homework

#### **What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Open-minded
- Respectful of student opinions
- Progressive
- Forward-thinking
- Understands technology
- Innovative
- Willing to be involved with students
- Knowledgeable of “what is going on” in schools

- Values the student “voice”
- Be a listener
- Not an underminer of student opinion
- Accessible to students
- Community involved
- Willing to integrate into the community
- Genuine
- Use an open and honest process
- Be transparent in problem-solving
- A “connector” for our schools
- First-hand student experience
- Willing to deal with the “IBOSS Blocker” issues for students



Stakeholder Interviews---Nevada Joint UHSD ---February 21, 2018

COMMUNITY MEMBERS:

**Tell us what is good about your community:**

- Generosity
- Supportive
- Close-knit community
- Diverse backgrounds
- Economic diversity
- Cultural diversity
- Community members love our schools
- Community has support and pride for schools
- Beautiful place to live
- A lot of activities for all
- Everyone is willing to extend a hand
- outdoor activities abound
- Music and fine arts programs
- Athletic programs for the entire community
- Excellent fairground complex and programs
- Good wines
- High tech industries in a small, rural area
- Consulting relationships with technology firms
- Good restaurants
- Tech firms offer internships for students

Tell us what is good about your schools:

- Staff is generous and caring
- Staff is innovative
- Clubs, Arts, Theater activities
- Strong administrators
- Administration sees the "whole child"
- High quality educational options
- Many and varied educational options
- Small learning communities
- The district accepts diversity well
- Partnerships with County programs
- Support services for students
- Supportive inter-agency agreements

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

- Online perception issue regarding the district (weak marketing)
- Measure B implementation process
- Vacant schools
- Changing diversity of students
- Lack of special needs programs for students beyond K-8
- Homeless students and students living "off the grid"
- Schedules at schools need to be coordinated for maximum effectiveness
- "Paralysis by Analysis" exists within the district
- Reduction of Career-Technology programs
- Fewer families with children
- Growing older population
- Increasing low-incidence special education population
- CSBA Leadership issues
- Increased Non Public School caseloads

**What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Change agent who will interact with staff
- A leader who knows how to effectively and time-appropriately resolve issues
- Possess the ability to work with the public and media
- Involved in community outreach
- Be a good communicator (verbal and written)
- Seen as a member of the community in terms of participation in organizations/clubs
- One who respects their staff
- Both an educator and a leader
- Possess exceptionally good board skills
- Have a diplomatic demeanor
- Transparent
- VISIBLE
- Preferably an experienced superintendent
- Experienced in hiring good staff
- One who can bond well with existing administrative staff
- Basic understanding of school finance
- Understanding of the GO Bond process and its complexities
- Knowledge and understanding of special education
- Someone who will continue as a member of the Economic Council

Stakeholder Interviews--Nevada Joint UHSD---February

23, 2018 COMMUNITY MEMBERS (group 2)

**Tell us what is good about your community:**

- The community does a good job of bonding together
- There are over 400 non-profit agencies in our communities
- It is a close-knit community
- Multi-generational families
- Community has a "rural affect"

**Tell us what is good about your schools?**

- Connected faculty members
- Deeply caring faculty

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

- Competition from charter schools
- Declining enrollment
- Embracing the concept of career education along with Sierra College
- Lack of technical career pathways

**What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Transparency
- Ability to tell the truth and be straightforward
- Be able to embrace the "healthiness" of charter schools
- Be able to partner with Sierra College re: CTE and other programs
- Continue the collaborative approach in place today
- Someone who understands school finance
- Someone who does not miss opportunities for educational growth

