

Stakeholder Input Report for

Roseville

Joint Union

High School District

Roseville, California

submitted by



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EXECUTIVE RECRUITMENT & DEVELOPMENT

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Roseville Union High School District District Stakeholder Input

On March 7, 8, 9, 12, 13, 2018 consultants Mr. Bob Ferguson, and Dr. Marilyn Shepherd conducted meetings with Roseville Union High School District stakeholders at each of the District's school sites and the District office. Input was gathered regarding the selection of a new Superintendent using four consistent questions listed below. While they received input from a number of individuals in these groups, stakeholders also responded to an online survey with the same four questions.

Outlined in the following pages is an Executive Summary of the major themes expressed by the participants at these sessions. Following the Executive Summary is a compilation of all the input received from the District site meetings and individuals in response to the four questions asked of each group. The last section of the report consists of responses by individuals who completed the online survey. These survey comments are reported unchanged as written by the respondents except for omission of vulgarity and individual names.

Executive Summary

1. Tell us the good things about the Roseville (This information is used to assist us in recruiting quality candidates.)

- Kid friendly. Community invests in parks and recreational centers. Lots of local activities for the kids.
- Small town appeal even though it has grown a lot and continues to grow.
- Very friendly.
- Roseville prides its self on maintaining good facilities, roads, civic center.
- Extremely diverse community – multitude of cultures, variety of economic levels, both ends of the spectrum.
- Very family-oriented community.
- Great shopping. Good restaurants.
- Close to the mountains and bay area. Centrally located.
- The community supports the schools and district.
- Many recreational activities for both adults and children.
- Affordable housing. High quality living conditions.

- Community history and pride.
 - Progressive community with high expectations of the schools.
- 2. Tell us the good things about Roseville Union High School District. (This information is used to help recruit quality candidates.)**
- Kids come first. A real student focused District.
 - Lots of professional development opportunities. District PD has really emphasized working together and learning from each other.
 - Teachers are respected and given opportunities to be involved in the decision-making process.
 - You can talk to anyone in the District including the Superintendent. They know us by name.
 - Administration is always accessible and visible.
 - Staff really know and care about the students. Our District values relationships.
 - Our District is like a family. Adults care for each other.
 - Each one of our schools is unique. There is not a “one-size fits all” approach in our District.
 - We are educationally strong District.
 - The District has many extra-curricular activities to keep students engaged and are supported by the District administration.
 - Technology has been and continues to be a focus in the District.
- 3. What are the issues and challenges the incoming Superintendent should be aware of as he/she comes to Roseville Union High School District? (This information is shared with the final candidates.)**
- Diversity in leadership roles both teachers, site administration and District Office; both gender and ethnicity. Leadership does not reflect who many employees are – women. Tends to be “good ol’ boy” system.
 - Equity and access for students and staff.
 - Student safety and campus safety needs to be priority.
 - Fear that someone new from the outside will not understand our District. Yet some in the District fear hearing fresh voices.
 - Seems as if the leadership of our District want to keep “status quo”. Hiring from the inside is complimentary but it would be nice to get fresh eyes on what we are doing and where we as a District need to go and grow.
 - Concern with new high school coming on-line. Impact on Oakmont High School. Teacher transfers. The need to build relationships with the community. Potential boundary issues.
 - Learning to adjust to changing demographics in State of California – including poverty, students of color, immigrant communities, etc.
 - Hiring process - attracting teachers and employees of various race and culture. Our staff need to reflect the diversity of the community. The District needs a more vigorous recruitment process.

- Lack of appropriately trained translators. There are not enough translators in the District.
- Too much top-down decision-making. There needs to be more genuine “listening” to the staff.
- Lack of parent involvement.

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Someone who values relationships with staff. Teamwork is a goal.
- Focus’ on students. A student advocate.
- Visibility in the schools and around the District.
- Enthusiastic about their work.
- Approachable.
- Well-rounded knowledge of all high school programs including continuation and alternative education programs.
- Willingness to learn and adapt 21st century skills and model for the District staff.
- Someone who understands and will articulate clear instructional initiatives.
- Uses data and hears the voices of students to make good instructional decisions.
- Takes time to learn about our District. Watch before acting. Ask questions and learn.
- Knowledgeable about opening a new high school and how to engage the community.
- Not afraid to stand up to parents.
- Someone who has the back of all staff.
- Allows and trusts the principals to take care of their school sites. No micro-managing.
- Supports students in all areas of the school.
- Optimistic for students and district.
- Open minded. Risk taker.
- Successful experience as a teacher and administrator at the high school level.
- Understands, appreciates and has experience in addressing student and staff diversity. Culturally competent.
- Able to maintain and improve relationships with our elementary feeder districts.
- Will roll up their sleeves and get hands dirty.
- Transparent.
- Involved and connected politically at both the city and state level.
- Believes in a coaching and mentoring culture.
- Educator. Teacher at heart.
- Open and honest communicator.
- Has integrity and strong character.

ALTERNATIVE EDUCATION STAFF

(Two Meetings)

Good Things About the Roseville Community.

- Former railroad town and fruit packing area. Was a former important hub in the railroad industry. Many people lived here and still important.
- Kid friendly. Community invests in parks and recreational center.
- Small town appeal even though it has grown a lot.
- Very friendly.
- Roseville prides its self on maintaining good facilities, roads, civic center.
- Prides itself on maintaining services.
- Old pockets of Roseville with new areas.
- Still a growing community.

Good Things About the District and Schools.

- Lots of professional development opportunities.
- Like the open door feeling. You can talk to anyone including the Superintendent.
- We know each other including kids.
- Administration is always accessible to both staff and parents and alike.
- We know the District administration. They are very visible.
- District stays current with best practices – 1:1 tech and grading policy.
- Focus on equity is great. Needs to continue.
- High achieving school district.
- That the Board brought an outside agency to help search for a new Superintendent.

Issues and Challenges in Roseville Union High School District

- Some ways we are innovative but in other areas we need to catch up.
- Equity.
- What are we doing with the bottom third of students? Need more focused conversations regarding EL, special education, at-risk students, trauma in our students.
- Need more intentional approaches to taking on these students.
- Need to accept the fact that their students who will require more support which costs the district more financially.
- Invest that same as the small number of IB program for the small population of needy students.
- Need to consider licensed, experienced staff to provide critical services. Continuity of care.
- A real need to provide mental health services to our population.
- Need to have more, consistent information regarding drugs and substance abuse.
- Adult ESL students are the parents of the students in the comprehensive high schools. So there needs to have more support as their skills trickle down to the students in our District.

- We need to understand what the role of Alternative Education. We need to have the funding support what we for the students.
- Adult Ed not provided technology.
- Professional development is very good. But the District needs to look at how the PD is being implemented and applied in the classroom and then evaluate the effectiveness of the PD.
- Difficult as an outsider to break into administration. While institutional knowledge is valuable people become myopic.
- Several recent appointments have been done quickly and have been surprising. Did not necessarily follow the District process.
- Concerns that the Cabinet does not reflect the diversity both ethnically and gender.
- Tends to be “good ol’ boy” system.
- Descriptors of female administrators as “shrill” versus “advocate”.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- Needs to value mental health support/services for all District students.
- Someone who values relationships with staff.
- Visibility in the schools and around the District.
- Enthusiastic about their work.
- Approachable.
- Well-rounded knowledge of all programs including continuation and alternative education programs.
- Willingness to learn and adapt 21st century skills and model for the District office staff.
- Someone who understand and will articulate clear instructional initiatives.
- Using data to make good instructional decisions.
- Take time to learn about
- Watch before acting.
- Ask questions and learn.
- Superintendent leadership academy sharing their learning experiences.
- Continue to provide leadership opportunities – mentor and coach future leaders.
- Value teacher voices.
- Knowledge of how to recruit and maintain good, diverse teachers.
- Experienced leader.
- Someone who is not afraid to shake things up. Open to evaluate and learn why things are done and be willing to consider changing things.
- Intelligent.
- Ideas and experience with multi-cultural communities.
- Culturally competent.
- Understand that there is a large spectrum of families (affluent to socially-economic disadvantage).

