

Stakeholder Input Report for

**Scottsdale Unified
School District
Scottsdale, Arizona**

submitted by

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EXECUTIVE RECRUITMENT & DEVELOPMENT

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Executive Summary

On October 23rd, 24th and 25th 2018, consultants Dr. Rob Winter, Ms. Aida Buelna, Mr. Patrick Nauroth, Ms. Jane McDaniel and Ms. Jennifer Tanner conducted meetings with district stakeholders in the five Learning Communities and District Office. Meetings included students, classified staff, certified staff, administrators and parent/community members. The consultants received input from over 250 individuals in these groups. Input was gathered regarding the selection of the new superintendent for the Scottsdale Unified School District.

Outlined over the next several pages is an Executive Summary of the major themes expressed by the participants at these sessions. Following the Executive Summary is a compilation of all input received from these groups and individuals in response to the four questions asked of each group and participants. The final section of the report will consist of responses by individuals who completed the online survey and responded to the same four questions.

What are the greatest assets of the Scottsdale Community? (This information is used to help us recruit quality candidates.)

- Weather is outstanding nine months out of the year
- Recreational opportunities abound, golf, hiking, bike trails, etc.
- Excellent Fine Arts, theater, music festivals, museums, etc.
- Old Town Scottsdale
- Medical Facilities are world class
- Scottsdale offers a reasonable cost of living
- Scottsdale is friendly
- Lots of excellent restaurants
- Excellent shopping
- Low crime rate
- Higher Education/Continuing Education Institutions
- Diversity within the community
- Scottsdale is growing
- Ten miles of green belt
- Local parks
- Scottsdale community cares about their schools

What are the strengths/assets of the Scottsdale Unified School District? (This information is used to help us recruit quality candidates.)

Great Fine Arts Programs
Scottsdale students are supported and encouraged
Diversity with respect to both socio economics and ethnicity
Dual enrollment classes
Before and after school programs
School choice is offered to all students
Variety of programs are offered, IB, dual immersion, traditional, etc
Committed staff
Athletic programs
Academics are strong - high test scores
Building Administrators are great
90% of the schools were rated A or B
Great staff, certified and classified
Numerous school clubs for students
Nationally certified teachers - many teachers have obtained advanced degrees

What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)

There is a lack of trust in the Board by staff and community
Special Education within the district needs to be reorganized and supported by qualified individuals
Lack of trust in the District Office
Inequities in salary compensation
Teacher moral is very low
There has been a history of poor fiscal management
Know and understand the impact Charter Schools have had on the district
Teachers feel they have no voice and are not respected
Scottsdale Education Association is not recognized by the Board, no formal or informal negotiations are taking place with respect to the employment contract
Communication gaps exist throughout the district
The new Superintendent needs to know the district is craving stability / longevity is very important
“It makes no sense that one Board selects the individuals to be interview and a different Board makeup then interviews and selects the next Superintendent”
There is the perception that meetings are held in secret - transparency is important

What characteristics are most important in the next superintendent of the Scottsdale Unified School District? (This information is used as we screen potential candidates.)

Communicator with all district stakeholders

Open door policy

Collaborator within the district and the greater Scottsdale community

Fiscally responsible

Honesty/Integrity

An Educator - someone who has served at all levels, teacher, principal, superintendent

Has experience with diverse cultures

Relationship builder

Experience working in a large school district

Visible - present throughout the district

Listens to input and genuinely considers the input

Respects all staff

Embraces change

Pro teacher

Visionary, provides the district direction to be carried out over the next 3 to 5 years

Longevity

Stakeholder Input
Reported as received from each Stakeholder Group

Name of Stakeholder Group: Students

What are the greatest assets of the Scottsdale Community?

Very welcoming
Good restaurants and great Mexican food
Parks/State Fair
Tremendous opportunity - sports, community service
Good service industry
Safe and secure
Old Town Scottsdale
Camelback Mountain - exercise, hiking, biking
Great environment
Everyone is kind and generous
Mall, ice skating, sporting events
College and Pro sports
Different Churches in Scottsdale
Community Service available
Know people from other schools, we are well mixed
Connected, open and will attend other schools games
Teams with lots of opportunities for different sports, different leagues to meet individual need
Everyone is friendly, people are out and about year round
Lots of opportunities for students, job opportunities for high school students, always something to do
Diversity
Great Climate and outdoor activities
First Friday - Arts Festivals
Supportive Community and Business
Great higher education opportunities
Located in the middle of amusement parks and shopping
Community is very close knit
Many events for families
Transportation is available to all, some are free
People of color are here, being around people that look like me
Know and build relationships with individuals that can mentor and guide us
Attend events at free or reduced costs

What are the strengths/assets of the Scottsdale School District ?

School culture is non-judgmental and one of acceptance
Students are supportive of each other
Lots of extracurricular activities
Educational opportunities for all students
Encourages students to follow their own paths
Kids at our school are different, very kind to each other, accepting and welcoming
Campus culture is very good, clubs are not exclusive

There is something for everyone, sports, clubs, outside events, academics, science, and robotics
Super safe, everyone is nice, we don't have bad bullying, harassment, no cyber bullying, no hazing
Social media accounts have positive comments
If you are struggling you can have tutoring on Tuesday or Thursday, teachers will stay and help to support students
Teachers enjoy working here
Students are grateful and respect their teachers
Academically strong, students are given the resources to go above and beyond
We are improving and more are pushing themselves to get into college
Clubs outside the box, examples - sign language club and travel club
At the middle school we have the opportunity to create clubs, we have teachers willing to sponsor the clubs
Choice of schools is available to students
Teachers have made a personal connection with the students.
Amazing teachers that get students excited about learning
Teachers are great at adjusting to students needs, they look at all student modality
Arts programs - film/dance/theater/music
Promotion of culture and diversity
Dual enrollment courses, upper division classes and AP classes
One lunch for all students
Social Workers on campus but they are overworked
Great PTO
Great place to learn
Accepted for who we are
Family atmosphere
Known for our athletic teams and band
EVIT/ CDC/ Dancing performance

What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately?

Student discipline is inequitable
Vaping problem in our district
Lack of student engagement
Large class sizes and very small class sizes
Some students are not encouraged to challenge themselves and sometimes discouraged
Some students are not given the opportunity to take advanced classes
District transportation issues
School ID's poor quality
Academic and social gaps
Need to get students of color in higher academics
Need diversity education for staff
Lack of diversity in staff
Lack of support from upperclassmen to underclassmen... no mentorships
Funding for specific issues and concerns
Overall budgeting issues
Lack of student input
Additional classes that staff take should be pertinent to school improvement and school issues

Student input for assemblies is needed
Be aware of what happened with the last Superintendent
Communication needs to improve
New teachers don't know what to expect from the district, we have eight new math teachers
Develop connection with teachers and staff
We lost a lot of good teachers moving away from the district
We had a poor principal which I believed caused teachers to leave the district
Teachers felt they were treated like children - didn't feel they were respected
Teachers were not given a voice
Superintendent should not micromanage the staff
Give teachers autonomy to know what to teach and how to teach
Students not feeling safe and bullying is an issue on some of our campuses
Derogatory comments about girls and women
Large turnover in teaching staff has impacted the quality of AP courses
Teachers left due to "RED FOR ED", teachers don't receive the financial support they deserve
New teachers don't know the culture of the school, curriculum or have time to become familiar with teaching the higher level classes, ie: AP classes
Leaking roofs, wet floors, buildings need to be worked on, old buildings, bathrooms are outdated
Limited technology, we need to improve
Lockers

What characteristics are most important in the next superintendent of the Scottsdale School District?

Communicator
Open minded
Willing to work with teachers
Promoting support among the high schools
Positive impact on cultural divide
Open door policy
Students come first
Attend student events
Be an active listener
Accepting of changes
Visibility
Welcoming
Build a diverse administrative team
Positive attitude
Educational background, successful in previous positions
Collaborative
Use feedback to improve the district
Should come from AZ. so they can understand AZ. issues
Loyalty
Genuine
Fiscally responsible
Board and Superintendent need to be held accountable
Willing to make changes
Trustworthy

Name of Stakeholder Group: Classified

What are the greatest assets of the Scottsdale Community?

Family friendly

Diverse - economically

Entertainment and restaurants

Healthy living

Hiking trails and parks

Reasonable cost of living

Community pools

Great year round youth sports

Great shopping

Spring training baseball

Accessible

Arts are alive and well

Good mishmash of cultures

Centrally located

Welcoming environment

Growing economy

Medical facilities

Community rebuilding and growth in the city

Clean city, great highways and roads

Resort community

Good schools

Big city activities, small town feel

Close knit community

Great community support

Higher Education Institutions in close proximity

US. Mexico border only 3 hours away

International Airport

Everything is here, gambling, sports, shopping, recreational

Weather, 360 days it's sunny, great climate

Very casual and friendly

Lots of volunteers

Very low property taxes

Community is very cohesive

Old Town, southwest native artifact stores, very cultural, lots to do for all interests

With freeway system we are centrally located to many venues in the area

Lots of outreach within the community

Demographics of southern Scottsdale is very different

Skiing, Grand Canyon - you can drive in the snow

City infrastructure is such that as it grows, it spreads out and is well planned, easy to follow and get around in the city

Safe and secure communities and you can walk in the evenings

Affordable

Lots of opportunities, diverse enough to attract companies and people from all over the country

Community cares and supports schools

After school programs

What are the strengths/assets of the Scottsdale School District?

Great parent involvement and engagement
Great opportunities for ALL students
Safe district and safe schools
STEM schools
Foreign language immersion programs and IB program
Excellent schools in spite of difficulties at the District Office
Community works well with students and schools
There is a recourse for student concerns
Diverse academic programs
School choice
Career prep program
Scottsdale Showcase
High ratings, several A rated schools
Several specialities in several areas
Student opportunities i.e.: IB, AP classes, enrichment programs, dual language
School choice
Employee longevity
Loyalty
Staff is like family
Multigenerational
Teachers are cooperative and collaborative
High test scores
High student enrollment
Building administrators are great, you can talk to them about anything
Building administrators are approachable
Extra curricular activities that are not offered at the Charter schools
Well rounded people in our schools
Booster club, parent involvement is high
Fine Arts program, Band, Theater, Orchestra that begins in elementary
Neighborhood schools
Great staff
Schools were very caring and loving to assist the Navajo school
Take poverty line children to or above grade level
We make kids feel welcomed
The district has been through a lot and as a school we've kept it positive for our kids so they don't feel the negativity
All schools have great communities and families
Quality of staff, they care, the teachers role in their students lives stands out
Diversity
We are picking ourselves from the past few years and making progress
Schools unite and care
Working toward competitive wages

What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately?

Class sizes are too high
Salaries are not competitive with neighboring districts for all staff
More financial support for staff
Lots of healing needs to happen, fear of speaking up, staff feeling threatened
Lack of accountability at all levels
Fear of losing interim Superintendent
Staff not encouraged or supported
Positions not filled at the start of the school year
Lack of consistency
He/she will need to rebuild as a result of previous administration
Special Education needs to be reorganized and supported with qualified staff
Lack of communication, things are not explained
Collaboration is not encouraged or supported
Right hand does not speak to the left hand
Cuts at the school site, doing more with less
Principals are pulled from the school sites without leaving administrative support
Expected to provide top notch services without the support or staff to get the job done
Resources at the school level are not equitable
District enrollment was moved to site enrollment without any support
Support staff has been cut drastically
Lose families because the school sites are in need of repair
A negative environment was created when two-thirds of our staff were not rehired for their positions
Lack of trust
Lack of transparency
Lack of support, respect
Lack of follow through
Parental mistrust about the district is prevalent
Low moral
Aware of the districts history
Communication gaps throughout the district
Why do we need an outsider to find our own people
The next Superintendent needs to be vested and loyal to the district
Needs to be a good listener
Needs to establish a positive relationship with both staff and the board
Make a transitions plan with the current interim
History of what has worked and has not worked so we don't reinvent the wheel
Top heavy administration - District Office
One percent raise last year, no raises the preceding six years
Would like to see the current interim stay another year
Staff is frustrated
No building level involvement with respect to District Office decisions
Currently reactive administration rather than proactive
History of district funds being used to pay prior administration after unethical activity
District needs clear direction
Lack of communication between departments both internal and external
Top administration is not welcoming, no access

What characteristics are most important in the next Superintendent of the Scottsdale School District?