**Tell us what is good about your community:**

- Community is very involved with all schools
  - There are a lot of volunteer in school programs
  - There are a lot of outdoor programs for all people
  - People helping people
  - Performing arts events and activities
  - Farm to fork programs
  - Proximity to recreation areas
  - Proximity to major airports
  - Nationally recognized fairgrounds and programs
  - More bookstores per capita than most places
  - Concerned citizens committed to one another
  - A great place to raise a family
  - Very respectful drivers
  - A lot of high tech industry
  - Non-profits abound
  - People are invested in the community
  - The Environmental Trade Fair and Conference
  - Local entertainment
  - "Music on the Mountain:" Festival
  - The "Young Composers Program"
  - Center for the Arts
  - Mardi-Gras Parade
  - Yoga studios
  - Eagle Scouting Program
  - Farmers Markets
  - Farm-to-fork culture
  - Large agricultural community
  - Ever-increasing number of local breweries
  - Local non-profit radio station
-

**Tell us what is good about your schools:**

- A lot of program options for students
- Great and picturesque settings for learning
- SAFE schools
- Kids are great
- High performing students
- 1:1 Chromebook program
- Supportive and involved parents
- Retired staff members remain involved in schools
- Performing arts programs
- Nationally recognized debate team
- Support of all arts programs
- Scholarship coordinator for Seniors
- Awards night program for Seniors
- FFA program
- Extra curricular clubs
- Odyssey of the World Club
- Poetry Out Loud Program
- GREAT kitchen food
- High college acceptance rates
- Community college program options for students

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

- Perception of disparity with CSEA
- Declining enrollment
- Enrollment projections
- Bond oversight projects
- Economic issues within the communities
- Need for marketing the district
- Charter school competition
- Marijuana and related issues
- Marijuana's influence on students
- "Grow families" need to be connected with the schools

**What skills, attributes and characteristics should the new superintendent possess in order to be successful in the Nevada Union High School District?**

- Be an outgoing individual
- Be active in the community
- Be a "core values" person
- Focus on kids
- Feet on the ground type individual
- Intelligent
- Able to deal with all individuals and groups
- Possess great communication skills (verbal and written)
- Trusting of staff
- Forward thinker
- Investor in people
- Longevity in position
- Have long-term goals
- Value all staff groups
- Be a skilled negotiator
- Humble
- NO EGO
- Happy
- High Energy Individual
- Possess a sense of humor
- Approachable
- Treat all people equally
- Approachable with an open-door policy
- Possess knowledge and experience in budget, personnel, facilities and HR
- Experience in interest-based bargaining

Stakeholder Interviews---Nevada Joint UHSD---February 23,

2018 NEVADA COUNTY COMMUNITY LEADERSHIP

INSTITUTE

**Tell us what is good about your community:**

- Outdoor activities
- Strong community collaboration
- Hundreds of non-profit organizations
- Beautiful
- Accessibility of local leaders
- People are generous with their time and money
- People are involved at all levels
- Support systems exist for organizations
- Plentiful resources
- Something for everyone
- Everything is physically close
- Many fine arts and other cultural activities

**Tell us what is good about your schools:**

- Great teachers
- Many and varied learning opportunities
- Creative charter schools
- Public schools with a private school "feel"
- Pride and tradition
- Schools feel safer
- Great parent involvement and support
- Community-school collaboration
- Life-long relationships
- A feeling of "family" exists
- Technology focus
- Plentiful arts programs
- Strong FFA programs
- Good athletic programs and history of success

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

- Declining enrollment
- Retirement community evolving

- Limited housing opportunities
- Sporadic internet coverage throughout the district
- Limited employment opportunities
- Aging school facilities
- Parking issues at school sites
- Marijuana culture exists in the region
- Compensation does not match the cost of living
- Mental health challenges exist within the community/ies
- People are opinionated and strong in their beliefs
- Activists have plenty of time
- The recent bond measure has "lingering emotions"

**What skills, attributes and characteristics should the superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Open and community minded
- Responsible
- Approachable
- Collaborative in style
- Possess multiple experiences in different levels of schools
- Charismatic
- A "people person"
- One who listens well
- One who can listen AND represent competently
- A leader with a defined direction
- One who can articulate long-term goals and objectives and then implement them
- One who follows best
- Community involved
- Visionary
- Flexible
- Patient
- Passionate
- Enthusiastic
- Someone who does not see education as a "business"
- Someone who cares about the community
- One who will be a community resource
- Be outgoing in personality
- "Neighborly"
- Respectful others



