

Stakeholder Input Report for

***Louisa-Muscatine
Community School
District
Letts, Iowa***

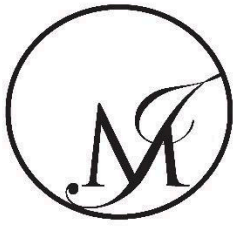
submitted by



*11725 Arbor St., Suite 220
Phone: 888-375-4814/402-991-7031
Email: mail@macnjake.com*

*Omaha, Nebraska 68144
Fax: 402-991-7168
Website: www.macnjake.com*

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MCPHERSON JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

Louisa-Muscatine Community School District Letts, Iowa

District Stakeholders Report, January 2020

Executive Summary - Focus Groups

On December 4, 2024, consultant Stephen Murley conducted meetings with district stakeholders representing multiple groups connected to the Louisa-Muscatine Community School District to gather input regarding the selection of the new superintendent. The consultant received input from 60 individuals during the meetings.

Outlined below 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 these groups and individuals in response to the four questions asked of each group and participants.

1. *Tell us the good things about your community:*

- **Strong Community Connections:** A tight-knit, supportive, and family-like atmosphere where "everybody knows everybody," fostering a sense of belonging and pride.
- **High-Quality Staff and Support:** Dedicated teachers and staff who go above and beyond for students, exemplified by efforts like conducting IEP meetings outside contract time.
- **Academic Success:** High student achievement and recognition, with the schools consistently ranking among the top in their region.
- **Generational Loyalty:** Many families have deep roots in the district, with multiple generations attending or working in the schools.
- **Safe and Supportive Environment:** Students and parents feel valued, with a strong emphasis on student-teacher relationships and a sense of ownership among students.
- **Financial Stability:** The district's long-standing financial health allows for consistent planning and infrastructure improvements.
- **Career and College Preparation:** Strong partnerships with Muscatine Community College and a robust career academy program provide students with valuable opportunities.
- **Facilities and Maintenance:** Well-maintained buildings and infrastructure, with facilities such as ADA compliance and geothermal heating being highlights.

- **Extracurricular Engagement:** High levels of student involvement in programs, activities, and the hiring process, fostering pride and a sense of community.
- **Supportive Parents and Community:** Strong parental engagement and a community that rallies around the schools, demonstrated during events like homecoming.

2. *Tell us the good things about your school district:*

- **Strong Community Support:** The community consistently volunteers, serves on boards, and supports school initiatives, with a readiness to provide additional funding and resources.
- **Resilience in Adversity:** The community has a history of coming together during crises, demonstrating unity and care, such as during personal tragedies or natural disasters.
- **Central Role of Schools:** The school district acts as a unifying hub for the multiple communities it serves, fostering collaboration and pride among diverse areas.
- **Supportive Faith-Based Organizations:** Local churches, such as Grandview Church, actively engage with and support the schools through after-school programming and other initiatives.
- **Parental Engagement:** Parents are highly involved and supportive of the schools, contributing to a culture of collaboration and student success.
- **Youth Opportunities:** Strong programs like youth leagues and 4H provide students with valuable extracurricular and developmental experiences.
- **Rural Appeal with Proximity to Urban Areas:** The district offers a small-town feel with the advantage of being close to larger cities like Iowa City and the Quad Cities, making it attractive to families.
- **Inclusivity and Hospitality:** The community is welcoming to newcomers, fostering strong relationships and a sense of belonging.
- **Hidden Gem Quality:** The district is viewed as an underappreciated treasure, combining a peaceful rural setting with high-quality education and community spirit.
- **Diverse Community Identity:** While not a single, unified community, the diversity of the district's towns is seen as an asset, bringing unique strengths and perspectives to the school district.

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

- **Community and Relationship Building:** The superintendent needs to foster strong relationships with staff, students, parents, and the broader community, ensuring visibility in schools and at community events.
- **Board and Staff Dynamics:** Address the chasm between the board and teachers, serving as a bridge and mediator to improve communication and collaboration while standing up for educators when needed.
- **Rural Education Challenges:** Understand and address the unique challenges of rural education, including balancing the needs of multiple small towns and securing funding through grants and partnerships.
- **Financial Stewardship:** Be fiscally conservative and knowledgeable about school finances, ensuring efficient use of resources while addressing pressing needs like infrastructure improvements.

- **Communication and Transparency:** Implement clear, consistent communication practices to engage stakeholders and provide transparency, particularly with survey results, decisions, and processes.
- **Support for Educators and Staff:** Advocate for teachers and support staff, ensuring they feel valued, included in decision-making, and supported in their roles.
- **Student-Centered Focus:** Build relationships with students, prioritize their needs, and be present in their academic and extracurricular lives, emphasizing their success and well-being.
- **Long-Term Commitment:** Demonstrate a vested interest in the district by planning to stay long-term and embedding themselves in the community, building trust and continuity.
- **Proactive Leadership:** Exhibit forward-thinking and proactive decision-making, avoiding reactive approaches while anticipating and addressing challenges effectively.
- **Integrity and Accountability:** Display consistency, honesty, and follow-through in all actions, earning the trust of stakeholders by staying true to commitments and fostering accountability at all levels.

4. *What characteristics should the new superintendent have to be successful?*

- **Community Engagement:** The superintendent must actively engage with the community, attending events and building relationships across the district's multiple communities.
- **Strong Leadership:** A decisive yet approachable leader who can stand up to the school board when necessary, while maintaining respectful and collaborative relationships with all stakeholders.
- **Political Savvy:** The ability to navigate complex political landscapes, particularly to rally support for initiatives like passing bond issues, while understanding and addressing concerns of key groups like farmers.
- **Financial Acumen:** Expertise in school finances and resource allocation, ensuring fiscal responsibility and transparency, and navigating funding challenges in a rural context.
- **Open-Mindedness:** Willingness to listen to diverse perspectives, learn about the district's needs, and adapt policies or decisions when necessary.
- **Focus on Open Enrollment:** A deep understanding of the importance of open enrollment and strategies to maintain a positive balance while addressing concerns like special education program perceptions.
- **Visibility and Approachability:** Being a visible presence in schools and communities, approachable by students, staff, and parents, and cultivating trust through transparency and accessibility.
- **Conflict Resolution Skills:** The ability to address conflicts effectively, whether between staff, the board, or community members, and to de-escalate situations exacerbated by misinformation or social media.
- **Commitment to the District:** Demonstrating a long-term commitment to the district's success, fostering stability, and cultivating pride and unity among stakeholders.
- **Visionary Thinking:** Proactively addressing challenges, such as housing shortages and aging facilities, while fostering a sense of progress and innovation within the district.

Louisa-Muscatine Community School District

In-Person Focus Group Responses

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

in the elementary school, we try to keep the class sizes reasonable
systems in place to catch the kids falling through the cracks
our staff in the district is really strong
student achievement is rated highly
small enough district to get to know the kids
really get to know the kids well
generational families
strong community connections
offer a lot of things for students
we are a 1A / 2A district
do a lot with what we have
offer more college classes
strong relationship with Muscatine Community College
have a strong career academy
people stay
people usually leave at retirement
like the flexibility of working here
I really like the kids
I like my co-workers
atmosphere of pulling each other up
working as a team
close community
like a family
everybody knows everybody
test scores are good
no schools in need of assistance
people know each other
good country school
lots of good space if we need to expand
the way schools are going this is a district set up for expansion as a county school
right on the highway for easy access
easy access to the schools right off the highway
well positioned for consolidation
lots of opportunities for shared services
aren't outsourcing a lot of things
don't have a lot of staff jumping ship
those staff who leave before retirement often come back
can't think of anyone leaving except for retirements
facilities are top-notch except for the gym
school is ADA-accessible everywhere
the high school has geothermal
high student achievement
we may be average in the state
but much higher than their neighbors
27 schools in the 2 counties
no exceptional in this group
2 high performing in this group
1 is the LM elementary school

