

*Educational Partners' Input Report
for*

***Winters Joint Unified
School District
Winters, California***

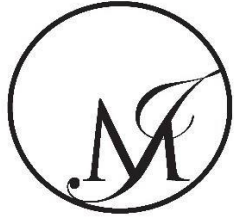
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EXECUTIVE RECRUITMENT & DEVELOPMENT

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Educational Partners Input
For the Search for a Superintendent
Winters Joint Unified School District
September 8, 2022

On August 17th, 18th, and 24th, 2022, consultants William Huyett and Nicole Anderson conducted over 25 small group meetings with District educational partners. They received input from approximately 147 individuals in these groups and 26 additional people who responded to the online survey. Input was gathered regarding the selection of a new superintendent for the District using four consistent questions listed below.

Listed below is the Executive Summary of comments that were heard most frequently, followed by all comments that are reported by group. The final section of the report consists of responses by individuals who completed the online survey and responded to the same four questions. These survey comments are reported unchanged as written by the respondents with the exception of omission of vulgarity and individual's names.

Executive Summary

1. Tell us what is good about your community.

- Small town, close knit community
- Welcoming and friendly community
- Diverse community with different ethnicities and languages
- Community and local businesses are supportive of students and the district
- Community supportive through passage of 4 bond measures to modern
- Safe community where kids can walk or ride their bikes around town

2. Tell us what is good about the District and the schools.

- Students are the focus and the reason staff are committed to the work
- Teachers and staff care about kids and know them by name
- Staff are helpful to students and families
- Students know each other well since they go to school together through elementary, middle, and high school
- Many staff live in the community and send their kids to the schools
- Students have opportunities to be involved in extracurricular activities (i.e. robotics, sports, FFA, police cadet program, etc.)
- Access to technology
- Teachers/staff support each other
- Current board is supportive and positive
- City partnerships are great (RISE, FFA)
- Great CTE pathways for students

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

- The middle school dress code is unfairly/inconsistently enforced and negatively impacts the girls
- District is losing teachers/staff to other districts due to low pay/benefits as well as challenging work culture
- Shortage of staff in maintenance and transportation
- Many staff feel overworked and unappreciated even though they are deeply committed students and families
- Interpretation/translation services are limited causing many staff to work after hours or complete additional tasks with no pay
- Lack a culture of trust across the district
- Lack of transparent communication from district office to staff/community
- Staff don't feel heard nor given opportunities to give input when decisions are made that impact them
- Lack of effective support of ELLs and students with special needs
- Bond management process will require effective oversight, communication, and planning in light of unpredictable impact of inflation, misinformation, and staffing needs
- Middle school has no lockers forcing kids to carry heavy backpacks with books/chromebooks
- District leaders/board need to be more present in schools to understand what is happening

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

- Focus on building relationships
- Present and visible in the community and in schools
- Transparent communicator
- Understands how to manage issues related to Special Education services and budget in order to equitably support student needs
- Bilingual in Spanish/English but not at the detriment of relationships
- Be resourceful and innovative to ensure sustainability and support of services for students and staff
- Be a shared decision-maker
- Be genuine and authentic
- Understand the needs of the community
- Empathetic to community, especially the Latino/Hispanic community
- Respectful
- Listener
- Be collaborative

Group Responses

Waggoner and Rominger Parents (8 people before school)

1. Tell us what is good about your community.

- A small town
- Bilingual, bi-cultural

2. Tell us what is good about the District and the schools.

- I like the people that I can connect with at the school
- Teachers are very caring and dedicated to their students
- Teachers pay attention to the students and parents
- Teachers provide after school support

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

- Not returning phone calls or emails
- We need to get to know superintendent
- Communication in Spanish, when I call they can only communicate in English
- Offer English classes for adults at the sites, we used to do that
- COVID has limited our access and involvement at the schools
- There is a problem with lunch at Middle School with not enough pizza for lunch and students running to get in line and then being sent to the end of the line, not getting pizza
- No lockers at the middle school, heavy backpacks
- Middle School is not fenced, worried about safety from outsiders, given recent national events
- Graduation ceremony was changed at the middle school without our knowledge, there was a problem with the gowns being available

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

- Someone who takes personal interest in our issues
- Someone who is visible and knowledgeable about what is happening at our schools
- Focused on safety
- Someone who understands the needs of the Hispanic community
- Can address the needs of the Spanish speaking community
- Can communicate with the Hispanic community so there is two way communication
- Latino and speaks Spanish
- Someone who can show empathy toward Latino families, students and understanding of Spanish
- Focus on the needs of students and the parents say the needs are for their children
- Emphasis on school safety

Administration (8 people)

1. Tell us what is good about your community.

- Close knit, care about each other
- Deeply care about kids
- Supportive community; bonds, volunteers, they show up for the kids
- Small is good, everyone knows each other and they are respectful, they are neighbors
- Safe community, solve problems at the lowest possible level
- Community respects us. We live in the community
- Bicultural and biliterate
- City partnerships
- Housing Growth

2. Tell us what is good about the District and the schools.

- Educators who care for the kids, they want what is best for kids
- High percentage of people who live here. We send our kids to school here
- Small size is nice, gives us ability to make things happen
- Grade configuration, good for kids to stay together and for staff development
- Leadership Team
- Good DELAC, foundation for support, good partnership
- Support for technology
- Supportive Board

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

- Latino community is increasing
- Struggling to find educators, and retain them
- Turn over in superintendents
- Hard to sustain efforts with turnover
- Teacher turnover also is an issue, many new teachers
- Pay is not the highest, hard years with COVID demands
- Rebuilding the cultural connection with the loss from COVID
- TURNOVER. Of veteran teachers, 20% turnover
- Recruitment is an issue
- Small size is a challenge, we ask more of everyone, sites and DO
- Enacting a plan with the limited staff
- The staff does not represent the ethnicity of the district, there is culturally
- English Learn achievement, huge achievement gap. 50% on district level assessments
- Student achievement
- Quality of the curriculum
- Latino families are not connected
- Lack of trust between families and the district
- Trust was broken in the past and we are still repairing the past

- COVID has also been detrimental to the levels of trust repairing
- The notion of all of us working together is still not prominent
- There is a continuing need to have more transparency
- There has not been enough ownership of our problems, issues and sometime failures
- We need to be accountable
- New leaders at the sites
- Student dress code
- Issues with the Native American representation

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

- Somebody who is more than a personality, can be pragmatic, is accountable, is good with building an organization
- Can differentiate between their personality and their role
- Due to our size we need someone who does more than overseeing, we all take on tasks. Pick up the shovel and do something with the team.
- Be on campus
- Has a focus on the sites and not focused only on the board and district
- They should take ownership of all of the district, have a sense of pride
- Someone who will see our special need and second language students as an asset
- Someone who will build and repair the culture of the district
- Has a vision that is genuinely about us, Winters, no lip service
- Must become part of the community
- Need someone who is both good with people skills and is good with getting things done and putting systems in place
- Someone with experience
- Someone who believes in shared decision-making
- Will be an instructional leader and have the ability to partner with site leadership
- Facilities experience
- Someone we respect