Stakeholder Interviews--Nevada Joint UHSD---February 22, 2018

FEEDER SCHOOL DISTRICTS:

**Tell us what is good about your community:**

- Tight knit and composed of several different types of communities
- A lot of connections with local industries and schools
- Politically diverse
- Fairly evenly balanced groups of viewpoints
- A lot of community connection
- People are generous and caring
- Economically diverse
- Everyone is connected to everyone

**Tell us what is good about your schools:**

- Good options for students
- Athletics and arts
- Partnerships
- Strong academic programs
- Innovation in teaching
- School spirit
- Small school feel
- Involved staff
- Safe campuses

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

- Facilities needs
- A need to change the culture of instruction
- Pretty solid stance on the traditional delivery of instruction
- Change is needed in terms of behavioral and academic strategies
- Small schools are growing because of the lack of change in teaching styles
- There is a lack of articulation between high school and elementary districts
- Two different cultures exist at the high schools
- Declining enrollment
- Lack of flexibility within the "old guard" teaching staff
- Staff resistance to change in academic delivery methodologies
- Special education program needs exist
- There are challenges with the inclusion of special needs students in schools
- Marijuana impacts all schools

**What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Collaborator
  - Good listener
  - a "Follow-through" person
  - Approachable
  - Able to "sit still" for the first 100 days
  - Personable
  - Down-to-Earth
  - Humble
  - Trustworthy
  - Possess personal integrity
  - Understands Boardmanship
  - Ability to meet Board needs
  - Strong financial experience
  - Ability to articulate "finance" to the Board
-

Stakeholder Interviews---Nevada Joint UHSD---February 23, 2018

COMMUNITY MEMBERS (group 3)

**Tell us what is good about your community:**

- The community is over-the-top supportive
- It is an intelligent community
- Theater arts programs are well-supported
- Large retirement population which supported the school bond
- A great place to raise kids
- Safe community for families
- A lot of resources for children and families
- Good connections between agencies
- It is the right size to make things work
- People are always willing to help
- County Schools Office facilitates for agencies

**Tell us what is good about your schools:**

- Great options for school selection and activities
- Opportunities for Advanced Placement classes
- Technology clubs
- Only one high school district, but plenty of choices and diversity
- Improved choices for students
- Site leadership is excellent at all sites

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

- New superintendent must have both Business and Personnel background and experience  
(heavy emphasis here)
- The School Board is fairly new and not a cohesive group at this time
- The School Board is not a "gelled operation"
- Not all Board Members attend school activities and functions
- The community has concerns about the school board
- The School Board operates as independent folks and not a board
- The School Board needs to support the new superintendent
- The employee unions are challenging

**What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Strong fiscal skills
- Willingness to work with the County Office of Education
- Strong and humble
- Good listener
- Good public communication skills
- A true sense of community within the district and community
- Sense of "ruralness"
- Personnel experience
- Hard worker
- A "generalist"
- Awareness of school choice
- A leader who can continue to grow the district

**Tell us what is good about your community: ADMINISTRATION:**

- "Tight" community
- Community is involved with the schools
- Generous with support
- Beautiful
- Reasonably priced housing
- Diverse
- United in the growth of education
- Very safe
- Politically diverse
- Plenty of outdoor recreation
- Great arts opportunities
- Centralized location to rivers, lakes, mountains
- Community college in town
- Close to two major airports
- Above the fog and below the snow
- Strong arts community