Good listener
Visionary
Transparent
Collaborator
Approachable
Upstanding citizen
Invested in kids, staff, community and longevity
Experience in a district with diversity similar to Scottsdale
Honest
Courageous
Integrity
Innovative
Physically fit and mentally stable
Visible
Educator from classroom experience to Superintendent
Likes kids
Happy, positive, understanding, flexible
Trustworthy
Follow through with what you say you are going to do
Not a politician
Ability to work with principals
Availability
Consistent
Longevity in previous position
Seeks input
Communicate plan, check for understanding, share progress
Open door policy
Understands the various cultures in AZ.
Needs to understand how to compete with Charter Schools, recapture students who have left
Morale builder
Personable
Shares our vision and moves forward with the vision
Engaging
Vested in being in Scottsdale, thinking long term
Fiscally responsible
Humble
Servant Leader
Willing to make tough decisions
Embraces positive changes
Passionate
Dedicated
Confident
Lead by example
Willing to partner with the community
Embraces current community values
Good public speaker

Multitasker

Be respectful of the things in place before making changes

Culture of cohesiveness

Tough but fair

Name of Stakeholder Group: Administrators

What are the greatest assets of the Scottsdale Community?

Involved community, parents and community members
History of excellence for Scottsdale School District
Wealth of resources
Climate
Safe place to live
Education is valued
People want to live in Scottsdale
Cultural diversity
Operates as a small town with big town benefits
Great network of business people
Downtown Scottsdale a destination location
Spring training baseball and car auction
Higher Education opportunities
Great schools
Great culture
Family oriented
Great restaurants
Cost of living is reasonable
Great freeway access
Central location in the valley
High achieving school district
Achieves high scores with less funding
Quality of life
Scottsdale is a great place to make connections
Staff in general, lives and works in Scottsdale
Small houses - large houses - suburbs - high rises, you move to the atmosphere that fits you
Attractions are close by
Great architecture
Majestic
Parents very supportive - time, effort and money are put into schools
Scottsdale is a destination city
Culinary programs
Neighborhoods give out a community feeling
Professional sports, many Art opportunities
Something for everyone
Within a short drive one can experience all four seasons
A mecca of health and wellness
Mayo clinic
You don't have to live in the community in which you work
Attractive to families with an active lifestyle
Diversity
Charros
Progressive city - civic minded - values safety and recreational areas
Great location ie: ocean, mountains, Mexico
Good people

Quality community services
Growth opportunity appealing to business
Youth opportunities outside the school setting
Pet friendly

What are the strengths/assets of the Scottsdale School District?

Solid opportunities for all students to succeed
Strong traditions, legacy community
Diversity
Dedicated building and instructional leadership
Dedicated, passionate parents
Great athletic and fine arts programs
Innovation by staff and building leadership
Strong community internally as well as externally
Early education and all day Kindergarten
Great partnerships with community organizations, business and the city
Schools support other schools within the district
Staff recognized at the state and federal level
Love the kids and treat them as our own
Opportunities for students - robotics, fine arts, clubs, there is something for everyone
Dual enrollment with colleges
Started “Positive Behavioral Supports” (PBS)
Diverse and welcoming schools
Signature programs throughout the district
Meets the needs of students at our buildings
Amazing teachers and staff
Focusing on professional development, administrators spend time in classrooms with our teachers to support learning
Interventions - Special Education to enrichment needs
Responsiveness on the part of both teachers and administrators
Longevity of staff
Nationally Certified and credentialed teachers
Very comprehensive and whole child focus
Dedicated staff
Programs - Bilingual education, Dual Language, Immersion program Spanish/Mandarin
Great relationship and collaboration with Higher Education Institutions
Many student teachers are on our campus building the next generation of educators
Opportunities in math/science, IB, AP and honors academies
We are not in disarray or failure
90% of our schools were rated A or B
High functioning schools, academics are very healthy
Neighborhood schools
Choice within the district, open enrollment is high
Personal touch with our parents
Principals return calls
Athletic programs are outstanding
Institutional knowledge
Talented Administrators

Innovative
Location, close to ASU
Great things going on behind the scenes, curriculum, student assessment, new programs
Structures in place for student success
In process of tweaking and maximizing the learning committees for best student outcomes
Great stories in the community about SUSD
Marketing in the district geared to web centered communication, marketing and branding
Focusing internally on communication
Facilities
Good positive leadership teams at building level
SUSD thinks outside the box
Comprehensive program from pre-K through 12

What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately?

Relationships need to be built
Trust top down is not there, trust is an issue
Building administrators came together to keep school together
Lack of respect
Background and history of the district is important
Willing to change by listening to staff within the district
Building administrators need to have a voice
District level administrators had building level administrators jump through hoops to justify their positions taking time away from students
Let the administrators do their job
Three Superintendents in the past year.
Need to respect that administrators know what will work in their schools
Trust is an issue with prior administration
The district needs healing
No trust in the current Board
Economic diversity
Enrollment is down due to Charters and cost of living for young families
Top heavy at the District Office
Hiring and retaining staff is an issue
Lack of educational funding from the state
Inequality of funding to the different SUSD schools
Salaries are not competitive with surrounding districts
Micromanaging Board
Be aware of the district's past history, in the news for negative issues
Input is not sought/encouraged from the District Office
Two way communication with the District Office is lacking
Salary inequities within staff
Special Education, Human Resources and other District Office Departments needs to be reviewed for efficiency and effectiveness
Transportation is an issue
There will be a change in the Board after the first of the year
Communication between the Superintendent and teachers association was eliminated
Issues surrounding professional development - both good and bad

Large class sizes
Lack of emotional and social support for students
Fallen behind with respect to innovative programming and technology
There has been a lack of information offered with respect to the when, why and how of new programming are implemented
Lack of relationships between District Office and the staff and parents
Lots of emergencies in our district
Lots of attorney involvement with parents, staff and community members
Board relationships are very intense at this time
Personal life will be put on display
Declining enrollment
Aware of the impact Charter schools are having on the district
Staff is engaged and truly care
No teacher agreement
Schools across the district are diverse and unique in both population and programming
Inequities in staffing resources within the district

What characteristics are most important in the next Superintendent of the Scottsdale School

District?

Innovative
Relationship builder
Charismatic
Trustworthy and a trust builder
High integrity
Healer
Transparency
Experience with Title 1 schools
Problem solver
Proven leadership
Bilingual
Strong background in Special Education
Visible in both schools and community
Open door policy for all, students, staff, parents and community
Student centered
Good listener and genuinely listens to input
Longevity
Educational experience - classroom, building administrator and District Office in large district
Outstanding citizen
Ethical
Responsive vs. Reactive
Courageous
Consistency regardless of audience
Respect for institutional knowledge that already exists
Patience
Visionary
Communicator
Ability to inspire
Recruiter

Ability to differentiate between noise and genuine concerns/issues
Values mentorship and educational coaching
Empowers, motivates and inspire all district employees
Collaborator
Knowledge of bond construction
Positive reinforcement
Knows pedagogy
Child centered
Humble
Understands Superintendent and Board relationships, roles and responsibilities
Fiscally knowledgeable
Embrace teachers and the teachers union as a true partner

Name of Stakeholder Group: Teachers

What are the greatest assets of the Scottsdale Community?

Weather

Mountains, camping, close to lakes, central to many different venues

Up to two years ago we had community support for our bonds

Recreational opportunities, bike paths are great and centrally located

Old Town Scottsdale - known for its nightlife

Scottsdale is considered a destination place

Great shopping, museums, great restaurants

Scottsdale has a lot of pride, it's clean and we care about our community

Higher Education, we have a satellite campus in Scottsdale

Top notch research University

Big city with little traffic

Property taxes are low

Concert and theater venues

Indian reservations are within our district boundaries

Casinos, professional baseball, soccer, basketball, auto events, golf tournament and festivals

Charros

High quality of life, healthy options, a family town, pet friendly

Constantly building, growing community

Options for Doctors, Hospitals, Mayo Clinic

For a major city it's safe

International Airport, bus, trolleys, light rail

Very diverse, wide spectrum of individuals who live in our area

Influential area, brings in lots of business

Great schools

Employment opportunities

Many transplants, snowbirds bring economic development

International students, lots of diversity

Younger families have access to activities ie: the zoo

Community comes together to support initiatives that are important to them

Events that go on throughout the valley

What are the strengths/assets of the Scottsdale School District?

Teachers

Programs

Federal credit grant programs, Chefs in the garden

AP classes, Dual credit classes, IB, Dual language classes

Good preparations for continuing education opportunities

Schools handle individual student needs, have opportunities for all kids

Schools meet individual school community needs

Parental and community involvement and support

Diversity in the student population

Commitment of teachers

Nationally ranked athletic teams, supported by the community

Great gifted programs

Workforce that is dedicated, loyal and believes in longevity

Multigenerational teachers
Schools have a strong bond with parent community
Strong fine arts community, well supported
Value the whole child
Families stay in the community and those who leave often come back
Support is offered for every student
Schools within the district support each other regardless of territory
Teachers are encouraged to think outside the box with their curriculum, administrators are supportive of adapting the instructions to meet student needs
Good communication exists at the building level between all stakeholders
Good administrators at the school sites
National Board certified teachers
There is a strong teacher association that exists which represents all teachers
Resilient district
Comradery among teachers
Staff go above and beyond
Committed to improvement
Graduation rate between 90 and 100%
Students go to prestigious colleges such as Yale
Accelerated math program from 3rd through 8th grade
Parenting classes
Translation services
Before and after school programs
World languages taught
Common assessment district wide
District students score well when compared to other districts
Smooth transition from elementary to middle school to high school
School choice
School spirit is high
Good leadership at the school level
Diverse curriculum
Powerful Professional Learning Communities (PLC) collaboration
Amazing professional development opportunities - speakers are great
Level of professionalism of staff is very high
Great students
Positive and strong Special Education and Gate programs
Don't have major behavioral problems
PBIS behavior program
Excellent technology, Chromebooks, services for Title 1 programs, Early Bird program, Food program, 21st Century
High standards that prepare students for state assessments
Arizona rates both the district and individual schools very high
Summer internships for students in the math and science fields
Parents support their schools with multiple fund raising activities
Although moral was low everyone within the school sites pulled together to support each other to make it through the district turmoil.
Student achievement is higher than Charter schools
Colleges have a positive view of Scottsdale graduates

Outside district enrollment is high due to academic and athletic programs

What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately?

Psychologists services are lacking

We have lost teacher leadership and organic leadership, opportunities for teachers to enter leadership positions has been curtailed

Lack of counseling programs

No formal teacher contract negotiations, meet and confer has been eliminated

Teacher exodus

Institutional memory has been lost throughout the district

School facilities need attention

Failure to have open conversations with all stakeholders

Principals are pulled away from their campus for district level meetings, trainings

Lack of trust

Two way communication is lacking, we need an authentic listener

There was a climate of fear when expressing opinions

Reductions in site leadership has resulted in inequitable support

Previous reductions in staff have not been replaced as promised

Stakeholders feel that they have no voice, no input on district calendar

Over testing at all levels, site, district and state

Inequities in funding for district schools is an issue

Need to seek input from teachers on Performance Development

Funding cuts at the site level have impacted student services

Qualifications of district level administration is an area of concern

Special Education staffing is very thin

There is a lack of autonomy at school sites

Longevity is very important to the staff

Transportation issues ie: late buses, crowded buses, safety issues

Reduction in support staff is an issue

Professional development should be site based

Half day staff development is not working

Common assessments are not equitable

Parents can be both helpful and a hinderance

Lack of communication between district departments

Professional development that is provided is all over the place

Student misbehavior has increased we need district wide policies and support

Employee handbook was thrown away

Curriculum and technology have deficiencies

Fundamental lack of support exists across all staff groups

We need an honest communicator with respect to both good and bad information

Programs have been moved from one department to another, thus not fully developed and lack by in

Lack of teacher support materials exists

Teachers are not trained to be curriculum writers but expected to do so

Need teacher mentor program reinstated

Top heavy District Office

What characteristics are most important in the next Superintendent of the Scottsdale School District?