Classified Staff (10 people)

1. Tell us what is good about your community.

- Close knit community, we know each other
- Winters is the true meaning of community
- We feel safe here, kids are safe
- Small, it helps when someone has a need, we all help each other
- Welcoming
- Families committed to their students' education
- I like that teachers are part of the community

2. Tell us what is good about the District and the schools.

- Small classes
- Great staff, they care about our students
- Students come first
- Nice facilities, especially the new schools
- We have curious students with great opinions and ideas
- There is a lot of thought by the principals and staff
- There is a lot of care and love put into the opening activities at the High School

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

- Lack of custodial staff and maintenance, finding people to work for the pay offered
- The work load is heavy and we lose people and have “big time” turn over
- Transparency, we are told something but it is sugarcoated or not fully told. This breaks trust with us. Just be honest with us.
- The Board needs more knowledge and ask more questions. They need to find out more and be more engaged with what is really happening.
- Classified employees’ opinions do not get heard and are not respected enough
- Equality amongst the staff, example: working from home, certain staff get to do it and others cannot, unfair.
- Yolo kids are always late to get home on the bus
- Shortage of bus drivers
- Communication between the district and employees should improve, paychecks are late
- The superintendent should know us
- Custodians are over worked because we have not been able to hire for vacancies. Custodians have had to rush to get their work done all year long
- Underpaid positions, we pay less than other districts
- There has been hiring at the District Office but not at the sites
- We do several jobs due to the size of the district, but not paid more
- Concerned for safety from outsiders who are not stable, shooters, abductors, emergencies
- We should continue the dialogue about how to best serve the bilingual students

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

- They need to know what their team is doing, be more informed
- Experience
- No favoritism, there is a need to treat everyone of us with acknowledgment
- They need to be involved doing things and be involved with us. They should pitch In and help from time to time
- Someone who cares about our kids as a person, pay attention to people’s wants, needs, dreams

- We need someone who will take our kids out into the world, experience it beyond the classroom
- Visible and engaged
- Should be a good listener, will make time to hear our concerns
- Someone who will be committed and will stay
- A leader who will listen to classified staff at the site
- Someone who is accustomed to working with diverse student populations
- Someone who is bilingual in order to connect with all of the families in the school

Rominger Students (15 students)

1. Tell us what is good about your community.

- Small town, smaller things to deal with
- You know everyone
- No traffic
- Happy people in our town
- It is not noisy and does not smell much
- Everybody helps out
- Safe community
- There is a lot of water and places to go swimming
- Not much pollution
- Good neighbors
- Not busy
- A great place to raise a family, parks, people are welcoming
- Adventurous here, hiking

2. Tell us what is good about the District and the schools.

- The people are kind and qualified
- Good library, parks, lots of places to go here
- Good education and teachers
- Teachers are nice
- Easy to get to know the teachers and staff
- Lots of places to play
- Open to all different levels of learners
- There are a lot of nice people that help students who are new
- Good staff that helps me out and says hi to me
- People will greet you when you come here
- Teachers and the principal are willing to change if there is a problem
- The school does not discriminate
- Everybody is helping and kind

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

- A slide broke and was not fixed
- There is a lot of litter
- People draw on the walls in the bathroom
- A lot of students runaround
- Students just run in and out of the bathrooms
- People kick the ball away from us during four square
- Kids do not flush the toilet
- Replace the mirrors in the bathrooms
- We need a ball wall
- People leave their lunch trays for others to clean up
- People turn out the lights in the bathroom
- Kids lying to other kids
- School nurse is here only one day a week
- Comments toward girls playing four square
- Some boys think that girls can't do athletics as well
- Girls get dress coded for tank tops
- Soap bombs in the boys bathroom

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

- Kind
- Has had experience teaching or as a principal
- Communicates well to the community
- Helps with problems
- Cares about the students' safety
- Cares about staff and students
- Nice and chill, funny
- Can agree with students
- Will listen to your problems
- Has reasons for what they do or an explanation
- To be like a mother or father and knows how to parent
- Thinks about the future
- Educated
- Knowledgeable
- Welcoming
- Big hearted
- Cares for students with special needs
- Smart and reliable

- Be a good communicator in English and Spanish
- Not shy
- A good role model
- Appears happy and cheerful
- A proven leader
- Responsible
- Respectful
- Reliable
- Trustworthy, trustful
- Helpful
- Not lazy
- Determined, energetic

PTA/School Site Councils (5 people)

1. Tell us what is good about your community.

- Small community, people are connected, students benefit from it
- Can't be anonymous here
- Community leaders are approachable, they are your neighbors
- Businesses are well connected to the schools
- Unique number of people who were raised here and have come back to raise their family here

2. Tell us what is good about the District and the schools.

- Parents know each other at the schools, it takes village to raise a child
- There is a certain amount of stability at some sites
- The ability for students to be involved
- Four bond measures passed
- The recent turnover on the Board is a positive
- A good job handling COVID here, staff went out to homes to set students up
- Good engagement with parent leaders, on the rise
- Great food services

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

- High school needs support from the superintendent
- Need better counseling, no follow up has occurred when this issue has been brought forward
- Real listening and follow through is needed here, we are able to tell the leader our problems but nothing happens afterward
- There is a need to build trust with the whole community especially with the Latino families
- We need to move the culture of the district back to a good place

- Recruitment of staff is a big issue. It is dependent on a positive culture and trusting relationships in the district.
- Need a communications plan that does not spin information but informs everyone honestly with transparency.
- Many teachers do not feel supported by the superintendent
- We need stability
- Data is reported but does not have effect on modifying program, it is reported but not effectively used to improve learning

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

- We need someone who can speak Spanish
- A good communicator and with follow through
- Experience
- Passionate
- Good with people
- Has been in a leadership role
- Informed about what is going on in the district
- Is present and visible at the sites and in the community
- Builds trust
- Does not shuffle problems off to the sites, will not wash hands of the issues, will take ownership of problems
- Someone who understands everything going on and wants to know
- Will deeply dive in a meaningful way into what the data is telling us and monitor the actions to modify program to improve student performance

WEF Foundation and Music Boosters

1. Tell us what is good about your community.

- Upscale community, attractive downtown
- We all know each other
- Rebuilding community since COVID
- Youth sports are available and vibrant
- Many volunteers
- Our children form life long friendships and come back to live here, often with families
- Community cares about our kids, want the best for them
- This is a little bit of a Mayberry town
- Close to the Bay and the mountains, great location

2. Tell us what is good about the District and the schools.

- Teaching staff K-12 is remarkable, there is a core that have been here for a long time and understand the ups and down. Many teachers are local
- For being a small district we are kind of cutting edge
- Strong programs; FFA, music coming back
- Special Education is a strong program here
- We have great kids in the District in all programs
- Relationships with RISE, city programs