**Tell us what is good about your schools:**

- Academic excellence
  - Great facilities
  - Robust CTE/Pathways programs
  - Outstanding athletics
  - Wide variety of activities and clubs
  - Performing and Fine Arts programs
  - Excellent FFA Programs
  - Successful Measure "B" program
  - Great community support
  - Outstanding support for facilities
  - Fabulous staff
  - 1:1 Chromebook program
  - Strong infrastructure for the community
  - Involved decision-making process
  - Supportive Board
  - Collaborative decision-making
  - Very engaged staff
-

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

- Hiring challenges (5 year limit on previous experience)
- Attracting staff members will continue to be a problem
- 1/3 of students are in charter schools
- Parents are "shopping" for schools for their children
- Charter competition reduces district enrollment
- A changing age demographic in district communities
- Over half the population is 55+ years of age
- Declining enrollment
- Changing socio-economics
- English Language Learner population is growing
- MARIJUANA
- This is a "grow community"
- Many parents "OK" the usage of marijuana
- Students are using drugs at school
- Student behaviors are changed due to long-term marijuana usage
- Direct correlation between marijuana usage and school attendance
- Internet is not accessible across the district communities
- Student apathy
- Transportation challenges (no after school activity bussing)
- Huge costs of transportation for the district
- Transportation services are contracted
- The existence of 16 "feeder districts"
- 600 square mile area within the district and limited bussing
- Retention of staff members
- Health care costs
- Mental health issues increasing at schools
- Cost support needed for mental health services at schools
- At-Risk program enhancement is needed for grades 9-10 due to mental health issues
- Classified staff has limited scope of duties
- The district lacks a strong Public Relations program

### **What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Democratic leadership style
- Well-practiced in the profession
- Experienced from ground-up (classroom to District Office)
- Traditional set of experiences
- A proven track record

- Someone who has accomplished goals
  - Secondary experience
  - From a community with similar experience
  - Transparent
  - A "100 day walker" (walk the district for 100 days before making changes)
  - Negotiations experience as an administrator
  - A good faith negotiator with experience
  - Trustworthy
  - Visible and walks the halls
  - Someone who can mentor others in a systematic manner
  - A reflective listener
-

Stakeholder Interviews---Nevada Joint UHSD---February 23, 2018

CLASSIFIED EMPLOYEES:

**Tell us what is good about your community:**

- Tight knit
- Everyone knows everyone
- It is beautiful
- No traffic (except Highway 49)
- Better quality of life here

**Tell us what is good about your schools:**

- Dedicated and hard-working staff
- Although campuses are different, the staff are more personable
- Smaller schools create better recognition
- Teachers know all the students
- Students are held more accountable because of the small sized schools
- Hard-working classified staff members at all school sites

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

- Communication is lacking with Classified staff
  - No orientation program for new classified employees
  - No systematic training program for classified employees
  - Many classified employees work outside their job classification
  - "other duties as assigned" is too broadly used in the district
  - Job-alike trainings are needed for Classified staff
  - Discipline protocols need to be addressed by the administration
  - There is "disconnect" between/among the Classified, Administrative and Certificated groups in the district
-



**What skills, attributes, characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Good leader
- Good communicator (written and verbal)
- Have "people awareness"
- Be a connector of people
- Be an active part of the community
- Not be a "stepping stone" superintendent
- Be a relationship builder
- Have a clear understanding of budgets and finance
- A working knowledge of Human Resources
- A successful negotiator
- Knowledge of technology, its applications and infrastructure
- Should have an understanding of "paperless"
- Be a leader, not a politician

Stakeholder Interviews---Nevada Joint UHSD---February 22, 2018

CERTIFICATED TEACHING STAFF:

\*\*\*It was the consensus of this group that previous comments from other groups regarding the schools and community were appropriate and unnecessary to duplicate. in the time allotted.