5 commendable schools in this group
1 is the LM middle school and 1 is the LM high school
the 3 LM schools are in the top 7
2023 recognized as the character counts school for Iowa
proud that we have high student involvement
I really like having the students involved in the hiring process
important to have a strong student voice
students have a role in choosing student reps and class representatives
students feel a strong sense of ownership
we are starting to get some new things like trophy cases
school pride
student teacher relationships are really good
class sizes are really good
the small size of the school
know everyone
60 kids per class
everyone has at least one adult to go to
lots of resources
great 1:1 connections
very comfortable with each other and all of the staff
teachers are encouraging
hard to fail because they make sure they help you
we have really good teachers and staff
they will do anything for you
ex: IEP meetings out of contract time
maintenance is great
buildings are well-maintained
the transportation team is really strong
good kids!
supportive parents
when I have to contact parents they are cordial and willing to work through things
academic scores are good
our kids try
lots of interventions are in place
student-focused
financially we are stable
stable financial picture for a long time
infrastructure wise we have done a lot
the only thing that needs work is the gym
playgrounds need attention - PPEL will fund that in future years
transportation team is really proud to work for the district
lots of community support for the homecoming even though the team isn't that great
CTE programs are very strong here
there are people here who care and do the best for the kids
history here
lots of graduates who have come back and work here
staff and students work well together
work hard to make things successful
been here since kindergarten!
lots of pride in being here since you grew up
tight-knit community
lots of born and raised here people
home aspect
comfort
great employees
like the people I work with

here because they care about the kids
go above and beyond for their kids
the kids take care of each other
kids and families do what they can with what they have
even though we live out of the district we open enroll our kids here
if you come to LM you stay until you retire especially at the elementary level
the environment is really strong
people truly care about the schools
gone to school here and now all my kids have gone through her
the staff know me and now they know my kids
we have a family feel here
I went through here and have 2 family members teaching here
the communities that encompass the district bring their own individuality
the communities are very supportive of the schools
i have seven grandkids attending and am really vested in the district
i taught here and think we have really good teachers
the teachers are hard workers here
the schools do really well academically
acknowledge that there are always areas for improvement
see all the work that the staff put in
they really care
people have pride in the school district and the community
people do not want to get out of here ... they want to stay
there is a pride of ownership
the teachers want to "know" their kids
people know everybody in a good and caring way
the schools are very open to having an after school program with one of the local churches

Louisa-Muscatine Community School District

In-Person Focus Group Responses

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

frequently have to tap into local businesses
volunteer consistently
serve on boards and panels
don't tap into them for funding as much as we could
they are ready for that kind of ask
need to be able to negotiate three communities
there is a diverse range of economic areas
there is one really low-income area
those low-income kids are good
need to understand the culture of the country setting
the country setting is why lots of Muscatine kids come here
getting our facilities improved would boost open enrollment
need to be an advocate for open enrollment
comfort well in crisis
we celebrate well in victory
the "grandfather of the community" had cancer
board member's daughter took her life
beloved math teach diagnosed with cancer and passed
art teacher diagnosed with cancer and no longer working
then the SAM unexpectedly passed
that all happened in 2 years
the community came together through all of that
the difficulty is we are not one community
but it can be an asset
we do a good job of coming together
the school centers the multiple communities
we are good at bringing the separate towns together
shows commitment to the schools
each small town has a separate focus
days of action in each of the towns
strong youth leagues
strong 4H
our churches are very supportive
ex: Grandview church is growing
Grandview church is growing
they do some after after-school programming
parental support is really good
the old school farmers are not always there
we are a hidden gem
we are close to Iowa City and close to the Quad Cities
yet we have the small town feel
if you enjoy simple and quiet this is a great place to be
2008 tornado was an example of the sense of community
people pulled through
people go door to door when things like that happen
people do for each other
if you need anything someone would be there to help you

the bonds built in the community are made to last
relationships are solid and you can pick up where you left off
welcome new people in and make them feel at home

Louisa-Muscatine Community School District

In-Person Focus Group Responses

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

a strong leader
organized
being involved
knowing what is going on in the schools
someone who supports teachers
being in the trenches
someone who understands what we are doing and our commitment
dynamic in the state of Iowa is strained
feeling that teachers are not doing that great
need someone who can balance all the voices
balance supporting teachers and listening to other constituencies
chasm between the board and teachers
need someone who can bridge the board and teachers
someone not afraid to stand up to the board
need to be able to push the things we are doing
looking at new ideas and making sure that those fit the district
know enough about what is going on in the district to stand up to those ideas
being connected enough to stand up for the staff
have seen different people in the roles
need to establish boundaries
understanding responsibilities
understanding roles
being able to call that out
in the cte world we get lots of funding from federal and grants
need awareness of that funding process and the additional time and effort to secure those dollars
we are a plc school
need someone who understands how that works in small school
someone who know that family is first
need to respect contract hours
need to be creative
things like sub shortage
finances - need to be stable
willingness or desire to spend the dollars where they need to be spent
can't just wait for the future
some background with partnerships with businesses or a school foundation
need to bolster our community donation process
understands the challenges of rural education
education is different here
transparency
if we get survey results we need more detail on the results
communication
compassionate
have a sense of family
students need to know them
need to know people 1:1
need face-to-face interaction
be open

encourage people to come to them
be a good communicator
things like regular communication
regular communication is important for the tax issues
be a medium between the board and community and teachers
need to keep those relationships reasonable
need to have someone who can help put fires out
need somebody who is hands-on and can engage on issues like Facebook rumors
need to be involved with the student life
need to understand the balance between being a friend and being the one who enforces rules
need to be present for activities and athletics
they need to have pride and show it
be at the assemblies
should be able to follow through
if they say they are going to do something they need to take action
staying true to their word
need to be willing to take on change
someone who is understanding and not quick to judge
need to take their time to make their decisions
the school board is not great at listening to the supt
they have to be willing to work with the teachers
approachable
knowledgable
experienced
can build relationships
they need to understand school finance
how to run school board meetings
they will have to be a jack of all trades
we are not in a "town" so you need a strong relationship builder
someone who can balance multiple towns
somebody who is supportive
somebody who can provide constructive feedback
need someone who is caring and compassionate but can follow the rules
need someone who balances family friends with prioritizing student needs
need consistency across the board
open and approachable
no micromanagement
no talking in circles
invested in the schools
not looking forward to retirement
seeing the problem through
need to work cooperatively
need a district calendar with all the meetings for the month
need someone organized and prepared
involving staff in decisions
stop thinking that support staff is less important
those without college degrees are important
need someone strong and can still be straightforward
care about kids and staff and don't let the parents run the school
know who is in charge with a clear chain of communication
without that communication, everyone is not on the same page
get that the board makes some decisions but need to have some administrative rules
those need to be clearly explained to the staff
too much delay between decision-making at the admin level and next steps at the board
respecting peoples roles
don't give them power that they should have

fiscally conservative
someone focused on goals
transparency
would like to "see" them in the hallways with the kids
want to see them giving back
need to build a relationship with the students
know the kids
would love it if the supt knew every student's name
make an effort to get to know students
help build the district
have to be willing to get out there and build the connections
buffer between school board and teachers
advocate for educators and associates
need to feel supported
the person needs to have our backs
the supt needs to use teachable moments to improve staff
need to focus on career paths for all staff
all staff are a part of the community and that needs to be recognized
need to follow through
someone who will support decisions and not reverse course
allow some autonomy and leadership
there could be more connection between the elementary and the secondary
there is a lot of differences between elementary and secondary
soe who is a forward thinker
need a proactive not reactive thinker
need someone who is a planner and anticipates things
need to make sure the board is not micromanaging
need to understand that the board is conservative
reminder that they are well-intentioned as board members but they aren't educational experts
need to be able to stand up when it is necessary
need to help make sure that parents aren't going around the system to get what they want
inegtirty
good at communicating
understand that you can't share details but need to share the process
ties to the community
det down some roots
need to be vested in the community
not here for a years worth of experience
need to plan to stay here
someone who has a "backbone"
need to have tough conversations
need to be willing t go bat
need consistency
character
person of faith
loving
compassionate
level 5 leadership
someone with varied experience
business experience would be a plus
someone with experience with grant writing
ability to find alternative sources of funding
used to have a curriculum director who did that
may not have a grant writer but knows how to find them
having strong family support especially for a first time superintendent
need to have them visible

not just in school but out in the community
we are old-school
needs to be willing to reach out to the businesses in the counties because there are not a lot of them and we need
their support
needs to support the staff
needs to support the teachers
can you replicate Mike
ability to deal with
someone dedicated to getting our extra-curricular activities
beneficial for our open enrollment
helps with getting bonds passed
conservative leader for the schools
need to make sure they aren't a pushover
want longevity
wants them to live locally