ANTELOPE HIGH SCHOOL

(Four Meetings)

Good Things About the Roseville Community.

- We have good feeder schools.
- Extremely diverse community – multitude of cultures, variety of economic levels, both ends of the spectrum.
- Roseville as a community has boomed in the past few years.
- Exploding with people and change.
- The high school is focus of the Antelope community.
- Antelope is the only school in Sacramento county.
- People are involved in school activities.
- Close community – know a lot of people.
- Great shopping.
- Good local kid activities.
- Kids feel safe in the community both Antelope and Roseville.
- Good variety of parks.
- Very family-oriented community.
- Small town feel but it is not small town.
- Great recreation area – healthy active community.
- A lot history.
- Many opportunities to get involved in the community.
- People feel like they belong in the community.

Good Things About the District and Schools.

- There is not a “one size fits all” approach to our schools.
- Our school has students from a variety school districts.
- Positive relationships with adults.
- Cabinet level administrators are visible and active in the schools.
- Adults take care of each other.
- A lot of give and take with District administration.
- Teacher input is critical to decision making.
- Strong support for the services that students need. Always are adding more.
- The District is a family. District administrators know our name and we feel comfortable talking to them.
- District supports risk taking – ok to fail.
- We know teachers from other schools.
- Staff bring their own children from other districts to attend our schools.
- Pay is good for our District.
- Value extra-curricular activities – compensated as well.
- Our administrator has our back – he listens and creates a safe space to speak openly.
- Positivity and culture.

- Friendly. Feel respected and welcomed.
- Staff really care about the students.
- Sense of community – parents and grandparents attend.
- Antelope is a very diverse school.
- Academic rigor – prepares students for the outside world.
- Good traditions.
- All our programs are supported by the administration performing arts, athletics.
- School is accepting of us as individual students.
- Highly value relationships.
- Sense of community in the District.
- High academics.
- Each school is unique, yet we come together we become a strong educational community.
- We take care of our community through our schools.
- Collegiality is very strong across all staff including the District office.
- High level of transparency.
- Never feel like I am going to be blindsided.

Issues and Challenges in Roseville Union High School District

- While our District does everything, they can regarding school safety there is a major issue with guns in our country. We can't control it at the site level.
- Antelope is a school in our District that has great diversity and teachers.
- No running water and bathrooms in our stadium. We were promised that it would happen but now there is not enough money. This wouldn't happen at Granite Bay.
- Mental health professionals are needed to address student issues.
- Being called to task for using sick days and not being sick. Undermines trust.
- Old boys club – women are not always considered.
- Perception is that we all know who is going to be the next Superintendent. Why don't we look outside for different perspectives?
- Need to make sure all kids at all grade levels are included and positive.
- Need to practice drills in our school at various times of the day.
- Have APs and other teachers observe our teachers more often.
- Our school does not have all the facilities that we need. No running water and bathrooms in our stadium.
- Support in the teachers desire and drive for meaningful professional development. Need more options to keep up to date in our curriculum areas and to help advance on the pay scale.
- Teachers are not always trusted to make the right decision. Too many layers to get things approved.
- Limits on what technology is used.
- Access to transportation – need to have more support in providing transportation for kids on field trips and school activities not just athletics.
- Need to avoid the “good ol’ boys club”.

- District level administration have referred to our students as the “poor kids” or “those kids”.
- Concern with new high school area and need to build relationships with community.
- Need to have real and honest conversations with District administration.
- District has hired too many people from within and we need a “fresh perspective”.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- One who makes relationships a priority.
- Honor the voices of teachers.
- Easily accessible.
- Visible.
- Maintain strong interpersonal relationships.
- Know staff by name.
- Knowledgeable about opening a new high school and how to engage the community.
- Someone who understands the safety issues in schools globally and that there is a major issue with guns in all schools.
- Be a voice in the community for the out of control issue of guns and safety in schools.
- Make mental health issues for students a priority.
- Be like Ron.
- Family oriented.
- Treat teachers as professionals.
- Recognition, support and utilization of long-term staff.
- Love kids and want to be around kids.
- Involved with the kids in the District.
- Not afraid to stand up to parents.
- Superintendent who has the teachers’ back.
- Allow the principals to take care of their school sites.
- Personal with students and staff.
- Spirited.
- Supports students in all areas of the school.
- Optimism for students and district.
- Open to new things.
- Involved with the schools.
- Make sure no students are left behind.
- Willing to get hands dirty – set up chairs.
- Make sure they pick good people for the District.
- Open to talking to anyone.
- Support for all extra-curricular activities – not just athletics.
- Professional respect and trust in staff.
- Honest listening and truly take teacher input into consideration before making decisions.

- Be real in responding to questions. Don't just give a political response to questions and concerns.
- Need clarity and equity among programs within the District.
- Need secondary teaching and administrative experience in high school.
- Someone who views high schools as balanced perspective not just certain areas.
- Understand that the decisions they make at the top value or devalue students.
- Make decisions that value all students.
- Don't be so focused on data – look at what the students need and want.
- Use words that reflect the value of each student in the District.
- Trustworthy.
- Experience with working with diverse student groups.
- Trust and respect of the teachers that are hired at the school sites.
- Fresh perspective on the District.
- Strong instructional leader.
- Successful experience as a teacher and administrator at the high school level.
- Understands and appreciates diversity.
- Able to maintain and improve relationships with our elementary feeder districts.
- Realize that the “front porch” of a high school are extra-curricular activities.
- Risk taker.
- Open communication.
- Good communication skills and able to provide and sell vision to community.
- Focus on Students!

DISTRICT OFFICE STAFF

(One Meeting)

Good Things About the Roseville Community.

- Well planned.
- Family oriented.
- Close to Tahoe and city.
- People come here because of the schools.
- Affordable housing.
- Safe.
- Everyone is nice – folks embrace you when you are new to the community.
- Kid and families are involved in extra-curricular activities.
- A lot tradition.
- Generations of family.
- Multi-generational.
- People come here to retire.
- Parks.
- Shopping and restaurants.
- Well maintained area.
- A lot of community pride.
- Community supports the school district.

Good Things About the District and Schools.

- District is often the reason families move here.
- Assistant Superintendent of Human Resources and CBO are in place.
- Well managed District.
- District is in a strong position as we move forward.
- Coherence – culture where there is a mutual allegiance in the District. It is what makes our District successful.
- Multiple major initiatives moving forward now. Important to the stay the course that are committed to. If not, we run the risk of losing momentum and credibility if it changes.
- The District is very special – we believe in something that is larger than ourselves.
- PLC District – transparency and cooperation are core values which has grown a lot the last five year. Empowered everyone in the system at all levels.
- Value of opinions.
- Value people – really matters
- We have fun and laugh. We remember we are human.
- We don't need someone to blow up our district – we know it puts the new Superintendent in an advantageous position. Help us remain focused on the new initiatives and continue the work.
- Wouldn't want someone to use this as stepping stone to a larger district.

- We believe in continuous improvement – high performing district. Committed to closing achievement gap. We have worked hard on learning about our students to make sure that we do everything we can to make every student successful.
- We are not ok with a problem.
- Willful examination of the weaknesses and look at challenges to resolve.

Issues and Challenges in Roseville Union High School District

- Equity and access for students and staff.
- 1:1 initiative – will need a lot of support.
- Recognition that we are in a volatile time in education and need to make sure that we have safe learning space for all kids.
- PD structures to ensure that rigor and relevance in classroom
- The staff do not reflect the diversity of the students and families we serve. How to attract a more diverse candidate pool.
- Special education teachers – replacing special education teachers.
- School safety.
- Student anxiety – social, emotional welfare of kids.
- Potential boundary issues with the opening of the new school.
- Building partnerships with the community to ensure students feel confident in their home school.
- Intra-district transfers – how to handle.
- Transfers of teachers with the new school opening.
- Foster uniqueness while keeping the district together. Avoid allowing folks to become rogue.
- Balance of adequately funding initiatives without over committing finances. Be aware of the downturn.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- Ability to work collaboratively with unions building on positive relationships that have been built in the last five years.
- Valuing people and having fun.
- Someone who is visible and accessible.
- Model and embrace 21st century communication skills – tweet – etc.
- Curricular expertise.
- Classroom background.
- Ability to take responsibility for mistakes and to move forward.
- Mistakes are learned from not punished
- Listening – collaborative nature of team.
- Someone to make a decision when it needs to be made – knowing the timing.
- Relational trust.
- Trust people to do their job – no micro-managing.
- Present for staff.