Servant Leader

Has been a classroom teacher

Embraces transparency and building communities

Great communicator and active listener

Fiscally responsible, understands budgets and RFP process

Understands the importance of building administrators being at their respective schools

Balance all voices in the committees

Respects teachers, empowers staff, views staff as an asset

Understands diversity within the district

Willing to work with the teachers union

Collaborative

Stand up for the district at the state level

Good mediator

Proven track record, worked in large organizations, knows how to manage

Longevity

Has not forgotten what it's like to be an educator

Knowledge of curriculum

Visibility

Integrity

Shares long term goals, takes us forward, school goals, community goals

Mission and vision for the 21st century - prepares students for the 21st century

Passion for learning

Excellent delegator - demand accountability

Open door policy

Open minded

Supportive of all Scottsdale School District programs ie: Fine Arts

Advocate for Public Education at the State and Federal level. Speak honestly about vouchers and their impact on Public Education

Open to change and motivate for change

Good business sense

Personable

Ethical

Positive impact

Someone who will be greatly missed in their previous district

Understand Arizona education and culture of our district

Creative in decision making to avoid future pitfalls

Patience

Ability to analyze issues

Ability to market Scottsdale School District - the impact Charter Schools have had on enrollment and teacher retention

Politically astute

Self confident

Bridge builder

Committed to growing teacher and staff recruitment, retention, professional growth, meaningful leadership.

Name of Stakeholder Group: Parents/Community

What are the greatest assets of the Scottsdale Community?

Very strong public art program
Parks are excellent
Weather is great, beautiful place to live
Universities, Colleges, we have a well educated community
Passionate about what we believe our city should look like, growth, density
Great retail, recreation, fine arts, outdoor activities
Support for special needs programs
Major sporting events have a fiscal impact for Scottsdale community
Multigenerational
Welcoming all, from all around the world
Growing population, but still has a small town feel
Community unity building, good sense of community
Easy to navigate in Scottsdale, reasonable parking
Greenbelt pathway
Fitness oriented
Great sports, youth to professional
Location, location, location
International Airport
Neighborhood schools
Top notch libraries
City of Scottsdale runs several year round youth programs
Good health care
Easy to integrate
Easier way of life
People are happy and friendly here
Lots of activities for families
Everything is within driving distance, geographically and centrally located, can drive to all four seasons
Large major University (ASU)
Low crime rate thus conducive to raise families here
Low cost of living
Neighborhoods, sense of family
The community has a reputation for good schools
Variety of things to do, cultural, recreational, etc.
Availability of partnerships with many different business
Good police department, schools and police department work together to keep kids safe
Comprised of both historical and modern areas
Culturally diverse

What are the strengths/assets of the Scottsdale School District?

Quality students
Tremendous opportunities for students
Great teachers and staff, vested in our district, dedicated
Supportive parents, excellent participation
Staff sacrifice their own well being for students

Specialized programs in each learning community
Options and choices in the district to meet the needs of all students
Long tradition of creative philosophies
Strong Fine Arts programs
Strong complexes, facilities are clean and well maintained
Business and University involved with the district in various partnerships
Diversity of student population
District teaches the whole child from pre K to 12
Destination district
Students are motivated
Dual enrollment, IB, etc.
Parents and community support the district even during difficult times
Community and parents are invested in the schools
Academic success of our students
Respectful students
Amazing site principals
Many of our students go onto college
Learning communities, elementary, middle schools and high school all connected
Numerous activities are available for students
Community support for capital bonds and overrides
Nationally ranked high schools, national merit scholars
Sports for both male and female students
Families value education
Big enough for different programs but not a big city kind of district, still have a sense of community
District is making an effort to ramp up technology
Robotics programs throughout the district
Strong Special Education program
Nationally Board Certified teachers, most teachers have their masters

What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately?

Know and understand Charter schools
Community needs to heal from past two administrations
There are facility issues and needs throughout the district
Distrust of District Office staff hired by prior administration
Lack of trust is a major issue
Concerned that the Board is not student centered and micromanages
Understand the community pulse with respect to the events of the past administration
Teachers feel they have no voice
Not equitable salaries across the district
District has experienced negative media coverage over the past several months
Special Education needs to be reviewed, poorly managed
Communication between Superintendent and parents very poor
There is a lack of transparency
Communication and consistency between District Office and the community is an issue
Lack of integrity in past administration
Lack of consistency in district wide policies

Declining enrollment
Perception that the District Office possess all the answers
District administration in the past did not value parental input
Charter schools continue to grow and take students away from our schools
Marketing and PR is not being done
Lack of leadership
Arizona does not support or fund our public schools
Top down management
Lack of respect for the school culture
Staff certifications need to be reviewed to ensure all are meeting state and federal requirements
Inadequate funding is an issue
School sites have battled to survive and yet they are successful
The community is very suspicious and does not trust the District Administration or Board
Know the history of the district
Be engaged in our community
Need additional support for the mental health needs of the students
Scottsdale is a diverse and unique district, one size does not necessarily fit all
The new Superintendent should be aware that the Board is an issue
Lack of a comprehensive plan to help the district grow is a concern
Teacher morale is low
The district has experienced a significant number of teachers and administrators who have left
The district will be faced with a budget override election in five months
Community trust with respect to financial accountability is very low
There is a reluctance to change, the Superintendent needs to go slow and steady
Vocal community
There is a perception that meetings are done in secret
Low test scores don't tell the entire story but need to be addressed

What characteristics are most important in the next Superintendent of the Scottsdale School District?

Instructional leader
Visible at school sites and community events
Good communicator
Approachable
Resourceful
Works with the greater Scottsdale community
Empowers site leaders
Demonstrated leadership
Needs to understand and advocate for Scottsdale School District at the state level, willingness to go after additional funding sources
Good recruiting skills
Open to building a relationship with the Scottsdale Education Association
Community mined, involved with the community
Concern for students, staff and parents
Longevity
Honest and Trustworthy
Values staff

An educator who has come up through the educational ranks ie: teacher, principal,
superintendent
Visible and a participatory leader
Friendly
Values diversity in staff and community
Experience in a similar size district
Authenticity
Good communicator
Visionary
Healer
PBIS experience
Courageous
Bilingual
Strategic planner
Understands the importance of safety and mental health in our schools and our students
Willingness to partner with business to meet the needs of students
Kind
Interpersonal skills
Problem solver
Delegator
Team builder
Good listener, spends time with and listen to staff, respectful
Someone who can remove emotion and focus on facts
Empathetic
Passionate for public education
Fiscally responsible
Inspirational
Long standing proven positive record with school bonds and rebuilds
Flexible in their thinking
Great reputation
Open door policy
Collaborative
Mentor
Accountable
Relationship builder

*Survey Monkey Results for Scottsdale Unified School District
October, 2018*

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

(197) Responses

Administrators

No Responses

Classified Staff

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

- Our community cares deeply about the quality of education the district offers and it provides great support to SUSD schools, students and teachers.
- Scottsdale is a wonderful city to live in. Great weather, sports, outdoor space, activities and schools.

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

- Our schools have super-dedicated teachers who are led by outstanding principals.
- Scottsdale schools are top notch. It is a community of professional caring staff to attend to the diverse needs of this community.

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

- He/she should be aware that this is a really tough district to please and keep happy.
- This district has been riddled with problems the past 2 years. Trust needs to be regained- and it will not come automatically. Knee jerk decisions should NOT be the norm.

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

- Patience! Willingness to involve stakeholders in the solving of district issues, when appropriate. Friendly, warm, serious. Sense of humor. Good listener. Quick to recognize and resolve potential issues before they blow up. Able and willing to communicate effectively with all employee groups and other stakeholders. Not afraid to meet with critics. Be a consensus-builder. Not afraid to say he/she doesn't know the answer, but will find out and get back to the questioner or to the broader group that heard the question be asked. Be appreciative when your staff goes above and beyond on your or the district's behalf.
- INTEGRITY! The successful candidate should also lead with respect to all staff members- not lead by intimidation. Someone who is confident, but humble, would be great!

Community Members

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

- Teachers, who against all odds, truly care about their students, their teacher community and trying their best to affect positive change in the State and District down through the schools, while suffering from disrespect and lies from the District and the State.
- Friendly. Family oriented. Lots of fun things to do. Hiking. Mountains. Parks.
- Close community
- The need for honesty and where things used to be in Scottsdale, trust, treating teachers as professionals, a working meet and confer process and SEA, are all what we need to return to. Those were the days I was proud to say I was a teacher in the SUSD. I felt valued.
- Neighborhood schools.
- I live in a stable neighborhood in south Scottsdale. Many of my neighbors have lived their homes for 20 or more years. This attracts younger families who are also looking for a place to call home for years to come. The people care about each other and watch out for each other. We are close to freeways, ASU, light rail lines, hiking and biking trails, the Phoenix Zoo, Desert Botanical Garden, and the airport.
- See below. Support for our schools and the arts; great weather; liveable and affordable town.
- Great schools, great police and fire departments, beautiful surroundings, citizens who value all of these.
- Parent involvement in volunteering is high. Community values education.
- Nice community.
- A diverse community including wealthy investor to blue collar working class citizens and a city built of quality buildings built to last from people who share the same high moral ethical standards valuing integrity most of all.
- Dedicated parents at every level. Supportive community. People who truly want the best education for all kids and who will fight for that, given the chance.
- Neighborhood is filled with school age children. We have these children attending private or charter schools. SUSD sends school buses through our Neighborhood.
- Great place to live.

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

- Overall excellent school spirit in light of the acrimonious atmosphere in previous years from past administrations and criminal activity at the district and state level.
- Great dedicated teachers.
- NEIGHBORHOOD schools...in South Scottsdale...multi generations live here.
- The teachers, students, and parents are what is and always will be the best part of Scottsdale schools.
- Still have some quality teachers, though many have left past couple of years.
- Many of the schools show the same stability as the neighborhoods in which they are located. Many of them are considered legacy schools with parents choosing neighborhoods and schools they grew up in.
- Breadth of curriculum; passionate parent community; supportive community groups: Charros, SUSD Foundation, BUSS. Most teachers care deeply about students.
- Teachers, students, parents. Diversified programs to support all students.

- They strive to meet education standards and promote a good learning environment
- Nice group of people.
- Committed faculty and community members seeking the best for our kids even those who don't have children but understand and want nothing but the best for those who live in the area.
- These schools have amazing teachers, staffs, and administrators. Programs are available for all kids and it truly is an amazing public school system.
- Our elementary schools have low enrollment. Parents I. Susd neighborhoods are on wait list, and was to get into other SUSD schools, while they wait they are attending private or charter schools.
- Academic achievement is in good shape.

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

- Well known.
- All of the disastrous incidents of the past few years should be shared. All comments from parents and teachers at board meetings should be shared. The feelings of so many to wait until after new board members were in office to make these important decisions should be shared.
- High turnover of site admin and teachers. Many quality people have left or were pushed out the past 3 years. SUSD needs strong leader who inspires trust. Staff who have remained are becoming cynical, wondering if they too should have left, just like their colleagues.
- The district has been in chaos at the highest levels of administration for quite some time. The district needs a superintendent who can seek out thoughts and ideas from ALL the stakeholders, including the teachers who have been ignored in recent years which is why so many, including myself, have left the district and now teach in other districts.
- Our district is contracting in size yet administration is fearful of closing schools. SUSD must continue to improve academics and hold district and site leadership and teachers accountable for outcomes.
- I think the recent failures of the School Board, former superintendents, and others involved in mishandling finances and ignoring parents and teachers should be presented up front. These are problems that will have to be addressed right away.
- The seems to be a disconnect between the district and the community. The high schools charge parents to watch soccer games and volleyball and basketball when parents are there to support their own children in facilities that the community bought and paid for. This was never the case years ago and makes the community feel like we aren't part of the school after we spend so much time and money supporting our schools already.
- Distrust of community for our schools due to past dishonesty,
- A good understanding of the past creative and innovative nature vs” that has never been done before” once a rallying cry for we are going to make history again not “well we’re done here no point in thinking outside of the box. Indian Bend wash, Civic Center mall, the 300 gallon trash pickup system all examples of innovations bucking the group think currently hindering new Scottsdale student and citizens from its roots as best in class innovators.
- There must be an understanding of the division and distrust this current Board and former administration members created throughout the district. It was, and to a certain point still

is with current Board members, a hostile environment. Good people were driven away and bad people were rewarded and promoted. Violations of Board policy were the norm and unethical behavior and practices tolerated and encouraged by the Board and administration (some of whom still remain). Having said that, there are community members, teachers, and staff who literally saved this district from economic disaster and continued scandal, while the current school Board members ridiculed those who begged for action and denied what was occurring (though they were provided evidence of wrongdoing). In essence, it was this family of community, brought together under adversity, that is simply awesome. Listen to them and hear them. Learn from them: their love of SUSD will inspire you.