Louisa-Muscatine Community School District

In-Person Focus Group Responses

4. *What are the issues the new superintendent should be aware of to be able to “hit the ground running?”
(This information is shared with the final candidates.)*

would they want to move here
not a lot of new housing
it will be hard to find a new house
we are an open enrollment district
more in than out
there are three main communities
everybody rides a bus
that is unique
each community is a little bit different
failed a bond issue this year
community is aging
\especially the landowners
need to get those people on board
need to get another ask out there
need to do more community work
there is a committee for this
buildings aren't new
elementary is early 90's
high school original is 1960's
also two counties
culture that if someone is unhappy they just call the supt
that is how they are heard
skip the right steps
also go to the school board
current board means well
but no educational experience
superintendent is stuck in the middle
board doesn't represent what teachers want
supt and teachers are the educational experts
need to figure out how to navigate between the board and the staff
need to be able to say that's not what's good for kids
financially we are going to have to make some tough choices
need to know how to do that in way that is the least impactful for teachers
need to be able to be competitive with neighboring districts for hires
lots of things like 4 day school week being tossed around
need to be willing and able to be creative
we are recruiting students and teachers
need to help people stay focused on getting our kids the best education
all the things Mike and Kim do for the district that isn't seen and known
we have three small communities
it is hard to get in and know those communities
about 20% are open enrolled
going through a “doubting our culture” phase
trying to build up programs
need to get staff and students behind that
worried that some of our programs as “losers”
sports need to focus on hiring good coaches

this could help build the programs up
the downside is that they don't get to connect with the kids during the day
county property owners are struggling
need to understand how to raise money from people who are struggling
there isn't a lot of industry
need the support of taxpayers to get the bond passed
need a new gym
would be beneficial if they leaned conservative
hard to change a person's worldview
need to share that of your elected officials
understand the appropriate positioning for progressivism
English department works hard to help parents understand why they select certain books
when law went into effect they pulled some books
some community uproar about some of the books not being pulled
most complaints were about age-appropriate
use alternate readings
include references to pages that may be in question
would love to have an English - classics model for parents who want to choose that path
looking to go to a bond again
only lost by 26 votes
closer than the board thought it would be
going out again in November
the gym needs to be upgraded
focusing on comparisons with other districts
need to use a sense of fairness - not focus just on the need
open enrollment is important
right now it is positive
those that we lose are due to things like people taking kids to where they work
have about 80 per class; now down to 60
part of that was due to the flood plain restrictions in south muscatine
housing is tight
demand is high
not a lot of housing stock
with no main population center it is hard to build community
would be helpful if the person was more "techy"
facebook was a problem last year with unfounded concerns about bullying and harassment
lots of overinflation of "mean" behavior to bullying and harassment accusations
issue with a gun used off campus on a weekend
spilled over on to campus
generated a lot of negative ripple effect
a group of parents who were pushing the negativity
5 of these got banned from school
those people are running their mouths about the district "sweeping things under the rug"
a notion among some community members that we allow "all kids" and that we let in the bad kids from Muscatine
many parents now are going from molehill to mountain
moving to more restrictive cell phone policy
probably making the move in January
the school board has great intentions
but they aren't in our schools
they are quick to jump to solutions
sometimes that puts staff in hard spots
they may be focused on things that aren't priorities for us
Facebook can be an accelerant that blows things out of proportion
miscommunication can be a challenge
students are energetic
the students have a lot of pride

there is a 4-day school committee
the 4-day school committee has students, staff, and community
sometimes the student-teacher relationships can be too close and "hide" mischief
hard to get all the separate communities involved
be open-minded on how to get the different groups motivated
students can be quick to judge
so you can't just come in and tell them things
you need to work with them
needs to know the school finances
needs to figure out the board
conservative in nature
the board gets a lot of parent input
they want to solve problems
sometimes they go too far
well-intentioned
but sometimes more involved than they should be
need to be ready to get the last few votes to get the bond passed
need to be politically savvy enough to get the bond passed
understand the role of open enrollment
one of the challenges is the attractiveness of the special education program
needs to get to know the multiple communities
get to know the people
go to the events
make their presence known
wish we were more progressive, especially with technology
ex: subs are asking for absence management
this would be a big move up
the Van Sickle is well respected and will leave a hole to fill
wife is a school counselor
their dog is the school therapy dog
The SBO is retiring
there used to be separate elementary schools in Letts and Grandview
when those schools were there the communities were more involved
used to play sports in those communities which connected them to schools
need to figure out how to reach out to those communities and get them more involved
that is an untapped resource
need to get them involved for the bonds
has not been successful
work with the support staff to reframe the rules
some people need to stay in their lane
the supt needs to help people know their lane and stay in it
sometimes situations that are serious are not taken seriously
this causes hurt feelings and anger
think about starting at the bottom and build up
the people who graduated years ago love this school
some kids don't have that same pride
ex: games used to be packed
goes back to the community issue of schools not being in town
while you need someone to take control we don't need a tyrant
need to come in and ask questions from all the staff
need to have all the coaches on the same page
need to focus on all sports, not just favorites
being open-minded enough to make changes when a mistake has been made
may need to be open to other's opinions at that time
need to make sure that contracts are flexible enough to get the work done
when somebody leaves there are not any job expectations to pass on to the next person

need to make sure that raises and bonuses are distributed to all staff
need to be really seen in the communities
just not at the schools
will have to win some people over in this community
people need to want to be here
parents need to be held accountable at athletic events
there is an "old boys" club
if you run up against them you won't be able to get the "right" things done
athletics and/ or money can play a role
communities all come together but Fruitland tends to make the call
the majority of the board is from Fruitland
it used to be dirt roads
now it has changed significantly
influx of money
the new folks who moved in and brought their drama with them
some of those people have not supported the recent referendum
need to understand where they are on the ladder
need to pay attention to the school finances
check the details
biggest fear is that they have somebody lined up
not somebody in the district
make sure that we are open to a female candidate
need someone who is willing to stand up to the Board when necessary
need to find a superintendent to go the extra mile for the bond
the bond issue is probably the biggest one
getting the word out crucial
need to recognize that lots of people are not paying attention
example people who didn't even fill out the back side of the ballot
recognize that turn out will be down next fall
LM is a safe school
it is a school where we have not had scary things happen
have always had SRO officers
want that environment to stay
need to think about the farmers
the tax burden of the new gym will fall primarily on them
the vote was close
thin the farmers are willing to support
need to be tightly connected to them
need to be really approachable to all

Executive Summary - Questionnaire

From November 25 - December 6, 2024, consultant Stephen Murley circulated a questionnaire to the Louisa-Muscatine Community School District to gather input regarding the selection of the new superintendent. The consultant received input from 53 individuals during the meetings.

Outlined below is an Executive Summary of the major themes expressed by the respondents to the questionnaire. Following the Executive Summary is a compilation of all the input received in response to the four questions asked.

1. *Tell us the good things about your community:*

- **Tight-Knit Community:** The community is described as close-knit, where "everyone knows everyone" and people come together in times of need.
- **Supportive and Giving:** Community members consistently show support for each other, the schools, and families in need, with a willingness to volunteer and help.
- **Family-Oriented:** Strong family values are emphasized, with multiple generations attending Louisa-Muscatine schools and fostering a sense of continuity and pride.
- **Small-Town Atmosphere:** The rural and quiet setting provides a safe, friendly environment, appreciated for its simplicity and lack of urban challenges.
- **Community Engagement with Schools:** Schools serve as a hub for the community, with parents actively involved and supportive of school events and programs.
- **Safety and Trust:** The area is noted for its safety, where children can freely play and neighbors look out for one another.
- **Resilience in Adversity:** The community is strong in facing challenges, with examples of pulling together during emergencies or crises.
- **Accessible Outdoor Recreation:** Opportunities for outdoor activities, including parks, trails, and river access, enhance the community's appeal.
- **Cultural and Historical Pride:** The community values its history and traditions, contributing to a strong sense of identity and belonging.
- **Partnership with Local Businesses:** Local businesses provide support and resources to the community and schools, demonstrating a collaborative relationship.

2. *Tell us the good things about your school district:*

- **Dedicated and Caring Staff:** Teachers, paraeducators, and staff are deeply committed to students' success, fostering strong relationships and a supportive environment.
- **Small Class Sizes:** Smaller class sizes allow for personalized attention, one-on-one connections, and meaningful student-teacher relationships.
- **Family-Oriented Atmosphere:** The schools emphasize a family-like environment where staff, students, and families feel connected and supported.
- **Academic Excellence:** The district is recognized for high academic performance, including strong test scores and commendable ratings on the state education report card.
- **Strong Leadership:** Administrators are seen as supportive, hardworking, and invested in the success of students, staff, and the overall district.