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

- Pay and teacher retention issues
- ELL students are not achieving at the level of proficiency we think they should be
- Opportunities for all students to achieve at their potential is not a reality yet
- We are still coming out of the COVID, it still is affecting our students and schools
- Can't offer everything on the HS schedule due to singletons
- We need to look more into dual enrollment, partner with Solano College
- CTE Pathways are challenging to offer and enroll enough students in a small high school
- Teachers and staff are wearing many hats with extra duties
- Women's sports facilities are an equity issue

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

- Will embrace Interest Based Bargaining
- Has a good background in school finance
- Someone who is open to wearing many hats, many other leaders do so already
- Being visible
- Someone who can pivot "to put out the new fire" while still maintain the overall direction of the district
- Is proactive and can engage staff in the work and in decision-making
- Someone for the long term
- Someone who uses the lens of, "how will this decision effect students and staff in a positive way"
- Effective communicator with staff, parents and community

DELAC Parents (5 people)

1. Tell us what is good about your community.

- Small community, we know each other and our kids, we support each other
- This is a very quiet and safe town
- Our community knows where to go for help
- We know who we can go to and trust to have action or help occur

2. Tell us what is good about the District and the schools.

- Teachers in elementary levels are kind and helpful
- Staff in elementary schools make parents feel welcome
- First time we have bilingual staff at all sites
- Bilingual office staff at elementary schools
- We love Delia, she is a great teacher and helps us, she works hard and goes above and beyond

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

- Serious problems have been brought to the attention of the superintendent and I have not had any response
- Responses to questions often do not happen or it becomes a back and forth issue and are not resolved, there is not enough follow through
- The superintendent needs to lead the principals
- We have a lot of new teachers in middle and high school
- Social emotional learning is important but sometimes does not align with the discipline system and consequences. Students are often disciplined for issues beyond their control and sometimes not held accountable for more serious issues. Principals are limited in what they can do with discipline because of the district's commitment to SEL. This is affecting the leadership at the sites.
- There is inconsistency and perception of unfair, just or equal treatment
- Classrooms are not cleaned enough, lacking leadership to get materials and staff and maintain standards of cleanliness
- Chain of command with complaints, does it exist?

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

- Should be able to listen to parent issues and deal with them instead of passing the issue on to someone else
- Someone who can help make sure parents can state their problems and get answers and resolution
- Kind
- Available
- Open minded
- Can analyze things
- Can enforce the rules
- Bilingual
- Able to listen to the community
- People person
- Bicultural
- Good leader
- Experienced

Community Open Meetings (5 people)

1. Tell us what is good about your community.

- Great community because of the shared interest of our students and the food industry, legacy in FFA and excellence in farming
- Small community with some growth
- Diversity, bicultural
- Cohesion of the community
- Partner with other small towns in the area
- Thriving agricultural community
- Work ethic of an agriculture community
- Support from the community
- People help each other, look out for all our children
- Welcoming
- Bilingual community is seen as an asset
- Festival in September that celebrates the Latino culture
- People come out for events, from all over

2. Tell us what is good about the District and the schools.

- Students feel cared for by the staff
- The staff are great, there is always a story about a great teacher
- Great programs
- All the support staff support students, “we are all educators”
- Athletics
- Our location is an opportunity to see many different environments: valley, Coast Range, ocean, mountains
- Safe
- Kind and caring place
- Students are excited to go to school
- Good programs, music, CTE pathways, arts
- Dual Bilingual Education
- Nice to have long-term teachers
- Updated facilities, well kept
- Amazing FFA program

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

- We have been used as a stepping stone for superintendents
- Winters is pretty set in our ways, change comes slowly
- We have had too many superintendents coming in with their own agendas
- Budget, how are our resources allocated to programs?

- Bilingual achievement, there is frustration from the elimination of the program ten years ago that was politically motivated, this is still an issue
- Special Education communication and placement is not always clear, and some parents say they are not served well
- Teacher and staff turnover
- Grand Jury study on Special Education access, need for improvement, the district is slow to get services connected to students who need it
- Test scores show that students are not making enough progress
- Maybe there could be more rigor with all students and ELL students
- Is the dual immersion model the best model for language acquisition; is it effective and working?
- How much college readiness and exposure are we doing at the lower grades?
- Is AVID still in the high school?

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

- We need to have a superintendent who will embrace the bilingual programs
- Bilingual
- Has worked at the DO level
- Need someone who understands small towns
- Accessible
- Will do the job themselves if necessary, hands on leader
- Will come to the school and town activities and be a part of the community
- Will get to know the people
- Be a servant leader especially to the teachers, someone who will support staff
- Someone who will make it worthwhile for teachers and staff to stay here
- Someone who is knowledgeable about and will advocate for Special Education programs
- Will have good communication with parents
- We need someone who will take a personal interest in every student, engaging kids when they are on campus
- Someone who will put a lot of money and effort into staff development, must value staff growth
- Will take ownership and be more involved with issues and presentations to the Board
- Someone who is invested in the issues and solutions
- We need some accountability for how responsive and effective we are with parent needs and concerns

High School Students (18 students)

1. Tell us what is good about your community.

- Good small community
- We are unified
- Safe town

2. Tell us what is good about the District and the schools.

- Clean and organized
- Good students
- Friendly staff
- Variety in electives and CTE pathways
- When there is a problem we are able to address it right away
- AVID Program

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

- Finding a middle ground on the behavior standards like phone and dress code policies
- Dress code has made male staff feel uncomfortable
- Administration is being super tough on the phone policy
- Dress code is put in place for girls and not boys
- Can't focus without playing music from my phone
- Bathroom passes are limited too much, only during passing time, not enough time
- Only have five minutes to go to the bathroom
- The first week the rules were reviewed everyday, that is not respectful
- Discipline for these rules take away from academic learning time and is a distraction for others
- Not treated as a responsible young adult

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

- Thoughtful
- Open minded
- Unbiased
- Phoebe Girimonte or someone like her
- Someone who will come to the schools and get to know us
- Respects the students as much as they expect respect from us
- Trustful
- Someone who will meet with students and hear their concerns
- Should check in with student leadership
- Talk to us about our events before shutting them down

WAPPSU (2 people)

1. Tell us what is good about your community.

- Involved community
- Have a sense of who the players are
- Community is youth centered
- When something happens we get information quickly to better help the students

2. Tell us what is good about the District and the schools.

- Hard to fall through the cracks as a student
- Small high school is good

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

- There still is a lot of separation between the Hispanic and non-Hispanic communities
- Revolving door of superintendents, sustaining quality is difficult with so much turnover
- Holding on to Special Education specialists, pay and benefit issues, turnover issues

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

- Bilingual in English and Spanish
- Someone who will become part of the community
- Lives within a reasonable distance
- Has worked in a small district
- Do some of the work side by side with fellow employees

Classified Union Leaders CSEA (3 people)

1. Tell us what is good about your community.

- Everyone wants to help out, volunteers, resources
- Size is nice not overcrowded