- Walks the talk.
- Teaches master's program.
- Leadership Academy – continue this work.
- Teacher at heart.
- Lifelong learner.
- Open door.
- Avid Giants and Kings fan (lol).
- Strong character and integrity but also curriculum knowledge.
- Will to roll up their sleeves to work with curriculum.
- Involved and connected politically at the city and state level.
- Will run into the fire.
- Believes in coaching culture.
- Educator.

GRANITE BAY HIGH SCHOOL

(Four Meetings)

Good Things About the Roseville Community.

- Very involved parents and community.
- High expectations.
- Progressive community.
- Cutting edge programs.
- Family oriented and lots of parties.
- Diversity within the District but not much at Granite Bay H.S.
- Centrally located to many different activities.
- Excellent shopping.

Good Things About the District and Schools.

- High achieving District.
- Small enough so people know each other.
- Only a high school district so there can be a focus of resources.
- High schools are 1800 – 2000 ADA.
- Practical and non-judgmental District.
- Good teacher staff longevity.
- District values staff.
- District pays well.
- “Teacher Driven District” however teacher input seems not to be less valued now as it was in the past.
- Good trust between the District and school site staff.
- District staff administrators care about us.
- District has focused on relationship building.
- Our District administration provides “servant leadership” and are not afraid to get their hands dirty.

Issues and Challenges in Roseville Union High School District

- Sometimes the District pushes back when teachers/staff have a good idea!
- Sometimes District makes decision for school sites.
- Not every school needs to be treated the same way or solve problems the same way.
(Three different examples were provided).
- Too much “top-down” decision making.
- Concern with three new Board members who do not know the history and culture of the District.
- We need to not just maintain but we need to strive for improving.
- Parents need better and quicker communication from school and District on crisis issues.
- Student safety and campus safety needs to be priority.
- Too many students and parents feel “entitled”.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- Open mind.
- Holistic approach.
- Listener and hears what is being said.
- Provides visionary leadership.
- Transparent.
- Open and honest communication.
- Visible.
- Someone who appreciates past and culture.
- Has love and passion for education.
- Has business and constructional experience.
- Can build strong community relationships.
- Not a top-down leader.
- Understand the unique needs of a high school (athletics, music, etc.)
- High expectations.
- Has high school administrative and teaching experience (mentioned multiple times).
- Strong work ethic.
- Strong “people skills”.
- Has experience with similar socio-economic community.
- Sense of humor.
- Believes in and will maintain strong relationships.
- Intelligent.
- Works to understand each individual schools’ culture and uniqueness.
- Be a “leadership teacher”.
- “Bottom-up” versus “top-down” leadership.
- Understands need for support for mental health issues of students and staff.
- Can stand up to aggressive parents.
- Support professional development for staff.
- There is a split among individuals as to whether it is better to hire from within or hire from outside.
- Strong character and integrity.
- Be accessible.
- Leaves their ego at the door.
- Focuses on the best high school success for students.
- Ability to multi-task.
- Need someone who looks in the mirror when things go bad and looks outside the window when things go well.

INDEPENDENCE HIGH SCHOOL

(One Meeting)

Good Things About the Roseville Community.

- Family friendly with parks and sports oriented.
- Close to the mountains and ocean.
- Our county is more conservative.
- Academically inclined area – trying to get higher education to look in the area.
- If folks are educated in Roseville they tend to stay.

Good Things About the District and Schools.

- Career Technical Education is not looked down upon – has been higher priority in the past.
- Cutting edge on technology and incorporating it into the instruction. The last five years it has been a big push.
- We are not broke - we do not need to be fixed. This is a fear of teachers.
- Alternative education is not a step child mentality. We are looked at as a valued member of the district.
- Superintendent is active in the District and are our opinions are valued.
- Great quality teachers.
- Good choices of leadership and hiring of teachers.
- Longevity of making good decisions.
- Administrators are invested in the teachers. Humanistic approach.
- Teachers feel respected.
- Athletic programs are important and we have great facilities to support sports programs.

Issues and Challenges in Roseville Union High School District

- There seems to be a Granite Bay orientation in the District.
- There seems to be an underlying focus recently that with the focus of technology. The administration is requiring more over focus on using technology to monitor staff activities.
- Roseville is not as heterogenous as other communities.
- Sometimes feel like racist – being addressed a lot.
- Sometimes we don't get the support to do things differently as other schools and don't get the support – need more technical support.
- Some people feel like equity issue and race has been addressed so much that some are uncomfortable. We need to maintain the course.
- We have not seen many women in the cabinet level. A lot of guys in ties – like a good ol' boys club.
- Sometimes we are overlooked. We are not an add on, alternative education is an integral part of the school district. There are more than 5 high school communities there are really 8 soon to be 9.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- Someone who understands the community and who has worked in the community.
- Someone who has a track record with embracing technology.
- Willing to learn alongside of us.
- Hands on.
- Someone who will emphasize and make it a priority.
- We need someone who values the students in the alternative schools as those in Granite Bay.
- Support to alternative schools philosophically and financially.
- Must have both teaching and administrative experience at the high school level.
- Approachable – open.
- Follow through – does what they say they will do.
- Involved and active.
- Integrity.
- No Saigon general.
- Eclectic, who has a lot of experiences – lived in other cultures.
- Superintendent actively involved – running the professional development.
- A leader who values and includes expertise of teachers.
- Someone who thinks about safety issues including mental health support.
- Willing and not afraid to address the hard issues.
- Someone with an overarching vision of what students need for future and what must be done to get our kids there.
- Valuing different programs as all kids do not fit in the same box.
- Everyone to be valued as a professional including students. No “thou shalt”.

OAKMONT HIGH SCHOOL

(Four Meetings)

Good Things About the Roseville Community.

- Welcoming.
- Loving – supportive community.
- Community gives new people a chance.
- Patient.
- They respect the principal.
- The community trusts the Superintendent.
- Feel supported.
- Great kids.
- People in community care about each other.
- Happy with emphasis on relationships with students, teachers – between students and teachers.

Good Things About the District and Schools.

- All schools have programs to help them shine.
- Able to birth ideas and grow programs to meet students' needs.
- We are a family – teachers care about students and students care about teachers – teachers care about each other. Great culture.
- Alternative education teachers are treated as part of the district – great teachers held to the same standards.
- Alternative education teachers and students are included – not considered “those kids/those teachers”.
- District office staff seek first to understand and do not change things just to make change.
- Community of teachers – we don't just teach our kids its all the kids in the district.
- Consistency in curriculum across all five schools – there is no competition between schools – there is no “best” school.
- Strong relationships built between schools and District office
- Collaboration among teachers across the district to create assessments and work together with best practices.
- District PD has really emphasized working together and learning from each other.
- We are all on the same team
- We trust District staff – they acknowledge the strengths of the school site staff.
- Newly hired staff immediately notice the difference from their previous district. They feel a part of something special.
- We feel honored.
- Consistency of leadership.
- District graduates who come back to be teachers – generational connections
- Kids connect with teachers and care about each other.
- Teachers care about the kids.