- **Student-Centered Focus:** Programs and initiatives are tailored to meet students' needs, ensuring their academic and personal growth.
- **Positive School Culture:** A welcoming and safe environment fosters respect, collaboration, and pride among students, staff, and families.
- **High Open Enrollment Numbers:** Families from surrounding areas actively choose to enroll their children in the district, highlighting its strong reputation.
- **Professional Development and Collaboration:** Teachers are committed to learning and improving, with support from instructional coaches and professional learning communities.
- **Well-Maintained Facilities and Financial Stability:** The district's facilities are in good condition, and its sound financial position enables continued improvements and resource availability.

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

- **Bullying and Discipline:** Bullying is a significant issue at both the elementary and secondary levels, with concerns about inconsistent enforcement of policies and favoritism based on family influence.
- **Teacher Workload and Support:** Teachers are burdened by additional hours beyond their contracts, with insufficient collaboration time and a perceived lack of support from the school board.
- **School Board and Staff Dynamics:** A disconnect between the school board and educators creates challenges. The board's lack of educational background necessitates a superintendent who can advocate for best practices.
- **Communication and Transparency:** A need for better communication with parents, staff, and the community is emphasized, with calls for more transparency in decision-making and policies.
- **Financial Challenges:** Funding is a concern, especially regarding facility improvements and the ability to remain competitive with surrounding districts.
- **Retention Issues:** Staff and coaching retention are highlighted as critical concerns, with high turnover affecting continuity and program success.
- **Community Relations:** Building trust and stronger connections between the school and its multiple communities is essential, particularly to foster support for initiatives like bond measures.
- **Mental Health and Equity:** There is concern about the mental health of students, exacerbated by bullying, and the need for fair treatment of all students, regardless of socioeconomic or familial status.
- **Cultural and Political Divides:** The community is described as politically divided, with these tensions influencing the school environment and complicating decision-making.
- **Focus on Academics and Extracurricular Balance:** Stakeholders express a desire for a balance between academic rigor and extracurricular activities, with an emphasis on maintaining high academic standards.

4. *What characteristics should the new superintendent have to be successful?*

- **Strong Communication Skills:** The superintendent must be an effective communicator, practicing transparency, active listening, and the ability to mediate conflicts among stakeholders.
- **Leadership and Vision:** A decisive leader who can set and maintain high standards, inspire growth, and make informed, forward-thinking decisions for the district.
- **Approachability and Empathy:** Being approachable, understanding diverse perspectives, and displaying empathy toward staff, students, and the community.
- **Community Engagement:** Actively participate in the community, build relationships, and become an integral part of the "Falcon Family" to foster trust and support.
- **Commitment to Staff and Student Support:** Advocate for teachers and students by ensuring fair treatment, accountability, and access to necessary resources for success.
- **Financial Stewardship:** Demonstrate expertise in school finance, including seeking grants and maintaining a fiscally responsible approach to district needs.
- **Integrity and Accountability:** Exhibit fairness, consistency, and ethical behavior, ensuring all stakeholders feel valued and respected.
- **Focus on Student-Centered Goals:** Prioritize the academic, social, and emotional growth of all students while addressing issues like bullying and promoting equity.
- **Flexibility and Adaptability:** Open to new ideas, willing to make changes when needed, and adaptable to the unique challenges of the district.
- **Conflict Resolution and Decision-Making:** Handle tough issues with courage and confidence, standing firm when needed while working collaboratively to resolve conflicts.

Q1 Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Answered: 48 Skipped: 5

#	RESPONSES	DATE
1	Rural Quiet Small town feel Far from cities	12/5/2024 9:24 PM
2	Stronger Personal Connections Stronger Social Support Systems Community Engagement Local Buisness Support	12/5/2024 5:18 PM
3	I have lived in the Muscatine community for most of my life. Throughout the years there were several families that started what became very lucrative businesses. These families have been incredibly generous over the years and because of this Muscatine has state of the art facilities for soccer, softball/baseball, and aquatic center, a great museum, and soon an indoor practice facility. Because I haven't lived in any of the towns that makeup our district I am not super familiar with their benefits. I do know that about 50% of our students open enroll into our district with the largest group coming from Muscatine which is not too far away if someone wanted to experience the benefits.	12/5/2024 3:12 PM
4	Friendly and personable, majority is Hawkeye Land, river access, Deep Lakes beach, kayaking opportunities, and bike trails	12/5/2024 8:52 AM
5	The community in Louisa County is very close knit group. Lots of families are relates in some way or another.	12/5/2024 6:25 AM
6	It is rural, quiet, and is away from the crime of big cities.	12/4/2024 10:00 PM
7	Although our community is small it is mighty. People are really good at banning together to support each other.	12/4/2024 9:49 PM
8	Involved parents. Parents and teachers work together.	12/4/2024 5:52 PM
9	There are many loving families in the LM district. Being a farm community means residents tend to be down to earth and value family above all.	12/4/2024 5:19 PM
10	The school is the hub of the community. Families are supportive and trusting of the school.	12/4/2024 5:02 PM
11	Small towns. Everyone knows everyone.	12/4/2024 1:34 PM
12	We pull together in emergency situations. If you need help and let people know, you can get help.	12/4/2024 10:45 AM
13	The ability to recruit candidates from the Louisa-Muscatine , Iowa City and Quad City areas.	12/3/2024 10:31 AM
14	Great kids as a whole.	12/3/2024 9:35 AM
15	It has history	12/3/2024 8:38 AM
16	Small, caring, family oriented,	12/2/2024 12:25 PM
17	tight knit caring community	12/2/2024 9:17 AM
18	The Louisa Muscatine area is blanketed with many wildlife and nature areas, the newest of which is Deep Lakes Park just outside of the Fruitland area. Both Muscatine and Louisa Counties seem committed to improving opportunities for outdoor recreation areas. There is a small-town charm, people tend to know each other which can make it feel like a welcoming place to live. The area has a very affordable cost of living and within a relatively short distance to Health Care, Job Opportunity, and Secondary Education. Strong agricultural heritage that is changing as Iowa is changing.	11/30/2024 11:10 PM
19	Our community seems very family oriented and is always willing to help out when needed.	11/29/2024 9:34 AM
20	We have multiple small towns that come together to help when needed.	11/29/2024 8:26 AM

21	The community is always there when ppl are in need	11/28/2024 11:30 AM
22	The staff and administration.	11/27/2024 8:05 PM
23	We are a small town community that comes together when something needs done	11/27/2024 9:53 AM
24	Elementary Perspective: Parents overall are very supportive. We have great turn out for concerts and events. Strong youth league program. We have a nice partnership with local churches. (They assist with our food pantry as other needs when they arise.) A lot of pride in our school district.	11/27/2024 8:16 AM
25	When it comes to fundraising for the school with certain things the community can pull that together.	11/26/2024 9:00 PM
26	Us as a community try our best to help one another out; no matter the circumstances. We do our best to accommodate to everyone's needs.	11/26/2024 6:09 PM
27	Safe, close knit, and inclusive	11/26/2024 4:41 PM
28	I'm am in the Columbus School district but open enrolled my child to LM for a better education with better teachers.	11/26/2024 4:32 PM
29	It's a family unit in all the beautiful and complicated ways.	11/26/2024 4:07 PM
30	Our community is small and has that small town-feel. I love this because you get to know the kids your kids go to school with, along with their families, and this allows for everyone to look out for each other in different ways. I also feel that our community is invested in our school system, in a good way which gives me hope for my children as they grow older.	11/26/2024 4:01 PM
31	We are a close-knit community that has great parents and kids that want to make our school better. Small town living really shows at our school, in a great way.	11/26/2024 3:52 PM
32	Our community is made up of 3 small communities. The families in those communities have had generations attend Louisa-Muscatine schools. Education and family are strong values.	11/26/2024 3:42 PM
33	Everyone knows everyone. Knows the good and the bad. The most reputable and not so reputable people. Always work together as a community not against.	11/26/2024 3:00 PM
34	I believe the community I lived in Is pretty good and quiet.	11/26/2024 2:53 PM
35	One good thing about our community is that it's a small one and everyone knows everyone. Everyone comes together in times of need and celebration.	11/26/2024 2:43 PM
36	It is small town life. Most everyone contributes to our success.	11/26/2024 2:27 PM
37	our community is always there to give a helping hand.	11/26/2024 2:24 PM
38	Small town, family feel, community gatherings and fun. Safety is priority.	11/26/2024 1:52 PM
39	Tight knit and willing to help each other,	11/26/2024 1:51 PM
40	Even though our school district is made up of 3 separate towns, it is close-knit. The people here are hard working and care about their children. We are also a very safe community.	11/26/2024 1:41 PM
41	There are adults who care about the future of our kids sprinkled here and there.	11/26/2024 1:06 PM
42	Very close knit, everyone knows everyone.	11/26/2024 12:55 PM
43	Loving and giving community with traditional belief systems.	11/26/2024 12:53 PM
44	Lots of parents enjoy volunteering in activities.	11/26/2024 12:53 PM
45	The community is good in the fact there is good support for the teachers and staff from parents and board members	11/26/2024 12:40 PM
46	They are cliques	11/26/2024 12:38 PM
47	The Louisa-Muscatine community is very giving and supportive. We rise to occasions to help families within our community that have needs; be it physical, mental health, educational, etc.	11/26/2024 12:32 PM
48	small community, everyone knows everyone, my kids can wonder the neighbor and play with their friends, go to the park, its nice.	11/26/2024 12:26 PM