2. Tell us what is good about the District and the schools.

- Good friendly relationships
- Employees like each other

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

- Lack of experience in previous leaders
- Turnover due to stress and COVID is an issue
- Staff feels under-appreciated at times
- There has been a change in how attractive our district is to outside workers

- There needs to be a healing path for our district in order to retain our staff
- Much of the Board and DO are new to the District and may not connect well with those at the site who have been here for a long time
- The problems are not always told in an honest way to the Board, things are spun overly positive and not told in real terms
- We need a superintendent who knows us, by name, and takes an interest in us. Need to be acknowledged.
- Superintendent has not always been aware of what we need in the district to do our jobs
- The leader needs to know how the district office is running and what everyone is doing
- Need an approachable superintendent

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

- Amiable
- Someone who will help you solve problems and develop your goals
- Experience in the area of operations of a district, takes the chaos out of it
- Someone who sees us on the same level

Winters Middle School (5 parents)

1. Tell us what is good about your community.

- Look out for each other
- People are close and help each other
- When new to town, people are willing to help

2. Tell us what is good about the District and the schools.

- In most cases, teachers are wonderful; beyond awesome
- Parent support (i.e. interrupter)
- Very helpful
- Honest staff
- Teachers care and offer support
- Parent volunteers have opportunity to be very involved and present in schools
- Staff motivate kids to be involved in sports, camp, activities
- Outreach to provide funding/resources to parents who may not have money to get kids involved in activities (i.e. FFA-animals, welding, agricultural, floral)
- Community partnerships to support kids' careers

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

- Junior high has no lockers; heavy backpacks (books/chromebooks)
- Lack of effective responsive communication; closed door feeling

- Hispanic community was not informed effectively due to lack of communication in Spanish
- Lack of connection of Supt with community; lack of awareness for many who may not tap into technology
- Inequity for families who don't have access to internet/computers to access info (i.e. Farming community)
- Lack resources/funding at school site
- Lack of subs/translation staff available
- Staff translate but are not compensated (i.e. stay after hours, work from home)

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

- Not be rude
- Be able to effectively communicate with Spanish speaking community
- Be caring
- Reply to emails in timely manner
- Utilize support staff to connect to community
- Be present in community to build relationships with parents
- Transparent and timely communication
- Balance of communication between paper and electronic
- Be understanding of the diverse needs of the communities
- Respect differences
- Outreach and engage with new families/staff
- Be bilingual in Spanish/English
- Be politically neutral
- Student centered
- Open to partnerships with the community
- Be collaborative

High School Students (18 students)

1. Tell us what is good about your community.

- Good small community
- We are unified
- Safe town

2. Tell us what is good about the District and the schools.

- Clean and organized
- Good students
- Friendly staff
- Variety in electives and CTE pathways

- When there is a problem we are able to address it right away
- AVID Program

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

- Finding a middle ground on the behavior standards like phone and dress code policies
- Dress code has made male staff feel uncomfortable
- Administration is being super tough on the phone policy
- Dress code is put in place for girls and not boys
- Can't focus without playing music from my phone
- Bathroom passes are limited too much, only during passing time, not enough time
- Only have five minutes to go to the bathroom
- The first week the rules were reviewed everyday, that is not respectful
- Discipline for these rules take away from academic learning time and is a distraction for others
- Not treated as responsible young adults

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

- Thoughtful
- Open minded
- Unbiased
- Someone who will come to the schools and get to know us
- Respects the students as much as they expect respect from us
- Trustful
- Someone who will meet with students and hear their concerns
- Should check in with student leadership
- Talk to us about our events before shutting them down
- The sports team create a lot of involvement
- Organizations support kids (i.e. RICE-provide food, tutor, backpacks, support Spanish speaking families)
- Small and quiet
- 50% Spanish speaking community

Winters Middle School (32 total-6-8th grade students)

1. Tell us what is good about your community.

- Small town
- Everybody knows each other
- Can walk anywhere

- Very few crimes here
- Religious town, 3 main churches
- Locally owned
- Everybody respects each other
- Feel safe due to being small town
- Can ride bike around town

2. Tell us what is good about the District and the schools.

- Staff/teachers are nice
- Most kids went to the same three/four schools so have friends for long time
- Safety procedures to keep us safe
- Free breakfast/lunch
- Middle school is clean
- People are respectful at middle school
- Hard working and nice
- Most students are respectful
- Get to do fun things like spirit days and raffles
- Events almost every month with other kids/schools

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

- Cafeteria is small (almost non-existent; closet in the gym)
- Food isn't always good
- Elementary schools are not as clean
- Kids put hands on each other and fight
- Little care for the school and litter a lot
- There are lot of rules against girls with dress code and it keeps changing
- Cafeteria food is very bad
- Bathrooms are dirty and left in mess
- People walk their dogs and don't pick up the poop
- Need lockers; books/chromebooks are heavy
- More staff to help keep school clean (i.e. custodians)
- Dress code is biased/harsh and not enforced fairly
- Breaks aren't long enough

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

- Helpful
- Kind
- Relate to students
- Honestly listens

- Responsible
- Confident
- Funny
- Easily follow SOAR behaviors
- Thoughtful
- Understanding
- Fair
- Flexible
- Understand how to solve problems based on how students feel

Community Members (1 person)

1. Tell us what is good about your community.

- Beautiful city
- People are friendly
- Responsive city government
- Reasonably safe
- Small agricultural town
- Access to all things within 30 minutes

2. Tell us what is good about the District and the schools.

- Educators live in community
- Educational level in town seems above average
- Having a “winters education” is valued and some drive kids here from distance to put kids in school

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

- Yolo county has one of the highest poverty rate in state (50 of 58)
- Migrant seasonal agricultural workers who are housed separate from community and need education
- District no longer has adult school; no formal way to educate but can’t send to community college per state legislation

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

- Be a visionary around improving adult education
- Be resourceful (i.e. funding, partnerships)

City Government/Staff (1 person)

1. Tell us what is good about your community.

- Transition with new citizen growth (40-50% growth projected over the next 5 years)
- Small town sense of community
- Fairly safe community but becoming more suburban community

2. Tell us what is good about the District and the schools.

- Increased projections for student enrollment
- Beautiful high school facility
- Great relationship between police department and school district to address proactive safety procedures
- School board is in good space and have fairly good relationship with city government (2 x 2 structure is in place)

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

- Unrealistic expectation of service to city
- Will have limited facilities, resources available for increased population
- Bond funds maxed out by district, causing limits to city funds
- Be aware of fund liabilities in carrying 4-5 bonds
- Police spending more time at high school campus recently-impact of school policy on reporting has drastically increased due to recent D.A. findings; no school resource officer (currently city/district partnership not existent in funding SRO)

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

- Collaborative with city officials
- Open communicator
- Ability to manage crisis
- Follow through on promises
- Transparent leader
- Be present and visible in community
- Advocate for community engagement through police cadet program

Supervisory/Confidential employees (9 people)