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

- District technology is not "meshing" well within the schools
- Frequent administrative turnover at the schools and district office
- There exists a history of damages due to the frequent turnover of superintendents
- The culture of collaboration is very young in the district (5 years)
- The administrative shuffle process is usually very abrupt and disruptive
- Too many educational "irons in the fire"
- The district creates initiatives that are not heading in the right direction
- There is a lack of administrative support for initiatives after implementation
- There is a lack of research on initiatives put into operation
- The term "best practice" is used loosely
- The five year cap on previous employment severely limits hiring
- Teacher salary schedule is not competitive with similar districts
- The LCAP process needs an additional layer of accountability
- LCAP budget transfers do not pass the "smell test" in regards to comparison with the district budget surplus that exists
- Schools are not a business and should be run as an educational institution
- The school district is not a bank to build large reserves
- There is a problem attracting and retaining new staff members
- Too many long-term subs and temporary teaching contracts

**What skills, attributes and characteristics should the new superintendent possess in order to successful in the Nevada Joint Union High School District?**

- Good faith bargainer
- Able to negotiate without an attorney as part of the process
- Be a democratic leader
- An ethical leader
- One who does the "right thing"
- Personable
- Not self-centered
- Good public speaker
- Civil discourse
- Community leader who is engaged in the community
- a "connector"

- One who listens to the community
- Someone who values leadership from teachers
- Someone who supports and maintains professional growth and leadership from within and in non-traditional ways
- Instructional leader
- Servant leader
- Someone who cares about and takes care of their staff
- An understanding listener
- Someone who puts students first
- Humility

DISTRICT CONTRACTORS GROUP

**Tell us what is good about your community:**

- Beautiful setting
- Closeness of people in the community
- Very politically diverse
- Ethnic diversity is changing
- It is a very "giving" community
- Supportive organizations
- People and organizations help one another
- Involvement in all areas
- More collaboration
- People work together for the betterment of the community
- Proximity to urban areas
- Small town feel
- "A great place to be happy"
- Vibrant community
- Multiple community events on a regular basis

**Tell us what is good about your schools:**

- Awesome teachers and administrators
- Many instructional choices
- Good athletic programs
- Fine arts programs
- High level of participation in school activities
- A "preparedness for the future" mindset exists
- Prepares engaged students for all post-high school opportunities
- Awesome facilities
- Many opportunities at all sites

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

- CTE and Fine Arts need to be expanded for the non-college bound students
- Technical programs need more emphasis for the 50-60% of the students not going to college
- Additional funding is needed for all athletics
- There are costs associated with athletics that require fundraisers by students and organizations
- More resources (Money) needs to be directed into programs
- There is a perception in the public regarding accreditation status of the schools
- Students need to be "engaged", not just tolerated
- Classroom teachers independently decide upon classroom cell phone usage/no district policy exists

**What skills, attributes, and characteristics should the new superintendent possess in order to be successful in the Nevada Joint Union High School District?**

- Good communication skills
- Open minded
- Actively involved in the community as well as the schools
- Technologically aware
- Be a community outreach leader
- Be a good listener (one who listens and understands, not just hears)
- "Engager" of people
- Understands the community/ies served
- Integrity
- Humility
- Servant leader
- Ability to work with others
- Experience in a high school environment

*Survey Monkey Results for Nevada Joint Union High School District*

*March 2018*

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

***(1) Response***

**Administrators**

**No Responses**

**Classified Staff**

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

- Close knit community that still feels like a relatively safe place to live, work & raise a family. Full of recreational and cultural opportunities and small enough to be able to get involved. Great location and great community events.

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

- Very involved parents who have many choices, which in turn, drives competition. Many different settings and programs for all types of learners. Passionate and experienced educators.

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

- Previously strained labor relations have been greatly healed over the last few years, which will be extremely important to maintain. Bond projects are well underway and will need careful monitoring and continued transparency. The legalization of marijuana and its impact will need attention.

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

- Community-minded. Dedicated, but balanced. Experience or aptitude in finance, human relations, negotiations, and facilities. Visionary, level-headed, polished. Inspired leadership.

**Community Members**  
**No Responses**

**Parents**  
**No Responses**

**Students**  
**No Responses**

**Teachers**  
**No Responses**