Q2 Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Answered: 51 Skipped: 2

#	RESPONSES	DATE
1	Mostly dedicated teachers. Autonomy in teaching coupled with district purchased curriculum. Most students love school.	12/5/2024 9:24 PM
2	Personalized Attention - ONE on ONE PARA educators Stronger Student-Teacher Relationships Closer Parent-Teacher Relationships Closer Relationships with Peers:	12/5/2024 5:18 PM
3	As a smaller district we can really get to know the kids more closely than at a larger district. Overall, our class sizes are smaller and it allows for relationship building. We also offer several concurrent college level classes which is fairly remarkable for a school our size and we have some highly qualified teachers with diverse backgrounds.	12/5/2024 3:12 PM
4	students are sweet, behaviors are not out of control, Character Counts school,	12/5/2024 8:52 AM
5	The school atmosphere is very supportive. Teachers and administrators work together with frequent staff members visiting classrooms to observe from time to time.	12/5/2024 6:25 AM
6	There are many dedicated teachers. The schools have a good reputation. The school district administration is fairly reliable.	12/4/2024 10:00 PM
7	Our school is a very family oriented place. The staff is always willing to help each other out. We pride ourselves on learning new strategies and doing whats best for kids.	12/4/2024 9:49 PM
8	Quality teachers, staff, administrators. High test scores, sense of family.	12/4/2024 5:52 PM
9	The leadership at LM stands above many other districts in our area. They value education and work tirelessly to support the teachers and families they serve here at LM. The counseling component at LM has been an integral part of the success of the district. Students and families rely on this service to navigate difficult situations. The teachers at LM are all business! Meeting goals and benchmarks throughout each grade level is a top priority in each classroom. The dedication of the staff is inspiring. LM is a safe place to learn.	12/4/2024 5:19 PM
10	Staff - supporting, hard-working, caring, respectful, and truly love students and helping them find success. Students - we have great students who are kind, respectful, hardworking, and caring. We have an environment that fosters this! Administration - we have supportive administration that truly cares about staff and students. They are supportive, understanding, and lead with their heart. Our elementary principal is one of the most hardworking person I know!	12/4/2024 5:02 PM
11	Teachers are strong and really care about kids. Teachers stay. Our class size is small.	12/4/2024 1:34 PM
12	The whole staff cares about learning.	12/4/2024 10:45 AM
13	The Iowa School Performance Ratings for Louisa-Muscatine CSD: https://www.iaschoolperformance.gov/ECP/Home/Index	12/3/2024 10:31 AM
14	Good academics Many teachers that care about kids	12/3/2024 9:35 AM
15	There are some people that care a lot	12/3/2024 8:38 AM
16	Teachers who know every child and often their families. Network of support	12/2/2024 12:25 PM
17	they are small and the teachers care about the students.	12/2/2024 9:17 AM
18	The staff at Louisa Muscatine are very caring towards one another and focused on the goals of education. Louisa Muscatine continues to rank well in academics according to State standards. A good amount of volunteerism comes from the community, and this extends past the student's parents. The district has benefited from consistent leadership at the Superintendent level for more than a decade. Facilities are in good shape, and the district is in	11/30/2024 11:10 PM

good fiscal position to continue capital improvements as well as maintaining the current infrastructure. There truly is no "hot button" issue that a new superintendent would need to come in and battle. The right candidate would have a great opportunity to make a mark. A candidate that matches the community and has leadership would have resources availability, supportive staff, supportive board, supportive parents, and supportive community.

19	Small, everyone knows everyone, great teachers and staff, the faculty cares about our kids and are invested in them.	11/29/2024 9:34 AM
20	Being small helps the teachers be able to work with kids that need the extra help and they really develop relationships to build trust.	11/29/2024 8:26 AM
21	Really isn't anything good	11/28/2024 11:30 AM
22	High Performing Elementary	11/27/2024 8:05 PM
23	I really appreciate the LM district because it is a smaller district that tends to lean more conservatively. LM strives to provide the best learning experience for students. Our current superintendent really has a heart for the school and all the kids. He is very hands on and works tirelessly to make L&M the best it can be.	11/27/2024 10:23 AM
24	Class sizes are small	11/27/2024 9:53 AM
25	Elementary Perspective: Staff is very student focused. They are willing to go the extra mile to support student success in all areas. Our elementary school has a lot of supports in place to help student success. 2 Title 1 teachers, 3 reading para-educators, a full time counselor and a SAM are ways that we are able to provide students what they need as well as maintaining smooth instruction in the classroom. Staff is very positive with professional learning. We strive to meet the student (and staff) needs and for that they seem very grateful. We have been blessed with great AEA staff. The L-M staff is very receptive to learning from them and inviting them into their classrooms. Our instructional coaches are outstanding! They have strengthened our new teacher mentoring, coaching teachers as well as helping to provide professional development. We have high open enrollment numbers of families choosing to come to L-M.	11/27/2024 8:16 AM
26	Some of the teachers are really amazing and try to support students the best they can.	11/26/2024 9:00 PM
27	Safety is one of the utmost important aspects within our school district, and I feel we do an amazing job showing that. The students at L-M deserve high quality teachings and I feel we have an excellent teaching staff to support that statement. The secretaries do an amazing job supporting the principal, teachers, paras, kitchen staff, parents, students, the secretaries in the other building, and even the administrators. We have a lot of families who have done extensive research when moving to our district and have chosen L-M based off of their positive findings.	11/26/2024 6:09 PM
28	High level of education, extra support staff, caring, great extracurricular and integrated programs	11/26/2024 4:41 PM
29	I love LM for the simple fact that they keep their teachers. I know a handful of them and am so thankful my son will possibly have them as his teacher.	11/26/2024 4:32 PM
30	Real values, holding kids accountable for their actions, celebrating even the smallest victory, inclusion, safe.	11/26/2024 4:07 PM
31	Great teachers and staff.	11/26/2024 4:01 PM
32	Our schools both rank extremely well as far as staff and student success. We moved here a few years ago and have been pleased overall with the education that our children have received from L-M.	11/26/2024 3:52 PM
33	Our schools have great teachers. They care about students and are dedicated to helping students succeed in and outside of the school setting. The staff like working here, as some who left have come back. Our schools have done well on the Department of Education report card for the last few years, even despite COVID influences. This year, elementary received a high achieving designation and the secondary was commendable.	11/26/2024 3:42 PM
34	The teachers!! The teacher so so well at their jobs and have an amazing bond with the students !	11/26/2024 3:00 PM
35	I think everyone has great Respect with one and another,and shows kindness.	11/26/2024 2:53 PM