1. Tell us what is good about your community.

- Great place to raise family
- Safe
- Community oriented
- Diverse; lot of families that speak different languages, different cultures
- Growing community but still have a lot of rooted families that are here
- Businesses are kind/generous with the community and district
- Downtown area is great
- Passed four school bonds to support the district

2. Tell us what is good about the District and the schools.

- Teachers know the students and have close relationships due to smaller elementary school space
- Food service/staff know the names of kids as they grow
- Parents are comforted by small school settings (1 elem, 1 ms, 1 hs)
- Kids form bonds going to school together from elem through hs
- Staff care and have stayed in district for decades (have taught generations)
- Great CTE pathways at high school (i.e. robotics, engineering)
- Facilities are great/new (high school; Wagner is next up for renovation)
- FFA- building future leaders helping kids find career pathways
- Vibrant farm-school program in district supported by the community
- Schools do a good job connecting family with resources, especially in recent months
- Community partnerships are strong
- Staff is committed to district and schools
- Core of work force are willing to do the work and most work well together

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

- Growing community can cause financial impact (housing expensive, FRL will decrease causing funding to be limited)
- Need to focus on small business vs family home development
- Parents have requested English classes which are not in place since covid; no adult education
- Communication between departments is not as effective as it could be; management doesn't communicate important information
- Management should gain input from those doing the work
- Decision making around addressing issues have been resolved too quickly and then more problems evolve
- When complaints arise, ways to address them aren't clear/effective

- Relationship building is lacking and disconnect between district with external and internal educational partners
- Transportation has shortage of drivers
- Big turnover of business office staff doing new jobs with little training or processes in place; many left due to dissatisfaction with leadership
- Understands the value of the business department and staffing appropriately
- Classified staff don't feel valued and overworked retention issues (ie. Aids, custodians,
- Employees don't feel comfortable going to management/superintendent to address issues
- Pay/benefits are low and not comparable to attract employees
- District lack funding and resourcefulness to address employee pay
- Teachers don't feel they are represented at the bargaining table
- Employees don't know who to go to when issues arise
- Translation/interpretation services need to be formally development/prioritized
- District has grown but maintenance/custodial staff has not increased
- Pre-school program staffing is limited and staff requires permits; aids cannot fill that role; restrooms are not in classrooms and need to be reconfigured; maintaining ratios; pre-school is not prioritized and last to be considered
- Formal evaluation process is not consistent (some have not been evaluated by their Supervisor)
- Relationships with local newspaper has not been good in the past but getting better

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

- Understands the role of business services
- Understand employee recruitment/retention
- Approachable
- Learn past history/culture of staff, community
- Be available and present for community
- Be aware that small district employees wear lots of hats
- Genuinely express appreciation of all staff
- Foster a culture of leadership
- Understand how to manage bond and facilities issues like increase of maintenance staff
- Vision and support for pre-school education
- Down to earth
- Friendly
- Progressive; look to the future of our children
- Innovative
- Fair; treating everyone equally and not in a special pecking order
- Mutual respect and reciprocated communication on expectations
- Have genuine human interactions and convey that we are in this together
- Open minded

- Collaborative decision-maker
- Understanding and supportive of staff and respect that they have a life/family
- Bilingual and/or understand the culture and have empathy
- Understand the needs of the community
- Be present and visible
- “Ride a school bus” to experience what staff and students do (job shadowing)
- Be willing to roll up sleeves and lock arms with staff
- Understand the value of employees who have multiple perspectives
- Get to know staff/names and make relationships a priority
- Transparent
- Willing to get feedback from staff, community, students

Bond Oversight Committee (2 people)

1. Tell us what is good about your community.

- Support schools by passing 4 bonds since 2014
- Intimate community
- Watch out for each other
- Community utilizes all school facilities for sports/activities

2. Tell us what is good about the District and the schools.

- Intimate and staff know all of their students
- Campuses are safe; staff are aware of visitors
- Outreach to kids/families to make sure they are fed/wifi
- Food service goes above and beyond

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

- Bond dollars are not going to be able to buy as much as perceived by the community (i.e. prices have doubled since bond was passed)
- Bond management communication will need to be clear to keep people informed (dispel rumors, misperceptions)
- Inflation now is unprecedented, and the future is uncertain which may impact future modernization/construction at sites
- Ensure that the business office and BOC continuously collaborate during the oversight process
- Will need to consider impact on limited facilities/maintenance staff to support the future maintenance of facilities as result of bond passage
- Consider the timely payment process that is needed to support the construction process

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

- Strong and compassionate leader

- Understand that/be able to manage each site which includes different personalities and needs
- Strong community leader
- Know how to communicate effectively
- Understand and participate in bond management process

Parents -Special Education (2 people)

1. Tell us what is good about your community.

- Small town, family support
- Friendly

2. Tell us what is good about the District and the schools.

- None when it comes to special education

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

- Some Hispanic families are treated like second class citizens and made to feel like they should be thankful to be here and expect them to be compliant
- When families speak up and advocate, they are treated badly
- Many parents don't know their rights and know how to advocate for their kids
- District says they tell parents about their rights but that doesn't happen
- Special education parents don't trust the district and site staff
- Teachers who want to advocate are afraid to speak up due to fear of being targeted
- Online learning on zoom is not effective for special education students which was utilized before covid pandemic
- Funding for online learning seems to be more than funding for speech therapists
- Therapists have large caseloads and are overworked
- District doesn't partner with outside agencies to bring services
- District seems to care more about the budget and not services for special education services
- District staff/admin bully parents into signing IEPs that they don't agree with
- District admin/staff not complying with IEPs
- IEPs are cookie cutter and not personalized based on students' needs
- Aids need to be trained and supervised frequently (i.e. ABA-applied behavior analysis specific to autism); qualifications are minimal
- Staff often don't demonstrate empathy

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

- Understand how to manage the special education budget while equitably balancing services to support needs of students
- Know how to access a child's need and be able to give services that they need

- Empathy towards students and families
- Understand how to manage staff and model how they should treat families (i.e. not take it personal)
- Be accountable: “Take ownership of where we messed up and ask how can we fix it”
- Create a culture or vibe and expectation or staff to demonstrate when dealing with parents
- Build relationships with special education parents and repair the past harms

WAEA Board (5 people)

1. Tell us what is good about your community.

- Small, people know each other
- People come together
- Great sense of community
- Supportive and involved in general
- Small enough for people to be involved
- Multiple cultures are represented and embraced (i.e. Latino)
- Business support schools/kids
- School district is 2nd largest employment in city

2. Tell us what is good about the District and the schools.

- Teacher embrace multiple cultural identities (individual and collective)
- District employees have kids in district; parents trust schools with students
- Teachers support each other through tough times (i.e. #teacherbestie)
- Small district go through one school at each level (es, ms, hs)
- Kids are close to each other due to growing up through the system
- Embrace each other and support where students have needs
- Technology is accessible for students
- Healthy climate in schools; culture of calmness and caring is evident
- Teachers are welcome to approach leaders in the district
- Overall positive relationship between teachers and district leadership
- Interest based bargaining has worked well; enables groups to discuss issues more effectively