- Wait list, we need to not lose our own students.
- Be wary of a very dysfunctional school board.

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

- Hold the State accountable for the Stolen funds from the trust lands, accountable to the \$1 Billion judgement against the state for the stolen funds, make good on the absence of teacher raises that should have occurred over an 8-10 year period while funds were frozen. Stop playing games with 301 funds, leaving teachers wondering why they don't receive their earned funds while friends and former colleagues in other districts are receiving their funds in full in a timely fashion at the beginning of the school year. **PROVE THAT YOU HAVE THE BEST INTERESTS OF THE DISTRICT AND THE TEACHERS AND THE STUDENTS IN MIND! PROVE THAT YOU CAN BE TRUSTED!!!** That would be a refreshing change we haven't seen in several Superintendents.
- Open minded. Cooperative. Good listener. Honest.
- Honesty. Integrity. The ability to listen and make decisions with stakeholders. To be able to treat teachers and parents with respect and as equal members at the same table. Honesty. Integrity.
- Long term commitment. Get stakeholder opinion and advice before making drastic changes that have no rationale or buy in. Need someone who will give stability. That and regaining trust will help to stop flood of good people leaving, and will recruit good people to come. Schools in my area are having to hire "warm bodies" due to lack of interest. Make SUSD a destination district again.
- Honest, ethical, good listener, understand the uniqueness of Scottsdale, see the positives of both the north and the south, remember that students and teachers are more than their test scores, thick-skinned, caring, have "people skills"
- want a new face not a continuing interim
- Innovative academic leadership; excellent communicator; understanding of impact of open enrollment on long term district health; ability to discuss unpleasant district matters and diffuse tense situations.
- The Superintendent needs to know that he/she will have to be accessible to parents and community members. They must have an open door policy to be successful here
- Honesty, a love and respect for teachers.
- Broad knowledge of school operations including academics, personal respecting students and staff at all levels of the organization, understanding of the investment and importance maintenance of facilities as much in maintenance of a quality staff. Management by walking around philosophy where hands on site visits seeking to solve issues with quality

understanding from the people gathering input from those inside the organization not just sales from vendors and contractors selling “the latest and greatest that will never get used because it doesn’t meet the needs or expectations of the end user, “one size never fits all.” Getting the best value for all stakeholders not simply the cheapest but the best price on the best products with input from those who will use and maintain products within the district.

- The superintendent must be a leader that people are willing to follow. This role requires a person from the profession who has educational integrity and believes that the employees are diligently pursuing excellence in their respective roles. This person must understand school finance and apply resources in a manner that benefits students via programs, educators that are well compensated, and assures the public that success means investing in the best people at all levels. This person must know that s/he serves the entire community.
- Involvement in the community.
- Successful experience as a school principal.
- We need a leader who is not a micro-manager, but who manages by empowering his employees to manage their jobs with support from above. A leader who will reduce centralized management and return it to the sites. A leader who will seek out the best candidates, make the best management decisions, without factoring politics. Someone who will do what is right, because it is the right thing to do.

Parents

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

- Family friendly with opportunities to experience the outdoors during nearly every month of the year. Spring training baseball, Phoenix Rising soccer, and professional sports teams are minutes away. Access to all the benefits of a large city, museums, symphony, and theater by driving only 20 miles.
- Friendly, safe, caring
- Active and involved parents
- Great quality of life, safe neighborhoods, neighborhood schools,
- Some parents, some business owners, some teachers. The administration makes you feel stupid - they act superior.
- Most of the parents - they rally behind each other - there are some bad apples, they usually end up on PTA and APT
- it's old & close-knit
- Strong involvement, high expectations, willing to step up and make improvements
- support we provide for one another
- Our community is made up of good, professional families, that are highly engaged and are purpose driven. We all “selected” to live here, above every other opportunity we had to choose from. Everyone that lives here has common goals and the same intention, of making this the best community for our children.
- At Pueblo, we are diverse!
- My community is a close group. We look out for each other and our kids.
- Excellent place to live. Safe community. Good weather other than very hot. Relatively affluent population. Relatively involved parents.
- The teachers genuinely care about educating and caring for our kids. Parent involvement is amazing. Our hard working students constantly push themselves. Our sports leagues/teams are outstanding. We always rally around each other in times of need.
- Our community is very strong and involved. The families in our community have a wide range of needs and it has been nice that SUSD has offered some variety in different models (STEAM, DLI, etc). This helps serve the community we are in.
- High achieving parents and students Expectations for student that are attainable
- Secular, Safe, Clean, diverse
- Involved parents
- Our community has highly involved parents who are engaged in their children’s education.
- People that value education, have resources to contribute to quality education and time committed to volunteering at schools.
- First, I am a very involved teacher, parent, and community resident, but this survey did not allow me to reflect that information. I answered as a parent because that is where my great concerns lie. We are very involved in our community at Cheyenne Traditional School, Desert Mountain, and our city. We care about providing the best education for our children. We came from the suburbs of other cities where we attended quality public schools. We care about bringing up the schools in other parts of the district but not at the sake of our schools, which has been the norm. Funding should not be continuously taken away from our children and teachers because we are perceived as wealthy. That is not the case.

- Hard working, law abiding, safe
- The parents NOT THE APT/PTA!
- People who care
- Accepting, safe,
- We have a family atmosphere where neighbors know each other and enjoy supporting kids
- The support I see when needed
- Active lifestyle, nice winter weather, variety of sports team, variety of social activities, great hiking, easy to travel to the coast or mountains, nice people.
- The community of parents in North Scottsdale is engaging and helpful within the classrooms.
- Teachers that genuinely care about their students.
- Family oriented
- I have only lived here for three years, and I find this community to be engaged and passionate about the public schools. It was the community that uncovered the corruption and misuse of taxpayer funds, which eventually lead to the current superintendent search. We are proud to be part of a community that cares about their future, by being active participants in the public schools.
- We already have a well qualified candidate in place as an interim.
- Our parents are hands-on, giving, helpful, and willing to participate. We have a wonderful community full of partnerships and warmth.
- Love their schools and willing to pass overrides and bonds
- Great support from parents. The parents and the SEA worked together to remove the criminals in the previous admin.
- Parents care about their kids. A good education is valued & standards are high.
- The families in our community are interested in keeping the learning bar high for our families and students. We seek out quality schools that will give our children the foundation to succeed into high school, college and beyond.
- I am a parent in the Cochise community and I have noticed that the Cochise community values public education and is appreciative and supportive of our hard working teachers. On a larger scale I think this community takes pride in its public schools and the quality of the education our schools provide.
- we have strong teachers
- Amazing principal and very good teachers. Very good community
- Schools see strong parental involvement.
- Lots of families and a desire for quality, well rounded education.
- Good neighbors, schools close to home, good public transportation, low crime.
- Our community offers all-year outdoor activities and opportunities to enjoy a clean, community-oriented suburb.
- Diversity, growth, nice neighborhoods.
- Weather Restaurants Shopping Outdoor activities
- We have an engaged community that is very caring, generous and active. Yes, we also have SUN!
- Strong Character of kids; educated families; involved parents
- Powerful, community centered, successful
- We are strong community that cares about public education. We are not afraid to dissent in order to call out practices that are unethical within the district. We value our teachers.

- Scottsdale is a wonderful community. With all the amenities of a large city, but a smaller community feel. No matter what you want - sporting events, fine arts, concerts/theatre, great food - it is available here. No doubt, summers are hot; but, the remaining 8 months of the year are outstanding. This is the place I chose to raise my family.
- It is safe and clean!
- Nice location, well kept, safe.
- Community- There is an amazing feel of community at our schools.
- family oriented, safe, clean, composed of high achievers
- A strong sense of family, neighborly, a safe place to raise kids.
- My family's community is service based. - Military, public safety, and nonprofit work. Our community focuses on volunteerism and work for vulnerable populations, meeting unmet needs. Our community is safe, clean, and thoughtful of others. Our local community is safe and clean.
- Scottsdale is a one-of-a-kind community. It's well run, and for the most part has excellent schools and excellent support services (i.e., police, fire, etc.). There are numerous community activities for families and children to participate in; that includes wonderful parks, etc. Its a great community to live and work in!
- I attended one of the public meetings so just have a few comments I thought of after. I know it came up at our community meetings with the search consultants, but I would really emphasize how the community came together to support our school that was closed and moved due to fire. It really made me proud to be a part of Susd to see how the community rallied.
- We are very involved in our schools. We support the students and the teachers while making our school something to be proud of. We are educated and value education. We are hands on.
- Diverse community with growth potential
- Strong community support for quality education. Low crime rate. Family friendly.
- The variety of neighbors, the proximity of good schools, people who care for one another.
- Opportunity to get together with minimal cost.
- We are a community of mixed demographics and diverse in talents and abilities. Families are involved in their students lives. Businesses support the schools with fundraisers and community outreach.
- We are a diverse district - from million dollar homes in the north to high free/reduced lunch programs in the south. We have very involved families to the un-engaged.
- Dedicated teachers willing to go above and beyond Supportive and engaged parents
- Our community supports teachers and students.
- Our community rallies together in times of need, they support the learning of the students, and participate in school functions to bring the community together. They also support their teachers.
- Area boasts many dining, fine arts, performing arts opportunities, restaurants, active night life, vast shopping, botanical garden, zoo, professional sports teams. Lakes and mountains nearby.
- Safe community. Lots to do. Low cost of living.
- Families very supportive of education. Strong sense of community.
- Safe, well-planned neighborhoods with public facilities, strong libraries, parents who are invested in children's education, a history of having a great public school district (well,

except for a couple of years recently, but most of those people ie superintendent are gone).

- Community members are generally involved and interested in doing the right this/best things for everyone-students, teachers, parents, families.
- We have a very diverse community with excellent educators and caring parents. We need a trustworthy person who will listen to parent’s concerns and not only hire their own people.
- Desert Mountain is a fairly quiet community. All the charters built around us has created a lot of divide in the community.
- 1. Supportive families 2. High expectations coupled with community support 3. Beautiful place to live 4. It’s Scottsdale
- The community has always been a plus, but now they have really come together to showcase how amazing our schools are, even if a little run down.
- Our schools are one of the reasons why Scottsdale is special. All of these education issues define our community and are causes for celebration. They need to be treated as opportunities rather than problems.
- SCottsdale is a “most liveable city” with an above average abundance of parks, green belts and hiking trails. We also have embraced a love of the arts and culture. Our tourism industry is reflected in these special qualities.
- Great, student population Widely varied socioeconomic mix of families Families with a very strong sense of loyalty and commitment to the school Wonderful living environment Strong support from nearby universities & industries
- Scottsdale as a city and SUSD as a school district have long been desirable places to live and raise children. Scottsdale’s neighborhoods are close to parks, hiking trails, shops and libraries. Our community strongly supports the arts. This combines to encourage people who value education and support their schools.
- We have a strong, caring and dedicated community. The students are great kids.
- The qualities of a good community would be kindness, friendliness, empathy, understanding, supportiveness, open communication, and a feeling of people being approachable.
- We have a community of parents who care about teachers! Without happy teachers we don’t have successful students.
- Our community has persevered through a terrible few years with our SUSD board and superintendent and we are still here!
- Great teachers who care
- We have a strong sense of community and justice. We want the best for our kids. We appreciate our teachers as they are the most important aspect of the school in our kids life.
- We are a close and diverse community. We want to be listened to and respected.
- The campus is one of the most beautiful in the district. I loved in the past the loyalty and support the teachers were given. (We had many teachers that had been at our school for over 7 years move on last year.) That has change in the last two years. We also no longer have the multi age classrooms. Yeah so just the campus right now.