36	The staff work really great together and work together as a team.	11/26/2024 2:43 PM
37	Small school. Most families know each other well.	11/26/2024 2:27 PM
38	our school take pride in help the students success!	11/26/2024 2:24 PM
39	The teachers 😊	11/26/2024 2:19 PM
40	Small class sizes, better one on one connection and relationships between staff and students than larger schools can provide. Feels like family (most of the time)	11/26/2024 1:52 PM
41	family oriented and tries to help each child meet the needs that they have	11/26/2024 1:51 PM
42	Our elementary school is made up of some of the most wonderful teachers, paraeducators and staff anywhere!	11/26/2024 1:41 PM
43	L&M High School is a above and beyond the other options in our area. The school is operated like a family and it is appreciated. The care shown by the teachers and staff is second to none in our neighboring school districts. The respect seems to be reciprocated by most students.	11/26/2024 1:15 PM
44	School is finally starting to try to do fun things for the students to make them excited about their school. New paint on the walls is less brown? Be cool if we had a new gym...	11/26/2024 1:06 PM
45	Very supportive families.	11/26/2024 12:55 PM
46	Most of the staff share my traditional values. Very safe atmosphere. Small town living at its finest where everyone knows each other.	11/26/2024 12:53 PM
47	Smaller school sizes provide students more one on one attention.	11/26/2024 12:53 PM
48	Teachers really care about our students	11/26/2024 12:40 PM
49	Nothing LM is a joke	11/26/2024 12:38 PM
50	Our schools offer small class sizes. We have unparalleled teachers with huge hearts, compassion and commitment to students needs. We have outstanding educational curriculum and outcomes.	11/26/2024 12:32 PM
51	small class and grade sizes, every kid knows every kid, all the teachers know all the kids. from grade to grade. all the teachers and front office know the parents when I call.	11/26/2024 12:26 PM

Q3 What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

Answered: 46 Skipped: 7

#	RESPONSES	DATE
1	Teachers are consistently working beyond their 8 hour contracted day due to meetings that don't fit in the school day. This includes IEPs, behavior meetings, PLC meetings, and meetings with special education teachers. This takes away from family time and teacher preparation for each school day. There is no common plan time with general education teachers and special education teachers. There is no common time to collaborate with special ed teachers, general education teachers, and the paras who support our students with special needs. Many parents refuse to attend conferences together to support their child. They request separate conferences thus putting a strain on the teacher to state the same information. Teachers are conducting more conferences than the number of students in their classrooms. Teachers want clear expectations not micro-managing.	12/5/2024 9:24 PM
2	There is an overwhelming feeling of a lack of support from the school board toward the teachers. Whatever the school board says seems to rarely be challenged, even though none of them (that I am aware of) have a college degree. they have also made statements about things happening in classes/programs that are not challenged or supported with the facts of what is actually happening. It can be incredibly demoralizing. The new superintendent should probably also know that they have some tough financial decisions to make, which hopefully are based on feedback and input from the staff.	12/5/2024 3:12 PM
3	MTSS is making gains at the Secondary level, some PLC's are high achieving and some need more guidance,	12/5/2024 8:52 AM
4	The HR and Payroll position along with secretaries has had too much turnover lately. New people in these positions make it hard for parts of the schools to run smoothly. Also lots of coaching turnover in the district.	12/5/2024 6:25 AM
5	Since there is a teacher's union that negotiates mainly contracts and not contract time worked, the Superintendent should not take advantage of this by requiring the teaching staff to work over the contract time of 8 hours per day. I have heard that teachers are being required to work numerous additional hours per week over their contract time. More experienced teachers doing good work should receive increased salaries. All teachers should be encouraged to take pertinent continuing education classes, if available, and to obtain higher education degrees, such as, Masters Degrees. The Superintendent should make it a priority to fund the issues mentioned in these comments instead of building new, enlarging, or renovating gymnasiums or baseball, track, or football fields. That should be a low priority. The students are in school firstly for mathematics, writing, grammar, etc. and not wrestling or other activities requiring use of a gym. The taxpayers most importantly want their money directed toward ensuring the students learn mathematics, writing, grammar, etc. instead of adding to their already high tax burden by paying additional taxes for gymnasiums. Also, necessary maintenance of the school building and school grounds (parking lot lights, for example) should be a priority over building new, enlarging, or renovating gymnasiums or baseball, track, or football fields. The Superintendent should ensure that computer teaching is not overused and should be decreased in the classrooms, especially in elementary school. Elementary school students should be building a foundation of learning (mathematics, writing, grammar, etc.) without the excessive use of the computer. Also, additional emphasis on memorization techniques is necessary in the classroom, especially for mathematics. The Superintendent should make an effort to continuously "be in touch" with what is occurring in the classrooms; there should be a full awareness of problems (discipline issues, lack of discipline techniques allowed, etc.) that teachers encounter in their classrooms. However, the Superintendent should not micro-manage the teachers' work in the classroom.	12/4/2024 10:00 PM
6	staff retention is important. Celebrating loyalty in staff.	12/4/2024 9:49 PM
7	Lack of presence can cause issues in understanding misbehavior and other problems. Be present daily in hallways and classrooms to show you are involved, know what's happening in	12/4/2024 5:52 PM

	our school. This helps create an authority and caring environment.	
8	Funding is always an issue. The facilities are in need of a serious update, but there is nothing on the horizon. Students tend to be spread thin in a small school because those who are dedicated are generally the ones who participate in every activity. They are pulled many directions. Like any district, there are those who are supportive and those who are bent out of shape most of the time. Scheduling is challenging due to low staff numbers.	12/4/2024 5:19 PM
9	Location; finances; increasing demands on educators; helping branch understanding, trust, and mutual respect between the school board and teachers; I also feel we have fell behind in technology innovativeness. I would like to see someone come in with new ideas in the STEAM world.	12/4/2024 5:02 PM
10	Our school board has zero background in education other than their own k-12 experience. The teachers and the superintendent are the professionals in the field and the superintendent will have to be able to stand up to the board about what is best practice and what is best for kids.	12/4/2024 1:34 PM
11	Our students are very economically diverse. We have many students who qualify for free or reduced lunch. Sometimes the poorer kids get bullied.	12/4/2024 10:45 AM
12	How close the vote was for a new gym and the work put in by leadership and the Board of Directors to try to make it reality.	12/3/2024 10:31 AM
13	Structural leadership is needed. What are everyones roles, and what do these look like. High standards and accountability through the promotion of growth are required. Also, many complaints are fielded by the higher ups in the district that should be handled at way lower levels. Chain of command needs to be reestablished. The final issue that has a huge impact is the disconnect between the communities and the school. We need a plan to grow together and support the district.	12/3/2024 9:35 AM
14	Need a backbone not afraid to make a person mad	12/3/2024 8:38 AM
15	bullying. people are leaving our district and going to others due to the issues.	12/2/2024 9:17 AM
16	In the past 24 months, L-M has lost a student to suicide, a math teacher to cancer, and lost the Elementary SAM unexpectedly. The new superintendent should be aware of and sensitive to the losses. Like all rural counties in Iowa, the new superintendent should be knowledgeable of the pollical climate of the community and have a world view in common with the community. The community is very interested in becoming more competitive in athletics. Very strong Softball and Bowling teams, however L-M is lacking competitiveness in other sports.	11/30/2024 11:10 PM
17	I feel that people need to be held accountable for their actions. We need to be more strict on those that don't follow the rules, but also make it fun for kids to want to come to school.	11/29/2024 9:34 AM
18	Consequences for doing wrong have been waived for those top athletes in the past so that they could still play.	11/29/2024 8:26 AM
19	That the school likes to sweep alot of issues under the rug and keeps the issues hidden from parents , and also the school never responds to kids getting bullied, only the kids who do not have the right name or are from money get into trouble	11/28/2024 11:30 AM
20	Parents expect the school to break the rules for their children.	11/27/2024 8:05 PM
21	There are things that are swept under the rug because of whose kid does something wrong. It should be fair to everyone	11/27/2024 9:53 AM
22	We have been blessed with a superintendent that values families (as well as makes tough decisions.) That has been very appreciated. We have had a couple of strong families in our district which have been vocal. Like many schools, with the teacher shortage we have sometimes struggled to fill positions with qualified applicants.	11/27/2024 8:16 AM
23	That bullying in both schools is horrific, there aren't strict enough consequences and or fair punishments for kids that are caught bullying. That the handbook should be followed just not by the students but by staff too. Also, there are so many grants that would help the school, just needs a better job at looking into those grants.	11/26/2024 9:00 PM
24	There are some families who are harder to deal with than others. We, being the principal, secretaries, administrators, etc, work diligently to work through this, but sometimes it doesn't come easy.	11/26/2024 6:09 PM