Issues and Challenges in Roseville Union High School District

- Oakmont is an overflow for the second time. Oakmont is a pressure point.
- Oakmont created programs and then lost staff and programs when the new high school opened.
- As an overflow school – it is hard.
- Do not decimate Oakmont when new high school opens.
- The arts need to be part of the District – concerns about ongoing fight of the arts with STEM programs. Don't want to have to fight for kids and program.
- Need to eliminate sexist comments (women) made to the masses.
- Fear that someone new from the outside will not understand our District.
- Some in the District fear hearing fresh voices.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- Superintendent with same sense of community.
- We want Superintendent to trust the staff.
- Don't want someone to say "research says xyz, and we are doing it."
- An advocate for kids.
- Develop female leadership at the cabinet level.
- Know the history of the District.
- True vision for the new high school and how it impacts other schools – like more inclusion.
- Need help with opening of new school. We want to be included.
- No personal agenda.
- We don't want to be fixed but we do need to grow.
- Superintendent needs to be on site when tough things happen.
- Take time to learn things work.
- We have put a lot of work into professional learning teams and want them to continue.
- Seek to understand.
- Want someone like to Rob and how he handled things when he came into Oakmont.
- Assume good intentions of the staff.
- Someone who wants to be here for a while.
- Someone with a heart for kids.
- Sense of community.
- Mutual respect – not top down – maintain collaborative environment.
- Maintain District mentality of being open.
- We know our Superintendent which is unusual. We want that to continue.
- We are not a K-12 school district. We want someone who understands high school.
- Empathy to high school – preferred.
- Heart and soul.
- No personal agendas. We do not want to be a stepping stone for someone.
- Need to have a good understanding and familiarity of IB programs. We are unique and inclusive.

- Relationship and trust. Not top down.
- Current Superintendent provided us with opportunities to discover what is wrong vs just telling us what is wrong.
- Feel part of the process and that our opinions are valued.
- Transparency – processes are open.
- Superintendent who will protect us from the community – will be out front for the teachers.
- Support libraries and services. Appreciate that libraries as common learning areas.
- Someone who can relate to kids.
- Jason, a vice principal from outside the District, embraced the culture and did not come to “fix” us.

ROSEVILLE HIGH SCHOOL

(Four Meetings)

Good Things About the Roseville Community.

- Sense of tradition.
- Incredibly safe.
- Excellent schools.
- Family oriented. Businesses and how the community space is utilized.
- Wonderful recreational activities.
- There are very few things that families will not do to get into the community. Will push to get into zip codes to get the most opportunities for their children.
- Diversity – long term families and newly planted families.
- A lot of parks and family activities available.
- Centrally located and lots of recreational, outdoor activities and trips.
- Close to a lot resources but has a small community feel.
- The city and county has done an excellent job in growing and developing the community.
- Great for raising families.
- Great schools.
- Painfully white.
- Working on more diversity.
- Living conditions.
- Participate - able to do lots of things.
- Good public venues. Close easy to get to.
- Nice! Moved to Sacramento, Elk Grove, quieter, still has small town feel. About to have urban sprawl though.
- Infrastructure not keeping up.
- Good number of parks.
- Good open space.
- Close to stuff.
- Lake down the road.
- Snow up the road.

Good Things About the District and Schools.

- Sense of tradition in our schools.
- Spirited and incorporating the community.
- Excellent leadership in the District office.
- Focus on clearly articulated District goals.
- Think very highly of our Superintendent.
- Student journalism.
- Ron has created a culture has been established that we are all in this together, but not everyone in the District office shares his perspective.
- Ron understands that everyone comes from classroom

- Student Centered.
- Kids come first.
- District of supportive of staff (Ron and Steve). And whole district came through to support
- Quality of educators they are committed to finding. HR good about getting allocations early so we can find top quality candidates.
- Value the individual experience we bring from other districts. It is recognized by the District which helps make the transition easier into the District.
- The District appreciates and values our expertise and past experiences.
- DO Staff treat family – personable – they make it priority to make relationships on the campuses. Closer than just professional colleagues. It holds true at the school sites.
- Not a corporate feel in the District – considering the size they have done excellent job of making connection from DO to school.
- District leaders (Ron and Steve) know your name – come to the schools – come to your office and just talk and connect.
- Our District culture is important.
- District is in a good place.
- This school has more diverse students. Accepting. Peer helping. Encourages us to be more accepting.
- Journalism program.
- Focus on including. Clubs. Pride club. Woman’s club. Something for everyone
- Good job preparing to meet a-g requirements. Counselors pushed to get as many as possible.
- Missed the boat on career issues. Don’t have wood shop. Had geometry in construction.
- Choose not to post the position to replace.
- Need more vocational programs. I had high school wood shop, metal shop, auto shop. Could have got a job as a machinist. We learned hands on skills. Not enough of that. Shouldn’t have to go to junior college to take those courses.
- Oldest campus - has character. Enhances the high school experience.
- Amphitheater 100 years old.

Issues and Challenges in Roseville Union High School District

- Diversity in leadership roles both teachers, administration, District Office – gender and ethnicity.
- Leadership does not reflect who most employees are – women.
- Only one woman in leadership role at the District level. When she retired she was replaced by a white man.
- Appalled by lack of female voice at the District level.
- No longer a joke that there is a “good ol boys club”. Cannot imagine a male in the Superintendent position.
- Hiring from the inside is complimentary but it would be nice to get fresh eyes on what we are doing and where we as a District need to go and grow.

- There are folks that are concerned about what gender would be hired.
- Value of inside – traditions and understanding.
- Need more folks at District staff to represent diversity.
- Concern that someone from outside will come in and just shake things up.
- Learning to adjust to changing demographics in State of California – including poverty, students of color, immigrant communities, etc.
- Hiring process - attracting teachers and employees of various race and culture. Our staff need to reflect the diversity of the community. Very few African-American teachers/staff in District. It is glaring. Our District needs a more vigorous recruitment process.
- Don't feel like we have enough parent involvement. We need more family involvement.
- Prioritizing challenges so there is a focus.
- Anxious about changing direction of the District when it is going well.
- Kids are racist. Don't know they are racist. District does not do a good job addressing race.
- We have the personnel to do the training.
- Outside consultant hired - stepped on toes. Need training for our staff and students, done by our staff and students.
- Our site is better off than others.
- Physical level - old campus. Pests. Present and been there a while. Do something about it. Portables when it rains. River of water running.
- Discrepancy in the number classes offered in different departments. Like foreign language.
- Infrastructure. Doing things half assed. Example: projector screen in library. Nothing but glare on screen. Librarian didn't want it there. Tech director wanted it in another spot.
- Gave input and then ignored. If you want my input, value my input.
- District expects sites to pay for too much stuff. Example: broken lights in theatre. District thinks we should have to pay for that. Renters who rent stuff. District owned property.
- Renter pays for certificated person to work in theater.
- Projectors on ceilings. Site should not have to pay for that.
- Need discussion on shared spending issues, site versus district.
- Refresh staff computers. Using the site budget, it takes 5 years to upgrade everyone and then you must go through the cycle again.
- Teacher have input on tech? Yes and no. Like kids to have.
- Fix on site - continue to see some progress, next generation biology course. Step in the right direction. More hands-on project-based classes. Building skills that we will use beyond school.
- Negotiations were painfully smooth - need to stir the pot. Hosed on the contract language regarding the transfer policy.
- Asst. Supt. job not posted. Certificated position - shouldn't it be posted? Shouldn't the new superintendent have a say?

- Poll, going in-house already. Asst. Supt. fell right where it should be. Making out like a bandit. Does not have master's degree.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- When the Supt speaks to staff they need to be respected, valued for their contributions and believes we have the best intentions.
- Not combative.
- Someone with a doctorate.
- Classroom teacher for at least a decade or significant amount of time.
- Understanding that we have a big spectrum new sixth high school yet with a 100-year high school.
- Facilities expertise.
- Knowledge and experience with multi-cultural communities.
- Personable.
- People need to feel like they matter – Ron very personable
- Approachable.
- Open door to Superintendent.
- Ability to connect with people and build relationships, but also able to get down to business.
- Value the history of what the District has done
- Is sensitive and cautious to where the District is already going and balancing that with the vision of new Superintendent.
- Ron had advantage growing up in the District. A new Superintendent will not have that advantage.
- Take time to get an idea of whole picture and not get stuck in one area/direction.
- Understanding that with the diverse student population we have not all students will fit into the same box.
- Focus on meeting individual needs.
- Be involved in the planning and projects – don't just delegate – be a part of the process.
- You can tell Ron was a teacher. – can have conversations about teaching = still convey what it is like to work directly with kids (teacher, counselor, etc.).
- Ability to say what we are focusing on and improving.
- Change a few things at one time – then move on.
- Don't focus on 10 things at once.
- Stay focused on the true mission of the district.
- Value people that are here.
- Take time to get to know every school and understand the uniqueness of each school.
- Get to know not only the Cabinet members but site leaders
- Research each school and not just data. Get to know each high school community.
- Take time (regardless of inside or external candidate)
- Take time to engage with the folks that are already doing the work.
- Build trust and roll up sleeves and do the work with us that we already doing.