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

- Parents are passionate in SUSD. While some claim parents act like they are entitled, I would argue they hold SUSD accountable. Education has become a commodity, and our parents demand we deliver a high quality education for today's fast moving, technology driven society. We are diverse and welcoming. Our students come from all socioeconomic levels and all over the world. Programs are equally diverse. Whether your interest is music, sports, technology, culinary, or health services - community college, Division I college, or aiming for an Ivy League education, you can find a school to meet your needs.
- Great teachers, staff, involved parents, tight knit community feel.
- Extracurriculars Sports programs
- steam education, neighborhood schools, smaller schools with real community feel, safe schools
- Not a lot. Feeling like leaving the district along with many other parents.
- My school - probably the Nurse and SOME of the teachers
- it's old & close-knit
- Great teachers, strong community support, high achieving students
- good leadership at the principal level and the new addition gym and science center
- Our school is a school of choice. Just like we chose to live here, we chose this school as the best option for our child and we are very grateful that we had this opportunity to do so. With a traditional philosophy and elevated grading system, this school provides the best balance of public/private experience for our child.
- Our strong sense of community at Pueblo, which has been forged by a dedicated PTO that plans incredible events year after year. Our Spanish language immersion program attracts diverse families and diversity is embraced at our school.
- I have encountered two incredible principals at Tonalea K8 and Pueblo Elementary. They work hard for their students, staff and community.
- MMS is transitioning to a middle years IB program. Long term stability of a good principal. DMHS offers both IB and AP. Anasazi has a new energized principal who is committed to improving the school. Anasazi has a dedicated gifted teacher for grades 4-6.
- Teachers and administrators who are driven, caring, excited about educating. Outstanding parent involvement. Great programs and curriculum that serves all levels. Our SPED program is amazing.
- The community is great. We have a great leadership team and a good teaching staff. Our curriculum for the DLI is great and has been improving over the last couple years.
- Chaparral has a sense of pride and community Chaparral teachers and staff care for students
- Secular, Excellent Teachers, Excellent curriculum, Support, and interventions, Excellent athletic, Music and Arts department, Clean.
- Small, community feel
- Nice facilities, inequities between campuses in facilities and programming, Caring teachers
- Our school is tops, using a traditional school curriculum. It is supported by our school administration, PTO and families and not comprised, even during budget cuts and the District not fully funding our curriculum needs.
- We are very involved in our community at Cheyenne Traditional School. WE know our students, parents, and community and the needs of the school better. Each school should be given some autonomy to make decisions based on the input of the principal, parents,

and students. The needs of Cheyenne are different of Desert Mountain which are vastly different from Tavan. Not all changes should be applied to all schools. Our parents our highly involved. We are educated and want the same for our children.

- Parent involvement, great teachers
- I'm not sure I can say something good about my elementary school and myself and 2 other families looking in to PV district!
- Parent involvement
- good teachers, teacher freedom to educate in their own way, approachable, good families, wide variety of learn opportunities
- Strong parent teacher organizations, lots of parent support, good teachers
- The education and techniques
- Sense of community, great teachers, strong leadership, great campus, especially with addition of a gym, traditional studies, common goal.
- The honors level and AP classes in high school provide a broad range of choices to make the graduate comtentative for a choice college. However, some of the class sizes are large which limits the number of free response and essay questions. We need to prepare the students for college and beyond.
- Despite very low salary and low morale, the teachers and staff are incredibly committed to the students and their education. Schools are very open to parent volunteers.
- Teachers that go the extra mile, principals that build solid teams and foster a strong school spirit.
- Good traditional education
- The schools in our learning area, Arcadia, are filled with committed and professional teachers. There are teachers at both elementary schools, the middle school, and the high school who have been at their school for decades. That kind of commitment to teaching is a hallmark of a good school and an involved and caring community. Even though there are many public school in Arizona because of charters and open enrollment, we are very happy to have our children attend wonderful neighborhood schools.
- See above.
- We belong to Sequoya Elementary School. Not only is the faculty and staff amazing - always going above and beyond - but the families are what make this school it's own community.
- Dedicated teachers and support staff. Always giving
- Teachers are dedicated individuals and truly care about their students.
- Chap - not much to say. This is our second year and largely underwhelmed so far. School lack spirit. Mr. Dreifort has been a positive change. We are also at Sequoya - great principal and caring teachers.
- Cheyenne Traditional School is a highly sought after program that is unique to SUSD. It has proved itself to be of the highest quality in education, as can be seen by the successful students that graduate from there. The CTS families seek out this school because of its high quality and are therefore invested in the day to day operation of the school.
- Our school is full of caring, high quality, dedicated teachers. We also have a lot of parent involvement and parents who are generous with their time and resources.
- my school has a dedicated staff and awesome curriculum
- Parent involvement is key
- They are well funded.

- Parents are very involved and kids are eager to learn. Kids of all levels and abilities, not just the middle.
- Close to home, manageable class room size, after school activities.
- Schools offer a variety of vocational and academic training for all types of socio-economic levels. Diverse students provide an array of cultures and traditions who are embraced in their communities. Our teachers are dedicated and enthusiastic to educate our students.
- Dedicated teachers and staff...need sound governing board...retain Kierkland 1 more year. Dont rush decision with current governing board in place.
- Teachers and parents who care
- We have incredible teachers who are extremely dedicated to our Kids. We have an active parent community. We are committed to our educators and education.
- Superior teachers; updating security and buildings of schools; I truly believe our teachers and staff care about our children
- Rigorous, engaging, student focused
- Our Schools are excelling despite the poor conditions and the lack of stability in recent years. This is due to our teachers and staff that have kept the ships afloat.
- We compete against many private and charter schools. 2016 district average SAT scores were top 5 in the Phoenix area, and top 3 for public schools. This is achieved by a district that accepts all levels of academic achievement (as opposed to charter schools catering only to academically excelling students). Our community schools are an integral part of the Scottsdale Community - part of the reason I live where I live.
- Strong parent involvement and support if teachers.
- Well kept facilities.
- Our school really cares about each and every child. The teachers are amazing and trying their best every day.
- safe, clean, high achievement
- Well organized, usually strong teachers, usually strong administrators, that keep the kids in line and challenge them enough to prepare them for the next step.
- Saguaro high school has qualified teachers that produce higher education for their students. The school is safe.
- For the most part, Scottsdale schools are well run with highly educated - excellent teachers that love what they do.
- Our elementary schools have an abundance of volunteers, we have teachers that love teaching and our community. Our elementary school has high standards and continues to raise the bar.
- Committed teachers and staff
- When strong Principals are left alone to interact with their school community and do what's best for the entire group, great things happen. District Down Mandates rarely work. Leave the good schools alone to do what they do best. Where other schools are failing, it's not always the Principal's fault.
- The teachers!!! Hands down the teachers that stayed and continued to put students first despite ALL that happened in SUSD last year. This does not even include the teachers that stay year after year despite the low pay, freezes in pay increase and working with NO TEA, working with additional PD days, calendar changes that were forced upon them and a school board that does not support them.
- We love our school and our principal. We feel supported and a part of the group.

- Faculty collaboration is great. Teachers would love to work together to make all levels of our school more amazing. Students and families are active in the community and support the work with their students with volunteerism and financially.
- We have dedicated teachers who work hard to meet our diverse needs. We are blessed in the south with instructional coaches and reading specialists. We have programs in place for solid interventions and a lot of technology.
- Our school includes the community in their child's education.
- Our teachers are highly qualified and care about the students. It is a clean and updated building providing resources and curriculum beneficial to learning.
- Staff represents many professionally trained community members who are extremely dedicated towards seeing this district succeed.
- This district has the opportunity to be a solid, academic school based on the parent community; however, years of neglect, low quality and ideologically driven curriculum and in many cases low performing teachers have plagued the district. It comes down to poor leadership and lax internal controls from the business, finance, operational side of the business and extending to the curriculum and hiring/training decisions. In order to do a proper job and put Humpty Dumpty back together again, a new Superintendent will need to hire a professional consulting team to implement the necessary change and create strong internal controls. Simon Consulting is a firm doing this at another school and is having success. A new Curriculum Director will be necessary. A local charter network, Great Hearts, sought out a classical education specialist from the King's College in New York City. SUSD should take similar care with the individual selecting and vetting curriculum. The current process has been a shambles.
- Love our principal! Coronado teachers care. She jumped right in and treats us like we matter. Our students matter to the community.
- The teachers! We are so fortunate to have very talented, experienced, and dedicated professionals.
- Dedicated teachers who are educated and proficient in the classroom. Technology has been implemented in many of the schools/district buildings. Parents who are engaged in their children's education. Administrative teams who are active team players in the schools. Students who want to learn and excel.
- They offer a lot of options for a wide range of kids and abilities.
- Our teachers are very caring. In my experience, teachers who are ineffective are counseled out.
- My children started at Anasazi, went to Mountainside then Desert Mountain. All 3 schools are fantastic.
- 1. Quality teachers - for the most part 2. Quality resources - for the most part 3. Quality facilities - for the most part
- Our schools offer every type of education you would want, including STEAM, Spanish immersion, technology, traditional and, simply but effectively-whole child.
- They provide a top-quality, inclusive educational environment focused on the "whole child," fostering well-rounded individuals prepared to fulfill their highest potential. Parent and family support is encouraged and welcomed in the educational process of each student. Community plays a large role in each school's learning environment. Many opportunities exist to connect teachers, staff and families to create an environment for students that is nurturing yet guiding kids to a path of individual growth.

- We were at the top of the charts until we were decimated by the past two superintendents who put personal agendas over educating students. Our schools have strong community connections and have been serving families for several generations.
- Saguaro: Committed, loyal, skilled teaching staff Excellent administrators and leaders Strong desire to continuously improve the learning environment Families ready to pitch in and help
- For decades, Scottsdale's schools have attracted some of the best teaching talent in Arizona. Many SUSD schools enjoy supportive parents, a wide variety of athletics and school activities. Our school (Hopi) has been a centerpiece of excellence for generations.
- Excellent sports programs, after school programs, arts programs. The schools have dedicated principals and teachers. Students want to learn.
- Quality teachers
- The parents at my school are down to earth, friendly, helpful, and wanting to get to know each other. My son's teacher this year is easy to talk to, relate to, and she is flexible as well. It's important for teachers and administration to practice kindness and respectfulness with parents.
- Our schools have fantastic staff. They unfortunately lack many resources.
- I can only speak for Copper Ridge. It is a warm and friendly environment with dedicated teachers and staff. Love the dress code too.
- Nice facilities in the north
- Parent engagement, strong voice for their students, choice/specialty schools, athletic options, rigorous course options
- Parents are demanding and won't stand up for more pain from district. Principals have endured too much.
- We are the most diverse in the district. We are small but proud.
- The teachers are almost always available and open to speak with student and parents truthfully, with genuine interest in each ones comfort.

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

- Charter schools are a strong direct competitor impacting our declining enrollment. We must continue to improve our academic goals while giving teachers the tools and support staff required to differentiate to the many levels of our student population. The student reading two grade levels ahead, should not be held back by the student sitting next to them reading two levels below.
- Dropping enrollment numbers, strengths and selling points of each school
- Lack of accountability for poorly performing teachers and admin (few and far between but still an issue) Need better curriculum
- Lots of distrust in school board and previous superintendents, board does not share vision or seek input from community, boards only focus is financial, school district has done nothing in terms of marketing schools and has made no attempts to compete with charters.
- That person would need to retrain their administration asap. Fix issues like rodents, non working air conditioners, lessons and curriculum not fit for a school in 2018, teachers and administrators who are jaded and probably need to either retire or have a complete attitude overhaul. This is elementary school.