25	My son is in Kindergarten and I have heard of any issues with the elementary. He loves it there.	11/26/2024 4:32 PM
26	This tight knit community will support each other relentlessly even when they are wrong. Hold your ground.	11/26/2024 4:07 PM
27	As a parent, I have been hearing more instances of bullying in all areas of the school, not just the high school. This goes down to the elementary level and I'm concerned with the policies in place that will control this and keep our schools safe for our kids.	11/26/2024 4:01 PM
28	I believe we need more discipline by teachers, especially at the high school level. There are policies that are not enforced, and some kids get away with way too much. Phones, walking the hallways during the day at all hours, etc. Kids need structure, not a BFF as their teacher.	11/26/2024 3:52 PM
29	One of our biggest issues is retention of coaches. Some of our sport teams have suffered struggling seasons due to changes in coaching staff year to year. It is difficult to build a program, and maintain pride, so students decide to not to go out. Many of our coaches are parents or community members, not teachers. This year, our football coach was hired a week before the season started, I believe our pride and culture could be improved with parents, staff, students, and community members.	11/26/2024 3:42 PM
30	The bullying issues and the favoritism is the buildings. To many things brushes under the rug so no one knows.	11/26/2024 3:00 PM
31	I think there isn't much to be aware of,As an superintendent should be prepared for what they are coming into as their work of place.They should know what to expect when working at a school.	11/26/2024 2:53 PM
32	Bullying is a huge issue. Instead of giving kids detentions for silly things the bullying needs consequences. need to have a game plan for sports (lifting program.. ect.)	11/26/2024 2:48 PM
33	One issue is that communication isn't the greatest. It's getting better, but it's something that should be worked on.	11/26/2024 2:43 PM
34	If you want to improve the school by voting on a bond referendum, you should just forget it because the farmers will vote against.	11/26/2024 2:27 PM
35	not getting information out to the parents in a timely manner when it doesn't come to high main sports.	11/26/2024 2:24 PM
36	The communication between what the district is planning, agenda items, and school board meeting times and minutes are posted online and not communicated in other ways often enough. Our school district is behind on updating our facilities compared to other surrounding schools. Bullying at the secondary level is not taken seriously enough and communication to parents/involved parties is lacking. Student/teacher confidentiality has been broken several times with the current administration with little to no repercussions to the teacher(s)/staff involved. There is a need and want for a culture shift at our school and it often feels like the school dismisses the "fun" activities we can be doing for our kids, helping them make memories and grow their feeling of belonging, community and pride for their school.	11/26/2024 1:52 PM
37	Parents are not afraid to voice their opinions on matters that they feel are important to the school.	11/26/2024 1:51 PM
38	As in much of the country, I feel like the community is becoming more divided politically and it is definitely working it's way into the school culture. I feel like a lot of decisions made and discipline carried out depends on the last name you have and how much money your family donates to sports funding. Unfortunately, the teachers in the secondary school often interact with students based on those same circumstances. The mental health of the students at the secondary building seems to be in steep decline and many students have left the district due to unrelenting bullying and very little being done about it.	11/26/2024 1:41 PM
39	The school needs to be better with communication and transparency. Timeliness is another common issue. Mr vansickle has been great in the past couple of years about being transparent from his seat, but that needs to continue as currently there is very little transparency within the 7-12 building and communication with newer employees is difficult at best for many. More opportunities to take classes through MCC could better prepare college bound students. Pre-act should be offered in 10th grade not 11th to allow time for 10th graders to be able to take tests by 11th. Many colleges now do superscoring with acts so students taking the test multiple times is very helpful.	11/26/2024 1:06 PM

40	Bullying, is very clique-y. School spirit is non existent	11/26/2024 12:55 PM
41	Lack of transparency with parents and staff creates a large void and a lack of trust from your community. Lack of support for staff and failure to enforce rules for everyone will allow the bad students to get worse and the good ones to be punished.	11/26/2024 12:53 PM
42	Bullying is a major issue at Louisa-Muscatine elementary and secondary schools.	11/26/2024 12:53 PM
43	There is a small level of bullying that goes on. Need to be aware of it. I know its always the second kid that gets caught but it may be because they are defending themselves. Need to make sure know all the facts before passing judgement on a student.	11/26/2024 12:40 PM
44	How much bullying goes on and how nothing gets done.	11/26/2024 12:38 PM
45	There is continued need for growth within the secondary building for impact of bullying and accountability for actions of students and parents.	11/26/2024 12:32 PM
46	L&M gets a lot of the other districts 'bad' kids.	11/26/2024 12:26 PM

Q4 What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

Answered: 49 Skipped: 4

#	RESPONSES	DATE
1	Patience Communication Work ethic Honesty Faith	12/5/2024 9:24 PM
2	Awareness of IEPs Advocacy for Students Awareness of Diverse Needs Strong Interpersonal Skills: Empathy, Approachable, Active listening Strong Communication Skills: Clear and transparent Innovative Problem Solving with short and long term goals Commitment to Student-Centered Education Trustworthiness:	12/5/2024 5:18 PM
3	We would like someone with solid communication and leadership skills. We don't need a new program to implement each year. Instead we should start with figuring out which programs were implemented successfully and why some were not. We would also like someone who has enough involvement and awareness of the day to day happenings in our classrooms that we truly feel represented by them with regard to the board. As far as funding moving forward, it would be ideal to find someone who knows how to create, build and strengthen relationships within our community so that we could strengthen our foundation and get more outside donations from industry/former LM students.	12/5/2024 3:12 PM
4	Needs to be friendly, should be able to give directives after listening to all sides of an issue	12/5/2024 8:52 AM
5	Able to get to know staff and families personally. Able to hire people who enjoy working in a small town. Do a better job of advertising our school district to larger towns to attract more candidates for job openings.	12/5/2024 6:25 AM
6	The Superintendent should lobby the State of Iowa and at the federal level to bring back all-day special education classrooms. This would greatly benefit the special needs students and all other students. The Superintendent should provide enough funding to keep teachers' and paras' salaries competitive with other school districts. The Superintendent should provide enough funding to hire additional teachers since parenting in this country has degressed overall and more children are in need of special attention due to behavioral issues.	12/4/2024 10:00 PM
7	organized social skills willing to gain knowledge	12/4/2024 9:49 PM
8	Listener- listen to your teachers and students Observer- observe for your self strengths and weaknesses Focus on what is going well and creating quality of character and academic learning.	12/4/2024 5:52 PM
9	A superintendent at LM should be ingenuitive in acquiring and dispensing funding in the most optimal ways. They should be present and interact with staff and students in a positive manner on a regular basis. A superintendent should have big shoulders to carry the burden of standing up to those who would seek to do harm to our school or anyone in it, including making difficult decisions regarding student accountability. The district relies on the superintendent to be a shield to the negative while also being a sponge to the positive.	12/4/2024 5:19 PM
10	Caring; compassionate; understanding; good communicator; doesn't just look at a school system as just a business; forward thinking in keeping and attracting the best staff; being willing to listen and change when necessary; consistent with expectations; willing to take an active role in whatever aspect is needed; organized; respects teacher's time (lack there of); involves staff in decision making including how PD time is spent; understands the importance of PLC; present in the community; respects staff knowledge and professionalism	12/4/2024 5:02 PM
11	a good leader. Someone who knows what is educationally best for kids and doesn't just do whatever the school board wants. (the school board has no expertise in education).	12/4/2024 1:34 PM
12	The ideal superintendent is confident of their staff, communicates well, advocates for teachers, and is willing to listen to all.	12/4/2024 10:45 AM