- Understand where we are at.
- Willing to hear the people. Honest listening.
- Take feedback.
- Build rapport with kids.
- Want my boss to get along. Teachers can torpedo that.
- Open to feedback - can't represent what people want without that.
- Ought to have previous experience working with different children - lots of special ed on this campus.
- Teaching experience - would help. Influence decisions.
- Definitely must have experience.
- First supt. Too straight laced. Sure he will loosen up sometime. Okay to offer him a beer. Fancy meeting you here (at a bar) - that would be fun.
- 90s good comradery.

WOODCREEK HIGH SCHOOL

(Four Meetings)

Good Things About the Roseville Community.

- A real sense of a small community.
- Family friendly.
- The community does their best to be inclusive.
- Growing a lot – both positive and negative. We are seeing the quality of life we moved here for eroding a little due to community growth.
- Great for raising families.
- Central to many outdoor activities and trips.
- Great shopping and lots of family activities organized by city and community.
- New families moving into the community which brings a lot of energy.
- Good community leadership and recreation activities for students and adults.
- “Close to everything fun”.
- The quality of life is great.

Good Things About the District and Schools.

- District is built on warmth and care
- Teachers accessible and supportive.
- Wide range of clubs and the school is willing to do whatever it takes to get a student involved.
- Students feel like people care.
- Staff encourage kids.
- Don't see bullying. Students have mutual respect.
- Enjoyed the speakers' series for parents provided by the District. High quality presentations.
- Great people.
- Schools are the reason people move to Roseville.
- The District communicates well with the parents.
- Parents attend meetings at our school. Very involved and care.
- I like the high school district configuration so that the District can focus on just high schools and provide services equally.
- We as parents feel welcome at the school.
- School is inclusive of parents considering the size of school.
- Collaboration among the schools and teachers is great.
- There are certain biases and stereotypes about the diverse cultures that are being addressed now more than in the past.
- There are so many activities and clubs that include all the kids. You don't have to be an athlete to be involved in the schools.
- District DLAC has provided opportunities to learn more about the school system.
- We as parents like that our children have found their niche in the school.

- PBIS is great and doing an excellent job at recognizing students.
- Summer bridge program for ninth graders is awesome.
- Good relationships between unions and District.
- Upgraded facilities and great looking school sites.
- District pays teachers and staff well.
- Great Professional Collaborative Learning model.
- Good technology support.
- Good 1:1 Chrome books for next year.
- Staff at District Office and sites are really focused on students.
- Good professional growth support for teachers.
- New teachers to District are supported by the District.
- School Board members are visible on our school sites and at school activities.
- The District values strong positive relationships.
- Excellent “Leadership Academy” opportunity for teachers.

Issues and Challenges in Roseville Union High School District

- AP courses have not been thoroughly thought out for ELD students and students who struggle. Needed to have a strong support system or plan in place before starting the classes.
- Need to have more diversity among the staff both at the school and the District level. Staff needs to reflect the District student population overall.
- Recruitment in the past has not been targeted towards certain groups that reflect the student/community diversity. The District needs to be more aggressive about targeted recruitment.
- Not enough staff that can connect culturally with parents.
- Math department has not done enough to provide the support to parents to help their children. Shortage staff to help students after school and during the intervention block. Many parents are having to pay for private tutoring locally who know that certain teachers are not teaching effectively. However, not all parents can afford tutoring so there are some students that are not being supported.
- Translation services for parents are not quality at the school site. The one translator for DLAC is amazing but she is the only one in the District that we have seen as parents. The District needs more translators like Esmerelda Aguirre.
- District does not have enough translators for parent conferences.
- Parents are not comfortable with the on-line translation services.
- You feel on campus the differences of economic level.
- School Board does not seem to want to look outside for new leadership—how do we know we have the best inside candidate if no comparison?
- Need more diversity in school and District staff.
- The District is too focused on only college bound students and tends to forget about all students.
- Some problems with the conversion to common core – but every district has issues.

- Need to pay attention to the new High School community at West Park.
- We have too many programs being sent down to site to accomplish. Our plates are full, and some things just cannot get done.
- We have a “Good Ol Boy” network at the District Office.
- We need a student wellness program on our school sites with a focus on mental health needs of our students.
- We tend to think we are a very good school but that seems to stop the march to greatness.
- We need to improve our credit recovery program.
- Seems as if the leadership of our District want to keep “status quo”.
- Need to improve student safety issues on our sites.
- Outside hires to our school site administration has worked well.
- Sometimes the District does top down decision making.
- We give input but it seems to be token listening however sometime the District asks for input and teachers do not give input.
- Good relationship between DO and Unions.
- We hire from within way too much- need a better balance.
- We try to put all students into set boxes and need to look more at the individual needs of the individual students.

Preferred Skills, Attributes and Characteristics of the New Superintendent

- Accessible.
- Someone who understands that we need structure.
- Teachers feed off the leader, so they need to have positive energy.
- Open and listens to the principals about what is needed to support students.
- Someone who is personable.
- Approachable.
- Knowledgeable and experienced in working with socially-economic and culturally diverse communities.
- Understands the importance of inclusion of all parents – School Site Councils, PTAs, Boosters, etc. to reflect the diversity of the families.
- Supportive of the teachers.
- A little out of the box thinker who will promote our growth.
- A leader of color. Our diverse community needs to see someone leading our District who is like them – be an example.
- Someone believes and models inclusion of all families.
- Open and transparent.
- Sense of humor and love the job.
- Not afraid to make tough decision and “stay the course”.
- Supports classroom teachers.
- Visibility.
- “Be like Ron”.

- Appreciates our history and culture for the District as well as our individual communities.
- Positive attitude.
- Continues and works to improve our strong interpersonal relationships.
- Has been a teacher and an administrator at a high school.
- Values PLC process.
- Keep “teamwork” as a key goal.
- Innovative.
- Decisions are grounded in “what’s best for students”.
- Willing to try different things and not just keep doing what is usual.
- Creative problem solver.
- Participates at all level of the District - involved with site activities and programs.
- Willing to talk honestly and needs to honestly listen.
- Visible.
- Works for 100% of our students not just top 25%.
- Open minded.
- Believes that not every student needs to go to college.
- High integrity and honest.
- Has high school teaching and administrative experience.

*Survey Monkey Results for Roseville Joint Union High School District
March 2018*

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

Administrators

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

- Antelope is the hub of the community.
- lots of community resources and folks open to collaboration

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

- The culture is outstanding.
- Open and daring to try new things in the best interest of the students. Caring parents, high achieving students. Diverse community.

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

- I would like the new superintendent to uphold the rigor and standards for special education programs.
- Discipline dis proportionality, issues with school culture, severe mental health issues and concerns. Struggling low income families

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 is open to working with special education director, teachers and support staff --- I am credentialed support staff.
- Open, daring, bold, transparent, honest, empathetic

Classified Staff

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

- Good location - Centrally located between Bay Area and Tahoe. Also close to Sacramento. Perk for those parents who commute for employment.
- Roseville is a safe, beautiful community with many family friendly activities. It is a master planned community.
- The community I have observed here is the dedication to students academics and the available resources to develop skills needed for the students to succeed.
- Great schools. Community leaders who want to ensure the City has good growth yet maintain the "small town" feel. Enrichment programs for children/adults.
- We are a tight-knit community with a small town feel.
- Great city.
- The Antelope community is a strong, close family community with strong culture. Very diverse and lots of young families.