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

- Some technology is an issue with maintenance and budgeting (ie. Headphones, projector lightbulbs, etc)
- Technology/curriculum training is not effective and timely (i.e. time for transition, learning, and collaboration)
- Leadership turnover has made negotiations more challenging
- Lots of pd for teachers on Wednesdays that are not as effective, relevant; could use time for more collaboration/preparation

- District leadership can communicate more effectively to families to better understand the change of structure of school days/process (i.e. Short days, single site focus)
- Trust may be impacted by lack of respect for professionalism of teachers
- Challenge with perception by teachers when jobs are created at district level/pay raises when budget is limited is unfair and not as effective
- Communication is not given to teachers until last minute/teacher input not included
- Lack of transparency about budget
- Lack of retention of teachers due to pay/benefits and challenging work conditions
- Lack of empathy for teacher work focus
- Equity issue with not reclassifying ELLs by middle school (60 % of student population)
- Bilingual education program on elem campus experience class size imbalances which causes challenges (k-5 only)
- Need translation/interpretation with educational context

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

- Be proactive in decision making process
- Be aware that in small community, Supt will be approached and loudest voice doesn't represent all perspectives
- Listen
- Be cultural sensitivity
- Transparent about budget
- Understand how manager EL process
- Experienced with overseeing Bilingual Ed program
- Vision for recruitment and retaining teachers
- Authentic
- Supports women
- Genuine
- Caring
- Committed to staying; not a stepping a stone
- Present
- Communicator
- Trusting of teaching staff
- Inclusive
- Believes in interest-based bargaining
- Shared decision maker
- Bilingual

Teachers (4 people)

1. Tell us what is good about your community.

- Community embraces the kids
- Business supports community, schools
- Volunteers came together to build park through donations, kids contributed drawings
- Family connections
- Community events
- Library is amazing
- Welcoming/friendly
- Scale of community makes it approachable
- Families stick around
- Love the changes in the town and how it has evolved
- New housing has brought diversity (i.e. ethnic backgrounds)
- Always someone to help
- Safe for kids to walk home or ride bikes
- People know and care for each other
- In the midst of crisis, community came together

2. Tell us what is good about the District and the schools.

- Teachers are exceptional
- Teachers are part of the community even when they don't live here
- Careful attention is made to each kid
- Teachers know all kids
- Teachers help each other
- High schoolers come back and do trained peer counseling/tutor
- Students have lots of opportunities to be involved in activities (sports, robotics, FFA, etc.)
- Teachers at Rominger like their administrator (supportive, communicator, etc.)

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

- Distrust by teachers of district leadership
- Broken culture of trust across the district under past Supt
- Unclear of roles of leaders; relationship between district and site leadership/staff
- Lack of ownership and accountability by district leadership
- Micromanagement of staff
- No transparent collaborative conversations
- Staff hasn't felt heard in decision making process
- Communication
- Retention issues where staff lost to other districts due to lack of pay/benefits/work culture (i.e. Lost 2 first grade, 2 2nd grade, coach, and occupational therapists lost at one site)

- Teachers haven't felt valued, honored, and heard
- Some staff have lost the love of working in Winters
- Interest based bargaining worked well in past but was not followed as well in the past few years
- District leadership (board, supt, district leaders) was not present at sites
- Lack transparency of budget when there is discrepancy with raises for teachers and district leaders
- No resources/systems in place to support students with special needs (i.e. speech/occupational therapy)
- Budget allocation inequities and lack communication to educational partners around support the needs of all (i.e. paying/training aids in addition to training for admin/leadership)

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

- Knows how to build relationships
- Honest
- Listens
- Respectful
- Transparent, clear communicator with all educational partners
- Embrace the community and its history and culture
- Bring people together
- Be present and visible at site level to understand what is happening
- Understand special education law, processes, and be resourceful in addressing needs of students
- Be innovative in recruitment/retention of quality teachers
- Bilingual but not to the detriment of relationships
- Be resourceful to get support where needing help (i.e. value experts around you)
- Know your team

*Survey Monkey Results for
Winters Joint Unified School District
August 2022*

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

25 English Responses

Administrators

No Responses

Community Members

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

- Winters is a community of people who are kind and accepting. The students are the same.
- Winters is a community of people who are kind and accepting. The students are the same.
- We watch out for each other. We are rooting in tradition. We are vested in this community. We are supportive.
- The small hometown atmosphere is a plus.
- Home prices are affordable enough so that on a superintendent's salary they can buy one and live in the district, not commute from outside the district.
- We are a relatively small, but very diverse community that values our youth and families.
- This community is family centered and focused and values public education.

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

- The teachers are dedicated and caring. Students are still recovering emotionally from Covid and this needs to be addressed before they can be pushed to get back to the high level of work they were achieving before times.
- The teachers are dedicated and caring. Students are still recovering emotionally from Covid and this needs to be addressed before they can be pushed to get back to the high level of work they were achieving before times.
- All educational levels are valued. We have teachers and staff that step up beyond their normal duties. Children grow up together through the grades. CTE courses are valued Not to many AP course so when applying to colleges students stand out from being from a small school and present them self as if they to advantage of all offerings. (This is currently being not here lingo done, but it use to be a considered). Students in high school can be apart of multiple organizations and sports.
- Since there are only a few schools it should be easy to make connections and get to know students and and all staff.

- Only one-third of WJUSD's students are below grade level in math and English, evidence that it could be even worse.
- We have a very dedicated staff of teachers and support personnel who care about the success of our students.
- Winters schools have qualified and caring teachers who go beyond expectation to welcome kids.

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

- Winters needs a superintendent who is dedicated to our community and wants to stay for longer than 2 years. It would be nice if they actually lived in Winters.
- Winters needs a superintendent who is dedicated to our community and wants to stay for longer than 2 years. It would be nice if they actually lived in Winters.
- Money has not been spent wisely with the current school board and last superintendent. There is no one on the board who has a background in education or financing, unfortunately it is apparent and effecting the school district, employees and students. We have lost educators to other districts because of the poor way they have been treated. The district office it too top heavy. Small district ls need individuals who can perform multiple roles. We need leadership that is willing to do the work not only at the district office level but in the trenches of the school. We need a leader who is committed to the community. The last one could care less, there are multiple races in this town. There is always a focus on Hispanics but our children of all races need to be valued and show consideration. They need to follow through with what they say and back it up with actions.
- Employee turnover is extremely high.
- Winters, like other communities, has an achievement gap between our white and Latinx students that needs to be remedied.
- This is the best school board we have had in a very long time. It is balanced and caring, hard working and engaged.

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

- The last superintendent used our district as a stepping stone, no true caring. Superintendents come to Winters because it's a small district, then introduce big district methods, then they move on and don't have to work under the new conditions. The superintendent needs to listen to all of the partners, and be in the classrooms.
- The last superintendent used our district as a stepping stone, no true caring. Superintendents come to Winters because it's a small district, then introduce big district methods, then they move on and don't have to work under the new conditions. The superintendent needs to listen to all of the partners, and be in the classrooms.
- Someone who will be invested in the community as well as the school district. A person who has experience with the dynamics of working the the benefits and disadvantages of a small school district. Personable, reliable, consistent, willing to listen to all parties in the school district.