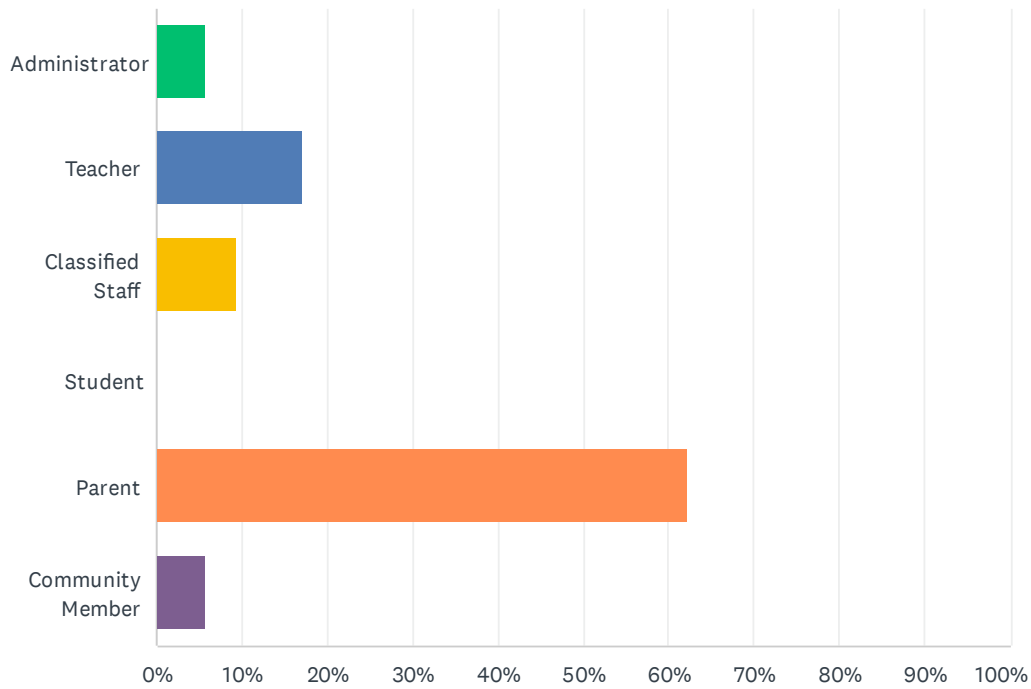
13	Leadership, communication, experience	12/3/2024 10:31 AM
14	The ability to be a strong administrator that can make decisions that are best for the district without having to check and see if these are going to cause to many ripples or be unpopular. High standards with a growth mindset will create and model to the staff, community and students to follow.	12/3/2024 9:35 AM
15	Taking care of a problem, seeing it through	12/3/2024 8:38 AM
16	Getting Federal Grant Funding to help the tax burden for new projects	12/2/2024 3:15 PM
17	willing to tackle the hard issues and not just take the path of least resistance.	12/2/2024 9:17 AM
18	The best candidate should have a high degree of management and leadership, staff recruitment and retention should be a priority. The candidate must be able to separate emotion from the administrative their administrative duties. Consistent and fair implementation of sanctions and consequences need to be applied in order to maintain structure. The best candidate needs to be viewed as, and maintain superior ethical behavior. The candidate must display some knowledge of how to engage the community appropriately and display some experience with previous engagement.	11/30/2024 11:10 PM
19	Good knowledge of academic, enjoys kids, being involved in day to day activities, communication on what is happening at the school is a big key, someone that has a backbone and doesn't get easily persuaded.	11/29/2024 9:34 AM
20	Be willing to put the rules first and really end bullying and favorites getting away with stuff.	11/29/2024 8:26 AM
21	Must be fair to all the students and not have favorites	11/28/2024 11:30 AM
22	Strong Backbone Excellent Communication Skills Desire to be Transparent w/ Community&Employees Supportive of School Employees	11/27/2024 8:05 PM
23	Servant leadership	11/27/2024 10:23 AM
24	They should have a strong backbone	11/27/2024 9:53 AM
25	I would appreciate someone that is willing to listen to the needs of each building. Although we are unified, we do have different needs. (With that being said, as an administrator, for policies and procedures I appreciate us being aligned.) Organization is important. For example, value PLC's so protected time for data review is needed. (Last minute changes, unless an emergency, can be frustrating.) Needs to have a strong understanding of finance. With a new superintendent and business manager I feel this will be critical. Value the balance of hard work and family. Finally, someone that is passionate about our district. L-M is a great place to be; I can't imagine being anywhere else. I am hopeful that we will find someone committed to not only working at L-M but also that is willing to become part of our Falcon Family.	11/27/2024 8:16 AM
26	To be able to handle conflict and take action when it comes to the safety of the students and staff of the school.	11/26/2024 9:00 PM
27	Be able to address and work through problems diligently and thoroughly. Willing to be and work at the different buildings should a problem arise or the principal be gone. Be able to give constructive criticism to the staff members in the district if need be. Able to stay organized and professional in all lines of duty in the position.	11/26/2024 6:09 PM
28	Good with communication, personable, strong values, support the school district they work in.	11/26/2024 4:41 PM
29	Make sure they get to know everyone that works and attends LM.	11/26/2024 4:32 PM
30	Charismatic, patient, kind, honorable, quick, respectful, experience in multiple grades, open minded.	11/26/2024 4:07 PM
31	A strong leader that shows compassion when needed, but also shows firm discipline and sticks to policies. Balance is important at the top. We need someone who is our ally, not necessarily our friend.	11/26/2024 3:52 PM
32	The new superintendent should be a great leader with visionary goals and makes informed decisions while ensuring accountability of themselves and others. They would also possess effective communication skills by being transparent and approachable. Being an active member in the community that collaborates and empathetic to the culture of the community	11/26/2024 3:42 PM

are important characteristics as well. The superintendent needs to be a financial steward who is resourceful. Other qualities include trustworthy, innovative, and organized.

33	Prior background as a superintendent as well as someone who thinks of the students and the staff	11/26/2024 3:00 PM
34	I feel like they should ask about staff more often if needed,I feel like they should up the Pay for Paras,Teachers,and other staff.	11/26/2024 2:53 PM
35	Rule/Handbook Follower. School Spirit. Not afraid of confrontation when it comes to students and parents. Is involved and is a face known to students and staff. Builds relationships with students and staff.	11/26/2024 2:43 PM
36	Discipline. Fairness. The superintendent needs to be more involved in the education at our school. My kids couldn't take the classes they needed to for college because of when they were offered. One had to take fashion, what does that help with? Our school's motto is we value, we challenge, we prepare each and every student. This is false. If you have smart kids they are not challenged. I feel like there should be a way to get the smarter kids into some other classes where they can be challenged.	11/26/2024 2:27 PM
37	caring, helpful, understanding, and pride	11/26/2024 2:24 PM
38	Courage and candor. We need someone who is not afraid of other peoples opinions when they make a hard decision. You will never be able to make everyone happy. If you're going to piss people off, you might as well do it while making a good choice for our school/students.	11/26/2024 2:19 PM
39	Leadership skills: visionary thinking, decision making, integrity and accountability, Change management. Communication skills: effective written and verbal communication, empathy and active listening, public speaking and advocacy. Commitment to equity: Making sure all students have access to high quality education and resources Data driven decision making: analyze data effectively to improve needed areas in the district. Crisis management Emotional intelligence Adaptability Ability to engage with the Community Focus on student centered goals Commitment to professional development of self and district staff Flexible Approachable Friendly Trustworthy	11/26/2024 1:52 PM
40	Easy going, open and helpful to all children, professional, willing to be open and honest with parents and children	11/26/2024 1:51 PM
41	I feel like we need someone who will be financially responsible, a steadfast disciplinarian and have a solid backbone. Our teachers need administration that will back them up when students and parents are out of line. Our students need to know that they are all valued, worthy, safe and accountable. Parents need to know that they are an important part of education, but that they don't get to make decisions for everyone else's children.	11/26/2024 1:41 PM
42	Willingness to set timelines and stick to them. Good communication. Good mediator. Someone who has experience in training to assist new employees with adapting and learning the students and parents in the district. Willingness to stand behind his/her decisions. If roads are bad we call school off it doesn't matter what other districts have done I care about the safety of our kids first.	11/26/2024 1:06 PM
43	Ability to unify the school - parents, students, staff. Invest in athletic development and expansion.	11/26/2024 12:55 PM
44	Should be supportive of school staff and ensure that students are being held accountable for their actions. Providing a safe environment for teachers and students. To require a productive learning environment for all students. Transparency for parents with all issues that occur.	11/26/2024 12:53 PM
45	Open communication, willingness to listen to concerns and address/take actions towards the concerns.	11/26/2024 12:53 PM
46	Firm but fair Open minded Good with technology Easy to approach and talk to	11/26/2024 12:40 PM
47	Does it matter your gonna choose whoever fits your needs.	11/26/2024 12:38 PM
48	We need someone that is present and active with the staff and student body. Someone who can help hold staff accountable while also supporting them.	11/26/2024 12:32 PM
49	getting us more space, larger gym, continuing to be an advocate	11/26/2024 12:26 PM

Q5 Please indicate the stakeholder group you represent:

Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES
Administrator	5.66% 3
Teacher	16.98% 9
Classified Staff	9.43% 5
Student	0.00% 0
Parent	62.26% 33
Community Member	5.66% 3
TOTAL	53