- Air conditioning, roaches, principals who don't listen to parents except for PTA APT parents, teachers and admin staff screaming at children, consistently worried about the minor things (like standing in halls with our kids for a couple of minutes) instead of better curriculum, TRAIN YOUR SCHOOL ADMIN to be better for the community!
- transparency, the distance parents have to travel to schools if schools close, especially the effect it has on families that rely on public transportation
- Need a strong, committed leader; need transparency; someone needs to stand up and take accountability; keep cronies and politics out of the search
- better pay for teachers so that we can recruit at the highest level
- Diverse demographics to satisfy increasingly higher expectations, and a neglected high performing student body to attend to. Our high performing students are our future problem solvers. We can do better.
- The community education administration is abysmal. They did not even bother to advertise the early learning summer camp last year, leading to practically no enrollment. Please start running this department like you know what you're doing, and care about your job. It's pathetic how little effort appears to be put in to promoting what could be important resources for so many families. Pueblo and so many other schools are dilapidated and their amazing offerings need to be communicated to the public better. To reinvigorate this district, every school must have something special (stem, arts, foreign language, classical), and should be marketed like the charter schools are. Rebuild every school in the south, implement magnet programs at every school, and market market market.
- The district as a whole needs to heal. The deception from the former Superintendent and the School Board has been atrocious. There is zero trust in the current school board. The school board and superintendent need to work together with all educators, parents and the community as a whole. We need transparency. We love our teachers and they need to have bargaining rights. The current school board and previous superintendent have caused a lot of pain in this district, which was once great. Parents, stakeholders, staff were all treated with disrespect. We want to heal. We want to trust again. We want to be the district we should be.
- Ethical issues involving former superintendent and hiring of poor contractors and poor choice of principal for Anasazi and Chapparral HS. Last year Anasazi had a terrible principal who wanted to do everything his way with little respect for what the teachers or parents wanted. He was responsible for a large exodus of students to other schools. Huge competition in area from public charters and private schools. Open enrollment in this area.
- Teachers need to feel supported and empowered. It goes w/out saying that all staff definitely need to be paid more.
- The community voice should be recognized and acknowledged as important, even when community input cannot be implemented. It is important to have an open communication of the district decisions and the reasons behind them. The community cannot always get their wishes, but a clear communication for the reasons is key. A better level of service to the community is also important. The community needs to have a district leadership that stands with them and not against them. Services that have been provided in the past and taken away need to be revisited and reconsidered. The ability to bring the community together is important.

- SUSD recent history regarding Admin. staff and parents/students has been strained due to lack of listening and dialogue to determine what is in the best interest of students. The community was not valued as an important member of the conversation in the past.
- Keep the Schools Safe Emphasize and maintain separation of church and state. Eliminate Bias from classrooms and the books Smaller classrooms Empower Teachers and Administrators Limit PTA/PTO power politics
- Poor quality of teachers, high burnout, lack of science at Cheyenne traditional school
- Inequities between regions and campuses, funding , concerns about retention of good staff, teacher shortages, not enough good teachers for all students
- Support CTS traditional school curriculum 100% in the budget and provide all the needed materials and resources to achieve all standards of the traditional school curriculum. The previous superintendent misused funding, resulting in more budget issues supporting our school, teachers, administration, students and curriculum. Our school has a hard working PTO that has worked tirelessly to raise money to fill in the gaps and cuts at CTS, to ensure our students did not get cheated out of their traditional school education. It appears the district has relied on the success of the PTO raising funds to cover budget cuts and shortages. It is imperative that the district understand that much of the fundraising came from the parents of the children attending CTS. In essence, the families of CTS have covered the fiscal shortage responsibilities of the district to ensure our school is properly funded. The new superintendent should understand it is the district's responsibility to provide 100% of the financial resources to CTS.
- The vast disparity between the diversity and needs of north and south Scottsdale should neither be ignored nor forgotten. All the schools have needs even though they may be different in different areas. Class sizes/caps need to be lowered to be more equitable among schools. **LET THE TEACHERS TEACH!** Let the excelling schools continue to do what they are doing. Stop making so many changes at a time. **ENOUGH** with the inservice meetings that take the teachers away from the classroom, so they can do work that should be done by people educated and trained in curriculum design, marketing, etc. If the goal is better test scores, then **LET US TEACH.** Too much time and money is spent on inservice days. \$45,000 was spent on the first community climate survey. Stop wasting money. Pay the teachers more. I am highly qualified, continue to educate myself, love to teach, consistently produced highly achieving students, but I cannot support my family. The cost of the district health insurance is so high that I only bring home \$720 a paycheck. Therefore, I will be leaving the district after this year. With the pay and benefits we receive, the district will continue to lose great teachers. That is a disgrace.
- Out of control PTOs wield too much influence with schools
- **EVERY. SINGLE. THING**
- Must be accessible to parents directly
- HR lacks organization
- The district is fragmented after the drama of the last year. We need a superintendent who can unite all the communities in supporting our teachers in giving our kids the best education they can.
- Lack of money distributed properly, standards of education
- chronic budget issues, lack of credibility, dishonesty-used override money for self serving areas and not for the students.
- The issues with the Principal for Chaparral during 2017-2018 school year. The migration of students to Charter schools because of the limits in our middle schools for high

performing students and back to SUSD for high school or private school. Open enrollment to any student regardless of any issues they may bring

- As a parent volunteer for 12 years at Laguna, Mountainside and DM, I have observed: 1. Low teacher morale. 2. Teachers wanting to meet the needs of high academic children but struggle due to restrictions from the district or just being overloaded by everything else they have to do. 3. Copy machines break frequently or are often out of staples or toner (and there always seem to be some sort of issue with getting more). 4. There are not enough guidance counselors at the high schools. 5. Increase pay for support staff. A front office secretary at the high school should be making more than \$11 an hour (as well as special needs aides) since they are the ones dealing with angry parents and students along with other drama on a daily basis. This creates high turnover and contributes to low morale.
- The new hire should understand parents and community members are watching and they will not tolerate foul behavior. Parents love our teachers and we want them to be treated with respect.
- SUSD has been through several extremely rough years. So rough in fact, that we actively searched for alternate options for our kids. (And I just wrote about how much we enjoy and value neighborhood schools on the last question.) Many stakeholders, including us, no longer trust the governing board. We are very pleased with the interim superintendent. It was very telling that one of the first things he did after taking the job was write a reassuring letter. The previous administration, before the current interim superintendent, seemed to treat teachers very poorly. As a parent, I was made aware of disrespectful language used on school campuses by the previous superintendent, and the teachers, who are very dedicated and passionate about their jobs and schools as I wrote about in the previous question were unable to hide their distress about what was happening over the past few years. They were all too professional to openly criticize the previous superintendent or the governing board, but it was obvious to parents and students alike that many were very unhappy. Another issue the district has been facing until this past year with the change in superintendent is poor communication. The district can improve a lot on communicating with parents and the community at large. Take for example gifted and accelerated services. The district webpage has bare bones information, much of which is out of date, and there is essentially no information about options beyond 8th grade.
- The interim was the principal of CHS. He is familiar with the district.
- SUSD's tarnished reputation. Also, many of the key players on the board should be watched if not replaced. Their incompetence is why we are in this pickle.
- The Governing Board is a horror show. There are still administrators hired by the last felon who shouldn't be anywhere around schools. With those people in place I will never vote yes.
- We need a super who understands that the admin needs to work with the SEA as a partnership. Mutual respect should go both ways.
- Should know the full scale of how bad things were at the Board level. Should know the challenges ahead of him/her.
- There is a huge lack of trust between parents and administration and the choices the administration makes. There is a lot of resentment about the lack of pay for teachers and also that the community outside of public education does not seem to be supportive of public education. There also seems to be a lack of trust between teachers and administrators which is being rebuilt thanks to Dr Kriekard.

- that we have been through a rough few years, that teachers feel devalued and need to be heard as well as parents and students
- Class sizes too big, teachers are way underpaid resulting in massive turnover. Science curriculum lacking
- There is a past history of corruption and graft that will not be tolerated.
- Parents are concerned about honesty and transparency from the superintendent. This is a very important position that requires integrity and a focus on quality.
- Financial accountability of the district and better oversight by the board. Make the difficult decision on low enrollment schools as to close and consolidate.
- Salary increases have been promised to our much deserving teachers. Our environment has hope and needs to be followed through with the promises that have been made to our educators.
- The previous administrations less than honorable track record with faulty contracts, nepotism and the like.
- Lack of trust between community and school board Poor administrators History -recent. Of dishonesty
- There is rampant corruption brought in by the previous superintendent. The current board cannot be allowed to narrow down the applicant pool. They are NOT acting in the best interest of the schools or the students. The incoming two new board members are dedicated to helping restore transparency and student centric learning. The current board is committed to school consolidation without public input and for their own personal gain. Former board members have been on record that current board member has been taking developers to look at a school on prime real estate. This school has been neglected with bond money influx and open enrollment halted to try to make its numbers look low. There is no overall master plan to address the voter approved \$229 million bond. The attorney general has been given information for over 18 months and has yet to issue indictments other than against the former CFO.. A group of concerned parents and community members are working tirelessly to help root out the corruption and improve transparency within the district. We will not accept any candidates that have ties to the former superintendent or her corrupt crew. We really want someone outside the district who will work with the teachers, parents and community to help stabilize and market these grade A schools.
- Moral; maintain and raise academics so the kids will rise
- -Need to stay competitive while still allowing children to be kids. -Staff morale impacts the entire campus and can negatively impact the learning environment
- Our community as a whole is very distrustful of the current board and their intentions. Prior to our interim Superintendent there has been a complete lack of judgement, ethics and planning for our schools, teachers and students. Financial decisions were made that did not make sense. We passed a bond that was sold to the taxpayers to rebuild our schools. It seems the schools on that list are always a moving target. There was NEVER a plan in place which seems mind boggling to the community. Our teachers moral is low. Our Current Board has no plan to try and keep our excelling students as we face more charter schools coming into the area and cherry picking our excelling students. We seem to think that we will keep our schools and students by osmosis vs. telling the community all the amazing things that are happening at our schools.
- There is a public perception of deceit and feelings of untrustworthiness towards the district due to prior administration. Our new superintendent must be transparent to community, and be ready to face some challenges.

- School funding is challenging and our teachers are underpaid. They work hard and deserve to be respected and supported.
- Big distrust between teachers and administrators and between parents and administrators. Several very old schools have to be rebuilt.
- It feels as though our schools are bleeding. We struggle not to lose kids every year, class sizes get larger and larger and more stress is put on the teachers. This will not be an easy job for anyone to fix, but if you are the right person Scottsdale has a community of families that will rally behind you to fix our schools.
- district test scores, needed school upgrades, sports and extracurricular activities
- How to build the reputation of SUSD back to where it was so we can continue to attract good teachers and families to our schools.
- Mohave Middle School is full of teachers that have no business being in the classroom. They are either not qualified (gaining teaching certificates but earned BA's in non-teaching subjects) or are burnt out and have no qualifications or desire to work with young adolescents. The school administration is more concerned with the outliers and discipline than with nourishing the desire to learn, higher education (more than the status quo), or the personal growth of a good student. The administration will not focus any attention to the students that do not get in trouble and receive good grades, even if those students are academically bored.
- The superintendent should keep a focus on minimizing bullying - both in school and after school. He/she should focus the district's attention on making our children aware of the importance of valuing differences and becoming a productive member of the community with a non-political focus.
- Some of our schools have principals that were appointed by our former superintendent. Some of those are unqualified and unpopular with staff. Trust needs to be built with staff and community by allowing input from the stakeholders. (teachers and parents). Transparency in all dealings is a must!
- Some people try to run the District through Social Media. There are agendas with Board Members or potential Board members and Social Media that is not healthy
- Great distrust of the Governing Board. Extreme waste in overhead spending at the District level.
- The Governing Board needs to be changed, all of them! Teachers are overworked and the PD days are not thought out well nor do they take the teachers' interests into the planning of them. Why not give teachers time to enter grades, plan for conferences, meet with their teams for quality planning. Why the extra PD days after breaks? This is an inconvenience to the parents as are all of the half days.
- Financial constrain (I believe). The school's financials (PTO) etc and not evenly weighted. Special needs dept is a concern. Lots of waiting, excuses, and non-compliance with IRPs
- We are broken at very basic levels. There is much well-founded distrust in school officials. Teachers, families and students are stressed and want to be involved in the decisions - even just basic like calendaring that impacts our lives greatly, but was rushed through twice by our current board. Class sizes are too large. The classrooms don't support the packing in of students that has taken place over the past few years. Textbooks, teacher resources, desks, are in tattered and in short supply. Some student textbooks are over 10- 15 years old and have outdated materials. District level administrators have been hired and yet we see no action on the most basic of levels. Current several months have we had any say in our children's education. The teacher

association was blackballed and targeted and needs to be restored. Teachers and staff members need to be treated as the education professionals that they are and their tenure, education, and daily contributions express daily. Buildings in disrepair need to be upgraded and stakeholder input must be gathered prior to decisions and considered before those decisions. We need to not have criminals handling our public funds and need to see how those lost funds will be paid back to our district.