- Superintendent should have teaching experience at primary and upper grades.
- Communication, thick-skinned, honest, dedicated to WJUSD, not just using the position as a stepping-stone, capable of sticking around long enough to ensure much need and over-promised yet under-performed improvement in Winters' education.
- I think the superintendent should be expected to live in and participate in the Winters community. The superintendent should have a proven track record of leadership for closing the achievement gap between white and non-white students so that our students have an equal chance to succeed. I think it would be preferable if our superintendent were Latinx and/or speaks Spanish.
- Candidate should be bilingual, have DEI training and have prior experience in bilingual, low income areas with 50% or more Latinx students. Without that background, we will suffer along with a status quo as we have in the distant past. Along with DEI training should be a demonstrable background in strategies to work with low income, non native speakers, a welcoming affective domain, a a deep understanding of how hard it has been to teach with the awkward political climate we find ourselves in.

Non-Certificated Staff

No Responses

Parents

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

- Winters is a close knit community with multiple generations of family. The comfort of everyone knows each others family and children have created a comfort and security within the community. The community and parent involvement from preschool through out High school really shows parents and community care.
- Very strong culture of volunteering. Respect across political divides, mostly. Very diverse demographics.
- The community rallies behind supporting our youth. Whether it be education, sports, lifeskill opportunities -- we invest in our future.
- One good thing about the community is although it is growing there is a "small town" feel about it. As a fairly new resident, we have felt welcomed and have a great group of neighbors in our area.
- Small, close community that is very interested in the success of all students. There is a lot of support in the community from parents, the local businesses and community members/non-profits.
- We take care of one another. We value the arts. We value our history. We look out for our kids' safety. We value local businesses. We want our kids to stay close but they can't afford it. People jump in to help their neighbors. It is a gorgeous town
- Friendly close not community that looks after one another and works well together.
- -Community events -Safe, small town -No traffic -Nearby Lake Berryessa, Wine country, Sacramento, tons to do! -Great restaurants

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

- Being a small knit community teachers and administration staff are familiar faces. Most teachers at Waggoner and Rominger are excellent at what they do, caring, and willing to work with parents.
- No child falls through the cracks. Every child is cared for and schools really try to meet everyone's needs.
- Teachers at our schools genuinely care about students. They go beyond what they are paid for to ensure our students are cared for, successful, and well.
- We love that the schools are within walking distance to our homes. We love that they work together to ensure our children have what they need and that they are given opportunities for growth but also that they are taken care of.
- We have thoughtful and kind principals, teachers and staff. They deserve a person that will give them credit for their work and also continue to challenge them.
- Teachers get to watch kids grow up. We have great vocational programs (culinary, floral, welding, and agriculture) Cadet programs for fire and police departments. Activists in the community want to help students. The community all came together to build the wooden park. Lots of volunteers made it happen.
- Teachers are amazing!
- -Kids always know their classmates due to the small community. -strong parent involvement -great PTA -we are seeing facility improvements to sites (high school - hopefully Waggoner soon)

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

- The special education department has been doing n shambles for many years. There has been a change of special education director, no special education director, poor communication between district, schools, and parents. For example the state of California has a law that a child with dyslexia is entitled to therapy through the school district. However, Assessment is not given until grade 3. Quite frankly, children are taught reading in 1 st grade. Reading specialist, and teachers are not properly trained or educated to teach a dyslexia child. I am extremely passionate since I have a son in third grade who is diagnosed with severe dyslexia. I was not able to get testing through Winters School district. Every assessment, and therapy my husband have paid out of pocket. This is 5% of the student population in Winters that require special education (this does not include spanish speaking children) services who are either not receiving services, no assessment given, or overlooked.
- Anglo and Latino communities are very separate.
- Bullying is a big problem at WMS and WHS, and it's often swept under the rug. I'd like to see a Superintendent who is unafraid to take this issue head-on and create policies and procedure that support students in these situations. There is also a big communication gap with Spanish-speaking families. Not enough care and resources are put into making sure things things get translated into Spanish in a timely manner. Our community is over 50%

hispanic and our district needs more staff and resources dedicated to removing these blocks.

- Expect challenges that come with change.
- Dress code at the Middle School is a joke. There's also a ton of instagram pages bullying kids that no one seems to care about
- 1. I have heard there are concerns about the middle school RE: violence etc. 2. I have taken note that some of the school grounds are not being cleaned, painted, taken care as they should be. The environment that the students are in everyday is important and should be maintained to a higher standard. This not only sets a good example for our students but it also shows them that we care about their every day and reinforces their success by providing a consistent clean and healthy environment for their learning. 4. There is a staffing shortage in the schools, the schools libraries are often closed at different parts of the day and this is a concerns as many students used these areas to rest, cool off, keep warm, or to feel safe. Not having them open is an issue that needs to be resolved asap.
- Graduates can't afford to stay after graduation There can be racial and political tension.
- It's really hard to advocate for IEP and special need students. Parents need more support in this area specially for foster kids and adopted kids.
- My biggest issue as a parent (and staff member) is equity. This has been a main part of our board's focus for some time. However, I feel like they are only focused on english learners and students multiple grades below where they should be. I DO NOT want to see those students left behind, or to see their services discontinued. However, I would love to see equal opportunity and instruction to students at and above grade level (GATE or something similar). Also, students who are at or below grade level are currently not "far enough behind" to get the attention of their teachers. I am frustrated with feeling like my students are lost in the shuffle because they are not a behavior problem, and they are not struggling (enough) academically. They are put in front of a screen to complete "required minutes" of various online platforms of learning. We also have terrible turnover and visibility of district staff at our sites. We need someone that teachers feel supported by (not just principals). We need to keep good teachers, and we are currently not doing that. As a parent, we hear the grumbings and frustrations of our teachers often...and that is concerning. PLEASE make WJUSD a place that teachers want to be! Lastly, someone who has EXPERIENCE. I do not want to see the seat filled quickly with someone who is green. We do not need to train any more administrators. Our community needs someone who has done this job and isn't afraid to hit the ground running. I would rather see this committee take its time and find the RIGHT person, than scramble and make another 2 year hire.

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

- Willing to build a relationship between district, teachers and staff and parents. Someone who takes action. Committed and willing to serve for not just a year but in it for the long haul.
- Must speak Spanish. Should live in Winters and be active in the community.