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

- Staff constantly being provided professional development
- We have many great schools but we are lacking in classes for students that don't want to go to college. We need more hands on classes. Auto shop? Culinary classes? Metal shop? Wood shop ?
- The schools in our district have awesome Special Education programs that need more access to resources to provide the ever growing and ever changing needs of the students they serve. There are amazing specialized programs on each campus and allowing them the means to continue reaching out to different community resources is great!
- AnHS. Awesome leadership with strong admin team who works cohesively together to ensure school safety and foster an environment of unity. Great staff who always want to have fun while doing their jobs. Students feel safe and comfortable here. Students feel they can talk to anyone at anytime regarding anything.
- Our schools expect the best out of each individual but also allows each student to be individual.
- They are rigorous and prepare students to be successful. Lots of people who really care.
- Great administration, culture, diverse, strong athletics and getting stronger every year with academics. PLTW (Project Lead The Way) and our performing arts are 2 things we are very proud of and excel in - as well as the culture & athletics. The students are awesome and the staff is some of the best to work with and genuinely care for the students.

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

- low parent involvement tends to be good ol boys club Lots of personal agendas - not always for the best for the student or district
- We are too concerned with all kids going to college and taking AP classes. We need alternative classes for students that don't want to go to college or can't afford to go to college.
- I believe the district is not as diverse as other - both in staff and students. I think this causes some to believe there aren't racial problems on campus, but minority students are aware. Speaking of minority, the Special Ed population often gets forgot about, and when seeking assistance from others, may become ostracized or deemed as too needy. I hope our campuses can become more conscious of the ALL the students we serve.
- Mr. Severson has been instrumental in building a strong district filled with staff who really care about students and each other. He is a very warm and compassionate person who conveys his desires for our district in a very "human" way. He never talks "at" you. He listens and really cares. He's never condescending and never treats people differently according to their "title." In a world that is so driven by "emotions and emojis," it's important that our district tries to stay focused not just on the education piece but in trying to retain "people" relationships that seem to be so easily cast aside these days. Class sizes are too large. Teacher/counselor resources are stretched too thin. Student mental health concerns continue to rise and schools need to be better equipped to handle them.
- We like our back to school meetings. This is really the only time ALL classified has a chance to get together with ALL certificated.
- We are a strong district. Our technology has come quite a ways in the last few years with still further to go. Looking forward to see where we can get to in the 5-10 years with technology for staff and students.

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

- Hands on approach - get to know the district, not just run it from behind a desk. Don't rely on other staff to get knowledge/form opinions They need to find out for themselves. Ask "Why".
- He/she needs to be able to listen and act on suggestions not just listen and do what he wants.
- They should be knowledgeable about our district and the communities are schools are in, and excited about reaching out to and involving parents. They should have experience in districts different from ours to offer perspective. Organized and good at technology. Bold, courageous and kind.
- Strong People Skills. Compassion. Gut Intuition. Integrity. Sense of Humor. Ability to think "outside the box," when needed.
- Be a people person who isn't afraid to laugh at yourself. You will have a lot of fantastic people working for you. And don't forget the support staff throughout the district.
- Someone who will manage the district well and support the staff. We have a lot of great people in the district.

- Be visible to the sites and the community. Continue to support diversity & culture at the schools, and continue to push this district to be the best.

Community Members

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

- Small hometown and students and families grow up together and have strong commitment to their town.
- Relatively safe community (low crime rate) Bike friendly (with walking trails) City services available.
- I think our community has a rich environment of wonderful people that work hard.

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

- Strong values and up to date technology.
- Consistent high ratings from families. Several options available.
- Roseville High has the capability to hire very new and refreshing teachers that care very much about the community

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

- Not all the high schools are treated equally and fairly
- That Roseville Joint has been known for nepotism, and male-dominated upper level positions and promised positions for years. We speak of equity but do not see it at cabinet-level positions. There is still a sense of sites being "city-states" and it's important for real systems change that decisions are made at a district level for all students. It is inequitable at each site in terms of what teachers get away with and the power the principals have, this makes it tough to move forward. Teachers at one site have more influence than others and get away with it with little accountability.
- Ensuring / implementing safety protocols esp. in light of recent school shootings.
- The district unfortunately happens to have an issue when it comes to social issues such as sexism, racism, and ableism. I feel that our teachers do not represent a more diverse background and also happen to seem ignorant about the issues of our youth due to ignorance and stubbornness. I feel that our district needs to evolve and encourage academics and have better tools and capability when it comes to academics instead of just focusing on our athletic capability. I feel that our coaches and boosters especially at roseville weird too much influence and power to the detriment of a quality education and quality community.
- SAFETY! There are serious safety concerns at each school in the district. Which are being covered up or ignored.

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

- Open minded, look at the needs for all the schools in district. There are some major needs and upgrades for the “less fortunate” school(s).
- Coming from a district with a good relationship with the union is important. They are coming from a 1:1 mobile device school district that had done it & supports on-going professional development of teachers to be successful. Who is familiar with the future ready framework. They also model 21st century leadership skills and model it with twitter, google apps, blogging, etc.
- Openness to the diversity in Roseville’s population. Collaboration with & support for charter schools in Roseville.
- I feel that the superintendent should represent the ideals of quality education and opportunity, diversity and an understanding of our youth.
- Borjon
- Honesty, Integrity, Caring more for the community & students than money, standing up to the School Board.

Parents

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

- Very family orientated, many opportunities for families to be outdoors, great respect for nature, members of the community grow up, go away to school, but come back to raise families and retired. At times it can be a "bubble community" but the heart is in the right place
- Small town feel. Many long time families. Access to many stores both large and small. Lots of trees. Diverse.
- Central location to mountains and coast, vibrant economy
- One of the higher income areas in the state, Good amenities.
- We are in a the newer area of Roseville (near Orchard Ranch school). There are still many projects we are waiting to be completed. But I love the area and how close the elementary school is to my home.
- Quite neighborhood, nice neighborhood, well maintained.
- Roseville is a vibrant, clean and family friendly community with excellent opportunities for children.
- People coming together

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

- We have some great faculty members, experts in their subject matter. Excellent academic rigor is shown in the challenge subjects, homework and projects. A variety of extracurricular sports teams with great support (especially for boys) not so for the female-only teams.
- Many teachers who have grown up and gone to these schools. Traditions.
- excellent student body
- High graduation rates. Good if you are into academics but does not prepare students for any jobs except going into the military.
- My child will start kindergarten this 2018-19 school year so I am excited to see how the school district will be. So far, the registration process has been pretty easy. The office staff that I spoke to on the phone have been very nice and got back to me within a day when I left voice message.
- Large, funded, well maintained
- Roseville's high schools are well maintained with a fair variety of course offerings; staffed by well trained and dedicated teachers and administrators.
- The teachers in School

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

- Being the bubble community that it is many assumptions and erroneous perceptions of other groups (racial, gender, ethnic..) go unchallenged. The culture of prejudice at all levels is ample and wide. This needs to be addressed from the top leader at the district.
- The geographical areas that each high school represents have very different needs.