- We have had too much change in the last few years - rules/expectations changed, programs changed, teacher rights interfered with, derogatory experiences for teachers, PD with no follow-through
- We are rebuilding trust Difficult to retain teachers and psychologists
- A great superintendent listens and supports teachers. Please look at class size. Every year class sizes increase by one or two students. This adds up over the years.
- The new superintendent should be aware that district level employees are out of touch with the classroom. They direct things to happen at the sites, when they do not know the community needs or what is important for student learning since they have been out of the classroom for however many years. They need to know the community is untrusting of the district at this point, and rely on their child's teachers to be their leader. The superintendent also needs to know there are sneaky principals who play by their own rules whether it be treating teachers a certain way, following some protocols when hiring at times but not others, and promising things that are not kept.
- The principal's need a lot of leadership training.
- The current Governing Board is blind to their harmful actions (past and present) and have not demonstrated a commitment towards protecting or improving our public schools. Several of them actually sent their own children to Charter Schools or boarding school. They WERE aware of many conflicts of interests, unqualified top-level administrators, the threatening of employees and community members, dismissals of many very qualified and dedicated district employees, dismissal of an entire school staff (Coronado low SES) who were called names and made to reapply for jobs, top mgmt. involved in financial corruption and wrong doing, yet the GB did NOTHING until the Attorney General intervened. Then they simply placed individuals on paid administrative leave and eventually spent large amounts of money on contractual payoffs after dismissals of a few of the corrupt management level employees. The SUSD legal counsel has proven herself unprepared, unqualified and incompetent for many years (at least 2 different Supts.), yet still seems to have a job. Legal counsel knew of ALL the illegal and unethical acts. We spend way too much on legal fees, including referral to outside counsel, to not see her abilities to perform and intervene as the problem. Supt. hired cronies who have proven to be incompetent and very ineffective in their jobs. Many still work throughout our district. They blindly watched and cooperated with illegal and unethical job actions. They participated by not intervening. Anyone who was here with past Supt. needs to move along to other jobs, they are unethical and weak as well. The staff (teachers and classified) have suffered toxic working conditions and were villainized and declared to be public enemies of the Supt. and the Governing Board, her cabinet, and some who fought against this corruption have been emotionally abused while on the job. Many of our facilities have been neglected and need updates. Paint would be a great place to begin. Carpet, technology updates in each classroom for student use, instructional resources, and general curb appeal are necessary. You will need to bring back the Teacher Employment Agreement as task number one. It was our rhyme and reason to form and function for all school personnel. It provided the checks and balance system to our district. We lost 2

times the normal loss rate of certified staff last year. We cannot continue to bleed qualified certified and caring staff members like this as the result of disrespectful and unprofessional treatment. Bringing back the Teacher Employment Agreement (updated version worked on by the elected union leaders) will be the only way to begin the healing and restore trust and integrity in this district. The community, beyond the school staff, was also poorly treated; publically humiliated, and even threatened if they opposed superintendents actions. You will have support if you bring back the voice of our representatives and our community. You will need to stand up to the governing board, dismiss past employees who stood by and watched or actively participated in the past corruptions and dismantling of our district. We've had lots of negative media exposure, continue to bleed employees and families (children), and have a staff that is resilient, that desperately wants to RISE UP and bring back our district. You will need to be brave, listen to the employees and community, share the weaknesses of our district, and share your well thought out plans to rescue our school district and move it to a true employee centered, STUDENT FOCUSED, thoughtful and innovative district. You MUST include the Scottsdale Education Association & the parents in this healing and recovery process. Anything but this action will be spinning your wheels.

- This district has a long history of teachers, Directors of Curriculum pushing political narratives in the classroom, particularly the English and Social Studies classes. District leadership allows it to continue even when it is brought to their attention, disregarding both internal policies as well as state statutes for Immoral and Unprofessional conduct. There is currently a 50 page Complaint at the Attorney General's office and with the Investigative Unit of the Arizona Department of Education. There have been a year's worth of ongoing communication to the Governing Board members who have stated they agree with the issues, yet nothing changes. Certain Social Studies like the American History textbooks (no longer History) textbooks contain Constitutionally subversive statements and Progressive left ideology in violation of SB 1040. English literature has not been vetted since at least 2005 - 13 years ago and not only is well below grade level, but also often contains dark, disturbing themes and politically motivated narratives. After one year of repeated emails with legitimate and specific evidence to both District leadership, I'm now dealing with both the House and Senate Education Committees to draft legislation to combat teacher/district activism in the classroom. SUSD is being used as the example of what we need to combat. A recent article in the most recent Scottsdale Independent paper provides further detail about the ongoing saga that still hasn't been dealt with.
- Just google search us. We are a cluster. You'd be crazy to want this job.
- Rapid charter expansion and inadequate state funding are destabilizing are neighborhood schools.
- Low morale among teachers, although it has gotten a bit better. Exodus of elementary-age children from the District after two destructive superintendents came through and did some damage/crime.
- Trust in the board and administration is low and has created new issues (special needs programs) and left others unresolved/addressed.
- Parents do not trust the current school board as they backed the previous superintendent without asking any questions or even thinking for themselves. We need to compete with the charter schools and win to keep kids in the district going to public schools !!

- We were made to feel like the enemy. Parents have lost trust in the district and the governing board. New leadership needs to work hard to rebuild that trust or enrollment will continue to decline.
- 1. Declining enrollment 2. Underperforming schools based on potential 3. History of board micromanaging 4. Crazy State
- The board is the problem. Our superintendent will have to drain the swamp. Our schools should not be facing consolidation after years of being successful. The board should be facing repercussions for not marketing which is one of their main jobs.
- The real estate issues facing our schools demand a long-term perspective beyond the next few months. Neighborhoods are either enhanced or destroyed by short-term expediencies and politics. We have assets within our boundaries that need to be protected, maintained and improved. If they're sold off, leased to charters or closed, neighborhoods suffer and property values will decline.
- We expect the new superintendent to become part of this community not make it a day job. We have been plagued by corruption and special interest by leaders and board members. We will not tolerate anyone who isn't squeaky clean.
- The Superintendent for this District was removed from office after an extremely difficult fact-finding process, which identified a multitude of unethical and likely illegal transactions and decisions on the part of the SUSD Supervisor and the SUSD. This situation is being reviewed by the Attorney General's office now. Current parent/student morale is at an all-time low and will necessitate a strong presence on the part of the new Supervisor to fix what has become broken. There is little to no trust of the current slate of Board members.
- Someone needs to lead the teachers and staff out of a set of values that can only be described as low and dishonest.
- The administration and communications are ineffective.
- Budget issues with the State, and an understanding of charter schools, tax credits and vouchers Teacher Salary scales for neighboring districts
- I understand that my school found a loophole to my 504 plan. I felt that the school should have been more understanding and empathetic instead of defensive. I would like a superintendent to hold teachers and administration, and faculty to the highest standard in regards to being understanding of parents and their concerns and feelings. They should also be empathetic (as mentioned) and should always practice kindness and respectfulness towards parents. I would like a superintendent who emphasizes that all school employees demonstrate these traits.
- The corruption and turmoil within our current school board.
- Enrollment issues, consolidation of schools, and getting the money needed to our students and teachers.
- That it has always been difficult working with the board.
- *Trust has been broken between the district and parents/teachers. Healing is needed. The superintendent must be able to help bring the community together (good with PR)
*Public Comment lasting more than 1 hour is a sign that communication is broken within the district...there should be other avenues to communicate other than Public Comment time at board meetings. *Improving student achievement doesn't mean shaming teachers into improving teaching. Sometimes you have to get rid of bad teachers, but making all teachers feel small and insignificant and horrible is not effective. * North vs. South Scottsdale. (Hopi and Cherokee being rebuilt and then just Pima...even though the southern schools are much older). *Our school on tap for rebuild...NEED TO BE

REBUILT. Pueblo is literally falling a part, flooded, asbestos in the walls....please help get these going! **Class size at the high school level is unacceptable.

- How powerful the community is, and obviously all the previous drama and corrupt issues that have been plaguing the district for years. They should know that it's hard to earn employee/parents/community trust.
- We need to know that our children's education is valuable and we will be given opportunities too. Stop shipping our kids from one place to another. Tonalea k-8 isn't even a school zone. We're just waiting for a child to get hit trying to cross the street because the crossing guard can't walk the kids across the street. We deserve more.

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

- Focus on the basics but allow innovation and technology to drive the delivery. Listen and get to know the people who interact directly with students. Sit in a classroom, watch an a.m. drop-off, watch the playground at lunch recess, shadow an Assistant Principal or Dean for a day. Listen, weigh, and then determine a course of action. Be proactive, not reactive. Be open and honest when hard decisions need to be made.
- Experienced, intelligent, passionate about public education, honest, trustworthy
- Funny (seems strange, but we need someone good with people, likable) Someone who has been a superintendent. Someone who has actually had to close schools and knows if it's a good decision or not.
- Honesty, integrity, clear vision, welcomes input from community, friendly and willing to visit schools to learn about the communities they serve
- An empathy for the students, this is a tough time and we need to show more love and less impatience for not only these students, but us parents. Someone who wants to improve our children's minds not just the test scores for more money. Someone who distributes the funds fairly to the schools not because of lunches and such. Someone who doesn't mind standing up to administrators in the schools who are very territorial. Someone who listens to the tax payers/parents.
- Someone WHO ONLY cares about the kids and the way we teach them to succeed not pass a test!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- to be able to listen to people, not numbers, use common sense, think like a parent, not a CEO
- strong, transparent, honest, pro-teachers
- a former educator with a doctorate degree /business background would be great...
- High performing business acumen. Needs a proven track record of transformational success. Well recognized in the field. Educational excellence.
- Humility, ethics, former teacher who supports Red for Ed. No more cronyism. No more targeted firings of excellent principals.
- Someone who knows special education. Someone who is transparent. Someone who can recognize the great teachers we have. Someone willing to listen.
- Transparency. High ethics. Honesty. Energized. Receptive to feedback. Strong leadership. Servant style leader.
- Knowledge of and experience in both the classroom and front office/ admin. Ability to work w various levels to reach fair goals for all.