- The new superintendent should be open-minded to different perspectives and views. They should be a master communicator, and be aware that families and community members should not have to wait for the perfectly crafted message. They should also be willing to empower staff to help them be the best they can be and support their learning journey so they can continue to provide our students with the best education possible. They should also be willing to engage with the Winters community and to be open to collaborating with local agencies. Not having an open door or an open mind is a real deal-breaker in my opinion.
- Must be open-minded and cultured. Willing to learn from community and listen to staff and parents as well as share thoughts on improving processes in the schools and at the district.
- The district needs a leader that is focused on both academic advancement as well as safety, mental health awareness/access and providing a positive learning environment for all students no matter their gender, ethnicity, etc.
- Be able to listen to teachers because teachers will be a great support if they are given professional respect. Be an excellent communicator. Sense of humility. It would be helpful to have a superintendent who used their power to utilize the knowledge and experience of the teachers.
- A heart for our children's interest.
- Committed Ability to see ALL students VISIBLE (the community and sites want to SEE them) experienced Resiliant

Students

No Responses

Teachers

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

- It is a tight knit community that comes together to help each other.
- This is a small friendly community.
- This is a small, close-knit, family-centered community with a strong sense of pride.
- There are many community events such as Porchfest, Fourth Friday dinners, Youth Day, Harvest Festival, Festival de la Comunidad, and more. These events bring community groups together. There is a nice community/school partnership for our Library and Pool. The community is becoming more walking/bike friendly. There are a number of parks and green spaces.
- I unfortunately do not get to live in winters since i live alone and it is hard to find an apartment, but the community is super close and connected. Lots of family owned businesses and they're high quality.
- Small and diverse
- Winters is a tight knit community with many fun traditions (Youth Day, Halloween Parade, Downtown Homecoming Rally, Tractor Parade). We are an agricultural town and the schools have a great partnership with Farm to Schools.
- We are a small and caring community. We love our PTA.

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

- Students are generally respectful. We have some school supplies available to teachers without having to purchase our own.
- Teachers are helpful and willing to collaborate.
- Devoted staff that cares about all aspects of a child's development.
- Every student attends every school. We do not have competing schools within our district; I think this is special and unique.
- The kids are great (even the ones labeled as troublemakers). The teachers and most of the staff are just amazing, caring, compassionate people. You can tell everyone really cares about the success of the students and the community.
- Most teachers are invested
- The schools have been thoughtfully planned so that all students go to all schools - TK-2, 3-5, 6-8, and 9-12. Many teachers and administrators live in the community.
- Our students are our primary focus.

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

- There is a disparity in means among our families. We have students with the latest gadgets and others with no internet access. We have students who are living with one parent or with other relatives while the other parent (parents) lives in another country (mostly Mexico).
- On record we have a high number of English Learners, but most English Learners are actually English speakers.
- Two current and two recent graduates were killed in horrific accidents in the last 2 1/2 months, and most people in town knew at least one of them. Some students are still reeling from the tragedies.
- There are programs in place which may or may not currently be successful. Please listen to staff from all sites, committees, and groups. Gather information on this history of programs before changing them. The climate at each site is a concern.
- Treat the middle school with some love. The high school just got a makeover and the elementary school is getting some new class space. The middle school deserves an upgrade to the "cafeteria". It's a tiny closet in the gym and the staff and students need more. That's really the only issue I've come across.
- That there is a huge focus on students performing way under grade level while people at grade level or slightly behind get completely over looked and sent to computers to learn.
- Winters Joint Unified Educators are among the lowest - if not THE lowest paid teachers in the county. While other schools are getting 5, 6, +% raises, we continue to be told there is no money. We do however see significant raises in our district office and many new staff positions. We are beginning to lose highly qualified educators to surrounding districts and this will continue until we can become more competitive.
- The district does a poor job in attracting and retaining qualified staff. Salary and benefits reflect that.

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

- A person already connected to the community.
- Understanding of the lifestyle of small communities. Being bilingual would be a great asset. A way to bring our English-speaking and Spanish-speaking families together.
- 1. Able to unite our teachers to reach common goals 2. Listen to our concerns we currently have 3. Bring cultural awareness to our district
- Honest, forthcoming, transparent, bilingual, experienced in a small town school district, willing to listen and observe before making changes, plays well with others.
- It would be nice if the superintendent was somewhat local and could interact with the community in ways that were difficult for those who commuted great distances. I think that a bilingual superintendent would be great, but that is less of a concern to me. And of course it would be nice to have someone willing to be present at sites and even willing to volunteer an hour a week at each site.
- Accountable. Quick response. Communication. Coordination (especially for our emergency procedures. It needs to be more uniform and more explicit).

- The ability to not only serve our students who are falling behind but also our Star students that literally get zero higher end learning instruction.
- We need a leader who can bring all stakeholders together- a leader who is transparent and who values our students, our educators, and our community!
- Finding out what concerns the staff and community has regarding the school district and then putting resources into improvements will help set priorities and strengthen all of our trust.

*Survey Monkey Results for
Winters Joint Unified School District
August 2022
Spanish Version*

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

1 Response

Administrators/Administrador

No Responses Sin respuestas

Personal no certificado

No Responses Sin respuestas

Community Members/Miembro de la comunidad

No Responses Sin respuestas

Parents/padre

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

Cuéntanos las cosas buenas de tu comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Somos un pueblo chico todos se conocen nos ayudamos unos a los otros
We are a small town everyone knows each other we help each other

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

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

- La high school fue remodelada La Waggoner las secretarías son muy amables
The high school was remodeled La Waggoner the secretaries are very kind

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

¿Qué problemas debe tener en cuenta el superintendente cuando ingresa al distrito? (Esta información se comparte con los candidatos finales).

- El horario que empieza clases es muy pronto y causa mucho tráfico y si uno tiene un niño en cada escuela no hay suficiente tiempo de llegar sin ser apresurado. Las escuelas no tienen el mantenimiento necesario se ven sucias adentro y afuera no es buena presentación o sanitario para nadie. Por último necesitamos un superintendente que sea un Líder, que se presente se de a conocer con todos NO NADAMAS A SIERTOS GRUPOS DE PADRES, que trabaje con los padres empleados comunidad o sea que ESCUCHE Y ENTIENDA que no nadamas diga o deja ver que se puede hacer No, que encuentre soluciones y no agá a nadie sentir menos todos unidos somos la fuerza

School starts very early and causes a lot of traffic and if you have a child at each school there is not enough time to get there without being rushed. The schools do not have the necessary maintenance, they look dirty inside and outside, it is not a good presentation or sanitation for anyone. Lastly, we need a superintendent who is a Leader, who shows up and makes himself known to everyone, NOT JUST TO CERTAIN GROUPS OF PARENTS, who works with the parents who are employed in the community, that is, who LISTENS AND UNDERSTAND, not just say or show what can be done. to do No, to find solutions and not make anyone feel less all united we are the force

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

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se usa cuando evaluamos candidatos potenciales).

- Que tenga el entendimiento de diferentes culturas y tenga mente abierta. Que sepa convivir con la gente y no nadamas se esconda detrás de un escritorio. Que tenga palabra y cumpla lo que dice

That have the understanding of different cultures and have an open mind. That knows how to live with people and not just hide behind a desk. Let him have his word and do what he says

Student/Alumno

No Responses Sin respuestas

Teacher/Maestro

No Responses Sin respuestas