- Over crowded schools, aging facilities, lack of and or inequities in elective classes, to few overburdened counselors
- a lot of cronyism in the district. Too much power to teachers--students should be the focus, not giving high paying jobs to friends or family or making up jobs and programs to give people jobs. Students are not the focus in this district.
- The students/families at GBHS have very little access to counselors. It seems like counselors job is to avoid meetings with families. Most families feel the need to hire college counselors to the tune if thousands of dollars.
- Orchard ranch seems to be a pretty small school for all the homes that are here and all the homes that are still in the process of being built. I am also concerned about where my daughter will attend high school. Hopefully the high school will be built by then.
- Gun violence
- The attendance boundaries throughout the District are a hot mess....kids are bussed from all over to Oakmont and Roseville High due to the otherwise low enrollment at those schools. These two schools, and especially Roseville High, are located in areas that lack young children and high school aged children-- that population is largely on the westside now. You have students in Diamond Creek and Crocker Ranch that will continue to be impacted by this even after the West Park High is opened as that will not be there attendance area. Also, the district needs to seriously update its student technology--other districts in the area provide one to one devices, Roseville does not.
- How to handle bullies in school

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

- Strong leadership stands with a critical understanding of curriculum, budget, and management. Somebody who came through the ranks of teaching, administration and know the realities of the classroom. Someone who has shown a history of serving the students, parents and educational community. Someone who is approachable and wants to be part of the community to make it better. And, someone who will not accept monetary contributions from the NRA.
- Fair to all - students, teachers, parents. Really needs to put students and teachers needs first. Good schools aren't merely good test scores. Good schools create students that are contributing members to their community. Someone who can instill pride in students, teachers/staff, and parents.
- one that believes in and uses data to make decisions. one that believes in transparency and keeping public informed. one that is not a proponent of common core
- A forward thinking out of the box administrator who can really create a dynamic 21st century district. This district always says "that's how we've always done it" but we need someone to shake that up. We need someone who will focus on students, not teachers or administrators or tired wonky programs that have no meaning to students, parents or community stakeholders.
- Someone who looks at how fast this area is growing and how to accommodate families and their children without having to bus our kids out of the area to attend school. I would like my child to attend school in the area we live in. Not across town.
- Progressive

- Forward thinking person capable of bringing the district into the 21st century should be top priority; someone who can improve student and staff technology; increase course offerings; create dual enrollment opportunities with Sierra College.
- Come out to the schools

Students

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

- Some good things about this community is how much effort is put in to making the lives of students better by putting new safety measures and educating about bot physical and mental health.

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

- The good thing about our schools are that a lot of people can have different options to get their education.

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

- The biggest issue with our schools right now is mental health surrounding school threats.

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

- Be involved with every school.

Teachers

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

- Quality feeder schools. Revitalized downtown.
- This is a growing community. It's one that has people stay or come back after pursuing education or careers.
- We have the potential to be a melting pot, due to our diversity. We have a diversity in incomes in our district.
- This is a family friendly community.
- The community of Roseville is bisected by Interstate 80, which allows for easy travel to both San Francisco and Lake Tahoe. The community has invested in institutions of higher education with the addition of William Jessup University and the development of a consortium of colleges and universities adding a joint learning center. Shopping and family activities are located within a short drive or bike ride from most neighborhoods. Sacramento is a short drive away from Roseville and has much to offer in world-class theater, concerts, and sporting events.
- It is a fairly affluent community filled with great students.
- We are a community that values relationships, professionalism and achievement for all involved. We have high standards, are goal oriented and believe that we can...
- The area is safe, focused around families, has lots of deep traditions, welcomes new developments/people (for the most part) is generally pretty clean and encourages a lot of business growth. I have lived in the area since 1997.
- Culturally diverse, honest, courteous, considerate, and concern for others is highly valued in this community.
- The parent involvement, resources, safe environment
- We have a multi-generational community that is interested in carrying on academic and athletic traditions. We have elective programs that build college and career readiness for all types of students.
- Supportive families, Most students come ready to learn, invested and dedicated teachers
- Roseville has a central older core in it's city but has thriving new housing developments in its outlying areas with new young families moving to the area because of its affordability and great schools and communities.
- safe friendly great parks growing diversity clean many amenities
- Overall, families who care about their city, school, kids, and neighbors.
- Infrastructure in the general community is mostly well-maintained, most people are respectful and supportive.
- Our community values the schools in it. It takes pride in knowing the schools are strong and the students are awesome. The community is supportive as well.
- Strong desire for quality education, importance on kids/family, pride in city, pride in level of education
- Roseville is a vibrant community with a lot of things to do. Large shopping area, sports complexes and parks. Close to the capitol, mountains with loads of outdoor options. The community is involved in the schools and parents want the best for the students and RJUHSD knows that these parents are trusting us with their students.

- It is filled with highly educated people who work hard, care about education and like a town with a small town feel.

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

- We are a strong district with very passionate staff A wide variety of students across the district
- invested in technology for students and training for teachers.
- Adelante High School is a small, caring community that works magic with students. Students come to us broken, disenfranchised from education, with a negative self-concept. Adelante helps them experience successes, whether academic or with social skills or working in the community. The community experiences a great deal of support from local social service agencies, law enforcement, probation department, and local nonprofits. That support helps our students feel safe, welcome, and wanted.
- The staff at all of the high schools are predominantly amazing. This includes administrators, teachers and support staff.
- Our schools are diverse, high achieving and reflective of our practices.
- Roseville Joint has a staff that feels like a family. Teachers stay here and raise their families here-both because the district pays well and because it is a good area to raise a family. Although Roseville struggles with its hold on traditions (school is over 100 years old), these traditions can generate pride and unity. We, however, need new ideas.
- It's all about building and fostering positive relationships to help others succeed, feel safe and have accomplished.
- Excellent faculty and staff, the teachers care about their students and develop actual relationships
- We have teachers and students who work hard and care about each other. There are many programs at Roseville High School that have a long history of supporting students, such as: AP, AVID, Peer Helping, Student Government, etc.
- high achieving and forward looking Varying programs and opportunities at the different schools. Any student should be able to find a good fit.
- Our schools provide a full range of options for our students, AP classes, dance art music, CTE engineering, Medical ... as well as top notch athletic programs. One of the best things about our schools is the ownership and pride the students and community take in 'their school'.
- high achievement good teachers care for students needs emotional and academic
- Our schools have dedicated teachers, good kids, excellent academic and elective programs, and outstanding extracurricular activities.
- Most of the students at our school are well behaved. There is pretty good parental support. Generally speaking, there is an expectation of good behavior and a striving for self-improvement.
- Our schools, have tradition. Whether it is Roseville High School, which is over 100 years old or Antelope which is much newer, each school has traditions that the students and staff value and hold tight to in the best way!
- Caring teachers/admin, many options for different students

- Our schools strive daily to meet the needs of all students. Lately the district has invested in cultural awareness training to help teachers reach a large array of students who may be unseen as well as challenging students to take at least one AP class for exposure to a college like curriculum. There is growth in CTE classes and PLTW to help fill a need. The district does care about it's students and wants to provide the best. The district tends to recruit highly qualified staff and it shows in the education provided.
- We have high test scores and a high percentage of students who go to college and many that graduate with a four-year degrees or higher.

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

- This is a district that has been run by a superintendent that placed all of his cronies/good 'ol boys in positions of power. There are people in position that they are unqualified for and are only there because of their relationship to him. There are principals whose hiring committee had 8/10 as last choice and were still made principal. This principal has no understanding of what it takes teach and piles on responsibilities and just says do it or leave. Decisions are made that make no sense and show the lack of understanding for the real world of the teacher who is the one who directly effects students. This superintendent has been very inappropriate in his conduct and should have had many suits against him for sexual harassment. This is a place where you are good if you are in and you are continually harassed if you are out regardless of how well you do your job. This district and some principals in particular are trying to make all teacher the same, like robots. This district drastically needs its house cleaned.
- Individual school cultures Lack of inclusion A leader in the area with curriculum, programs, and technology
- We have not overcome racial bias. Our district is becoming more diverse. We are not growing as fast as we did before 2007. We pride ourselves on being a high-performing district, yet we are failing our low-SES and minority students and we lack the "soul" of service (among our students).
- There are 7 distinctive cultures throughout each high school. There isn't consistency across districts in various areas. Each school runs independently. The new superintendent should have a supportive view with all schools, including the alternative high schools. He/she should always take into consideration the ideas/ suggestions from each principal. On-campus suspension needs to be supported at the alternative high school site.
- Each school operates with an incredibly separate and distinct entities. There is a strong sense of individual identities of each campus. The students and staff of each school carry that culture with them throughout the community. The community in West Park is frustrated with the district over the delay in building the newest high school. The comprehensive sites deliver a strong message that Adelante High School is the worst place that a student would ever want to attend. Yet, the Adelante High School students' state overwhelmingly that though they come to Adelante with a negative conception, that quickly changes once they start attending. Students have said that Adelante changed their lives, in a good way. A superintendent needs to have a solid philosophy about alternative education and what role that school plays in a district. There is a need for a clear solution for intervention with math classes. When students are not yet at the level of Integrated

Math 1, what is in place that can help those students? A superintendent would bring new ideas and a proactive solution.

- That there are 7 different high schools that have completely different cultures and that each school seems to work independently - other than the technology focus, the EOS push and that fact that their comprehensive high schools are high performing.
- Our district is not without problems. We are constantly working to improve our programs and our student successes. We need a leader that will listen to the teachers and make decisions based upon the feedback that the teachers are providing. Our schools may be in the same district, but they are all very different and because of this, have individual needs (just like our students).
- Leadership in this district is lacking in the following ways: -It is male-dominated despite a student/staff population that is at least 50% female. A lack of diversity in terms of ethnicity (our teacher staff as well) Positions given to district members/friends. This leads to problems of nepotism. This district has room for substantial growth. RJUHSD has made great strides over the years (I am a former student), but growth is limited due to repeated problems with the hiring process. Staff, community members, as well as anyone familiar with the district will describe administrative leadership as the "old boys club." The district needs a leader that both encourages and embodies professionalism, academic achievement, and supports diversity. Hiring outside of the district would benefit the community and provide a fresh perspective in order to help us grow. I am a female educator and do not feel encouraged applying for leadership positions in the district since it is so heavily male-dominated. This is a phenomenon that our student population has noticed (an article was written in the school newspaper) but little has been done to encourage and hire people of diverse backgrounds/identities.
- Transformation leadership is NOT from the top down but from the middle. ALL stakeholders have a voice in this district, including students. Their interests are at the center of everything we do.
- There are very limited classes for non-college bound students. There are no vocational classes, and very few electives at risk and Special Ed. kids can take.
- Our district faces the challenge of creating technological equity and access. We have facilities that need to be maintained and updated. We have families that need social services offered through the school district.
- The district is tough to "break" into. There is so much hiring from within that it will take a strong person to turn against the tide or strike a new direction. The board is supportive but very conservative fiscally and pedagogically. This district likes to hold tight to all finances. Budgeting and saving are good things, but RJUHSD takes it to an extreme.
- Although each school provides equal access to each student, because of large student populations there are classroom and school site inequities, inadequate science and technology facilities at some sites, some sites do not have enough career tech classrooms. There have also been some inequities regarding family/ pregnancy leave that I believe have been resolved. The transition to the new NGSS science three course model will involve needing a larger budget for the science classes for materials and lab equipment.
- 99% of teachers are hard working, dedicated educators whom devote their lives to making a difference with their students. Trust them to implement proven educational practices from the bottom up, rather than micromanage them with "pie in the sky"/"flavor of the year" curricula that doesn't work or will be replaced in 2-3 years.

- Let's talk about over-medication of students and keeping dangerous students off our campuses.
- There is a lack of diversity in the teaching staff. A teacher should never be hired solely on what they look like; however, it would be so great to have diversity in a teaching position to be role models for students in a different way than our current teachers are.
- Safety--issues relating to gun violence
- One issue is the amount of internal hiring and promoting inside the district to administrative positions. Rarely are outsiders hired, especially in high level district office jobs, so there is a lack of fresh focus or ideas. There are also no women in positions of authority at the highest levels in the district office - by this I mean no assistant superintendents or even the superintendent since I've been with the district, which is over a decade now. While there are women at the district office, they are not elevated above a "director" title. This needs to be addressed as does all the internal promoting which appears almost nepotistic. Also, sometimes the professional development is superficial and doesn't go as deep as it could. For example: the CRSH program is about cultural awareness and sensitivity. We go to the sessions and learn things but then it's done and there is no getting back together to discuss or share or plan either as a district, school site, or department right after the session. More meaningful and time to process and expand on professional development would be good.
- Previous decisions have been made to have all the schools be the same, but the populations of each school are different, can each Principal be empowered to decide what best serves the students at their sites? Being the same doesn't equal fair. Giving students what they need to succeed is fair.

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

- I want a superintendent who is an advocate for all students, not just those on the college path. I want an active supporter of the arts. Someone who recognizes the opportunities afforded to kids who participate in the arts: engagement with school, building self confidence, sense of belonging, potential for a career, development of empathy.
- Awareness Appreciation for alternative education (bottom 30%) Willing to take on challenges and long-standing ideas
- Supportive, innovative and fearless!
- The new superintendent would need to be thick skinned, be able to navigate an old boys' network, be ready to face the many challenges of a growing community and construction of a new high school, and they need to be ready to change culture that isn't working any longer and strengthen culture that is working. The new superintendent needs to be fiscally responsible to maintain the solvency of the budget we have enjoyed for years.
- I would like to have a superintendent who has a supportive view of alternative education.
- Strong leader. Willing to listen to teachers and site administrators. Able to stand firm on their belief (even if parents don't agree). Able to see big picture goals and continue to lead toward them, step by step.
- Professionalism and focus on academic achievement. We need someone who is positive and can work within the district's culture but still brings new ideas and perspective. It is important that this is person values diversity and encourages schools to continue working

on positive culture at their sites. We are also a fairly strong district regarding student use of technology.

- A transformational and compassionate leader that models integrity, acceptance, and fairness by ACTIONS and not by words. Involves others to create an inspiring vision of the future as a collaborative team. Motivate people to buy into and deliver the vision. Support others in the process of implementing goals towards delivering the vision. Build ever-stronger teams by building trust-based relationships with ALL stakeholders.
- The person needs to have a vision, and stay current with the times. Honesty, and integrity are two of the most important virtues. The right decision may not always be the most popular one. Look ahead and see what needs to be done then follow through.
- The new superintendent should possess keen listening and observation skills in order to ascertain the wants and needs of the school district. A superintendent's leadership skill set should include being about to prioritize wants and needs, set systems in place to reach goals, and delegate endeavors as needed. In addition, the superintendent needs strong public speaking skills that are inspiring and commanding.
- Needs excellent communication skills and an ability to bring people together. Should be able to look forward but not throw out what is already working because it is "old-fashioned." Change for the sake of change is not needed. Superintendent should put the needs of the students as first priority and should support faculty so that those priorities can be met.
- The new superintendent should embody the vision and goals of our current district. Leadership should start from the bottom and move up. The teachers in the classroom have direct interaction with our student population and therefore have the most valid input regarding what serves our students best. I believe the best candidate may come from within the district and it is time for female leadership.
- I would like someone who understand and has an intimate knowledge of our schools and community. I think it would be best if our superintendent is someone that has already a part of our district and is very familiar with our history and future goals so that they can carry our vision forward. That being said we need someone who will be here long term 10-20 years so that we are not in a constant state of change. We also need someone young, with fresh new ideas. We need someone who can keep our schools fiscally sound and can make decisions. A superintendent candidate should have close ties with community members and government officials so that they can work collaboratively.
- Be an enthusiastic leader whom trusts your teachers (i.e. John Becker). Don't be an impersonal micromanager that your teachers resent. You catch more flies with sugar, rather than vinegar.
- A focus on excellence in education and support for teachers to achieve maximum results. NOT a focus on political correctness and "cultural awareness" -- our schools are already good at that.
- This person should have experience in a leadership position. This person should be knowledgeable in many facets of what the job will include (budgetary, administrative, curriculum, etc).
- Caring, knowledgeable about what a classroom is like, not just in the job for the money, experienced
- Patience and a true commitment to listening to the teachers and their concerns. The ability to evaluate and judge the best way(s) to go about supporting new ideas,

curriculum, etc. And how to implement and roll out to tell schools. Not just jump on the band wagon nor hire your friends to roll out a new gimmick. (Which has been happening lately.)

- Be able to evaluate new programs as being good but not necessarily needed in our schools. We can't automatically add new programs without taking time and resources from other programs. Sometimes the best decision is to focus on what we already do really well and not spread our resources too thin. IE. Oakmont and Granite Bay both having IB programs and being right next to each other in location. IB takes from the AP program, and is there clear evidence that the IB diploma gets students into higher level colleges than AP classes do? I don't think there is at our schools. Candidates who come from out of District will bring a fresh new perspective, along with experiences and vision from their previous locations of service that can benefit our students.