- A strong, positive leader. Communication with the community, along with consideration for the community's input is important. We need to move forward in a positive way and need a leader who can bring the community together.
- Good communicator Caring member of the team regarding students and staff Intelligent and engaging with the community stakeholders
- Open minded, Highly educated, Logical, Education background, Honest, Fair, Excellent managerial skills, lawful, detail oriented, Science Driven, Asset Management, Deal effectively with the politics
- Leadership free of politics Keep politics out of school No Red for ED b.s. Focus on teaching the kids not pushing agenda
- Steering the board in the right direction, focus on students, fiscal responsibility, charisma and willingness to work with divergent groups, can't be afraid to say no
- Honesty, integrity, value for educating our children, transparency, experience in SUSD executive leadership, fiscally responsible, value the Cheyenne Traditional School curriculum and support other schools in the district starting traditional school curriculum.
- Candidates should be honest, have integrity, and be open minded. They should a leader and not authoritarian. Look at each school as an individual entity to determine each school's needs.
- Past success with preparing kids and getting them into good colleges
- Just keep the current guy...hes a good guy. Fix your out of date schools! Tell your principals to start treating the parents and the students with respect! Stop.holding our kids in at recess to do stupid make up work in elementary! Give them MORE recess! Stop.waling our kids up at the crack of dawn! Fix the AC! Stop acting like back woods hicks!
- Problem solver who cares about students and parents as well as the schools and teachers
- Young, fresh, not afraid to change "the way it always is". Try to put unique brand to schools.
- Communicator, know the art of compromise, understand leadership often times involves listening as well as telling, a problem solver
- To change what is wrong and assist in finding a soulutuin
- Does not require a buy out clause, strong leadership, proven to build up the schools, not tear them down.
- Prefesiovious expernce as a superindent in a school district with a similar size to S USD.
- The district needs a strong leader (but not a slash and burn, my way or the highway bully type) that can unify teachers and staff, create an environment so the voices of teachers and staff can be heard and validated, and have new ideas to help reinvigorate SUSD's reputation and quality of education.
- Honesty, integrity and Compassion
- To be fair and considerate if each school within the districts unique needs.
- The new superintendent needs to be ethical, motivated, and passionate about educating our children. He/she needs to be willing to listen to all stakeholders and must be able to communicate effectively and clearly with teachers, parents, community members, students, etc. As I wrote previously, the SUSD community is generally engaged and passionate about their schools. Given the events of the past few years, the community is fired up. We look forward to an energetic, excited, and bright superintendent to lead SUSD.
- See above.

- We need a superintendent that cares about public education, as trustworthy, an educator.
- Attentive, someone who is a good listener, someone who cares what the teachers have to say as well as the parents, an interest in the schools (not only in a business sense)
- Must be able to overcome the Board.
- A administrator that actually cares about the District and wants to improve it without alienating the entire community. Someone who will be here for longer than a couple of years. Our admin turnover is ridiculous- 10 plus supers in the last 25 years?
- Honest. Positive history of work experiences. HONEST!!!
- Above average communication skills, an understanding of what it means to be a parent, a business person, as well as a teacher.
- Ability to connect with, listen to and respect input from teachers. Ability to regain their trust and prioritize their concerns and needs.
- good listener team player
- Well educated, including continual education in the latest teaching trends and techniques. Understands how to properly use and implement standardized tests. Has an educational background from out of state, but has been in the greater Phoenix area long enough to understand the dynamics of our geographical area.
- Integrity, transparency, honesty, inclusivity, and strong desire to do the right thing for all students.
- Good communicator, financial back ground, hands on class room experience, open to change.
- The ability to accomplish tasks through the bureaucratic challenges and uniting our district to provide a positive environment for the administration, staff and students.
- Honesty, integrity and the willingness to listen to the community interests.
- Knows how to teach Knows how to manage top staff Honest Open Listens and researches before acting
- The candidate must be able to understand the. Trauma this district has endured with the prior corrupt superintendent. Teachers are scared and a lot have left but really want to come back when they are valued. There is a geographical and economic divide between north and south Scottsdale. I see one Scottsdale but the disparity between north and south is startling. The incoming superintendent needs to be a unifier and help create true equity.
- Financial knowledge; experience with lower school academics; strong ethical character
- -Have been a teacher/school administrator at some point in their career
- -An honest and strong person who is not afraid to stand up to the board when they make poor decisions. -Someone with the ability to hire capable staff without conflicts of interest -Someone who looks at the teachers professionals who deserve to be respected and not looked at as the enemy. - Strong communication skills to speak with the community. To listen. - A person that will walk into the schools that are excelling and give them the time, attention and funds needed to keep excelling. - Someone who can look at the current political climate and understand the parents are committed to the teachers and students and are not the enemy. - Someone who understands they set an example- be a good person. Mismanaging funds from the district is stealing from our children and our community.
- Honesty and integrity, first and foremost. An interest in doing what is best for the students and community. An ability to withstand the expected pressures from special interests. Remember, it is all about the students!

- A strong background in education and can relate to the teachers experience in the classroom. Strong moral compass and focus on making a safe place for all our students.
- EMPATHY. LISTENING. PEOPLE SKILLS. EXPERIENCE AS A TEACHER OR SCHOOL ADMINISTRATOR AT VARIOUS LEVELS (ELEMENTARY, MS, HS). EXPERIENCE IN SUSD PREFERRED.
- Wisdom and the ability to lead.
- Fiscally responsible, goal oriented, competitive, able to communicate with both staff and parents
- Honest, strong, gets things done and will not play games with the need for public schools to be able to compete with charter schools. Strong public schools are what keeps our communities strong.
- Remember - You do not know more about a child than their parents. Listen to them. Care about the students that are in the middle, no trouble and good grades. It would be nice to have extra-curricular activities that middle class families can afford. I am a middle class single mother. I cannot afford activities but do not qualify for scholarships.
- The skills should include the ability to think outside of the box, problem solver, and be a true innovator of education! Excellent communications, strategy, business and operations knowledge with the demonstrated ability to implement processes for improving current programs, operations, etc.
- Someone who is able to be on a first name basis with students family members. Strong focus on family partnerships that promote child well being and achievement, as well as healthy school and district climate. The acting supt has a lot of the qualities I am hoping for. He respects students, teachers, families. Maybe someone a little earlier in their career, but still seasoned, and also maybe someone more diverse in race or gender. This last thing was brought up in the meeting I attended, but would also be such a nice to have: Bilingual in Spanish.
- Knowledge of how successful districts work is key. Having the skill to implement new ideas WITH teacher and parent buy-in is a must. Someone who is personable, intelligent and conscientious.
- Be accessible, listen and don't react to rumors and false accusations Protect all employees
- Honesty. Capable of instilling absolute integrity in to the management of the District's finances and budget. Ability to hire great leaders to work with the new Super.
- Strong but fair leadership, classroom experience, admin. experience, no personal ties to the current governing board, experience with SUSD. Someone truly willing to put teachers first and students second.
- Honest, relatable, good reputation, open book, transparency, and the ability to manage... lots of depts seem to have been able to do their own thing with non experienced managers.
- The superintendent should be a public servant, not out for their own gains - financially or power. He/she will be capable of hiring a competent, well rounded, efficient, caring and advisers and administrators. He/she should not be afraid of getting rid of any administrators on the site or district level that were hand picked by the previous permanent superintendent. The superintendent should be of an education background from the classroom to administration.
- Experienced as a classroom teacher; broad knowledge of current research on best first instruction; compassion; team player; strong in organizational skills

- Honesty True community builder not just PR person
- Support teachers!
- Our new superintendent needs to be a team player for all- site, teacher, kids, parents. They need to not just hear concerns but listen to them and take action when needed. Prioritizing needs based on extremes not on what parents talk the loudest. They need to be open and transparent even when it is something the community will not like to hear. They need to stand up the board when needed and not hide behind them.
- Ability to listen to parents concerns, empathy, integrity
- You will need to be authentic, HONEST, innovative, a creative problem solver, caring of all school employees and students alike. It will be very important for you to be good listener of teachers as you engage them in conversations asking them what they will need to become the very best teacher and be able to deliver it effectively and efficiently to all of our students. It will be important to genuinely value the teachers union and respect working hand-in-hand with them to address some of the challenges in this District. It will be very important for you to also see students as more than test scores and help to address the many problem, including over testing our students.
- This district is in desperate need of a business leader, not from academia, who is capable of identifying and hiring a proper Curriculum Director with a strong academic background grounded in classical (traditional) education focused on true academic scholarship, not "Social (Re)Education"/indoctrination as we have now. The Superintendent will need to come with the mindset of a true turnaround consultant because this district is in desperate need of someone who breaks up the status quo, rids the district of low quality curriculum and literature, and is absolute in his or her commitment to no longer allow "pop culture" or non-academic, time wasting nonsense in the classroom. All teachers and district employees need to be honestly assessed with each one provided a meaningful growth plan unless they truly are master teachers. Other teachers need to be carefully monitored for promoting partisan political agendas and ideologies in the classroom. Proper Constitutional American Civic studies needs to be reinstated in the district perhaps by using the curriculum from the Heritage Foundation titled We Still Hold These Truths--with the teachers being required to take the course as well. Clearly teachers are not in compliance with SB1040 with respect to understanding and supporting the US Constitution and the Declaration of Independence, i.e. American principals.
- We need a strong public education advocate that can help our district navigate the school choice landscape. Must be supportive of our teachers. It would be nice to have a leader that advocates evidence-based teaching methods and de-emphasizes standardized testing.
- Be open to suggestions, understand and respect our community, treat teachers well (ie don't take away their TEA, etc.), don't commit crimes and steal from our District. Also, it would be great if the new super has a breadth of experience as a TEACHER in public K-12 schools.
- Honesty, integrity, communication, experience.
- Transparency Does not make decisions on own using bullying tactics Listens, REALLY listens to parent's input.
- Good communicator, honest, ethical, respects staff and teachers, includes ALL stake holder groups and values their opinion.
- 1. Collaborative 2. Student centered 3. Vested in community 4. Smart 5. Risk taker but not reckless

- He/she should be pro public education, anti voucher and not a crook or in the pocket of corrupt current members. Pretty simple.
- 1. Look for a candidate who is confident in their ability to achieve results. That's the candidate who doesn't ask for or need a golden parachute or guaranteed employment contract. 2. Look for a candidate, without compromising qualifications, who possesses local knowledge along with plenty of contacts and connections. Select someone already familiar and welcome by the stakeholders. 3. Look for a candidate who has a positive vision for public education. Look for someone who can be a role model for our students so they can reach their full potential.
- Willingness to be part of this community; hiring the best leaders and not cronies; solid experience as a respected leader; supports employee associations
- Integrity A strong passion for making change occur Ability and willingness to communicate with all stakeholders A thick skin A passion for students in ALL economic situations and ethnicities Strong familiarity with finance
- S/he should be a servant leader. Someone who takes pride in how the successes of the teachers, students and schools reflect on the community. Someone who is not vain or self-interested. A leader who is self-reflective, quick to accept responsibility for failures and quick to give credit to others for successes.
- # 1: Effective leadership. A Superintendent that will personally be held accountable for his administration and decisions. Business- skills: listening, learning, problem-solving with help of those in the problem. Professional communication. #2. Need to add rigor and consistency to instruction. Need higher expectations and hold the students accountable #3. Strong communication skills. Internal and external. Willingness to make immediate changes. #4. Sense of urgency and action. This district is tired of waiting on the administration. #5. Construction knowledge- real hands on knowledge. Ability to lead in this area.
- A person who wants to land at SUSD and stay. I've been in the district for 4 years and we've had 4 superintendents (incl two acting)!! Effective communicator who communicates with kindness and warmth Respected by, and respectful of, teachers Strong advocate for public education
- I would like a superintendent that is approachable, easy to contact, and someone who makes you feel like your concerns are important, heard, and will be addressed. I know there are a lot of parents in the district but each and every one should be a priority. This person should have good people skills, should be relatable, open, have a good heart, and should not be intimidating in any way.
- Honesty Integrity Ethical Part of the Community Not connected to any current or past questionable members of the school board Someone that brings people together.
- An open-minded person with integrity. One who believes in SUSD and does not have ulterior motives like the last person (criminal).
- Tenacity, thick skin, love of children at all levels, ability to balance multiple stakeholders.
- *Understanding of Public Relations within a community and a school community (especially as it relates to demonstrating why to choose SUSD and not charters) *Ability to communicate to parents effectively *Understanding of school finance *Ability to unite and empower teachers *Ability to retain teachers *Understanding of the diverse needs of different school communities and the ability to understand how to support them *Understanding of different school governance and program implementation models to determine what is best for SUSD. *understanding the needs of lower socioeconomic

schools (students need additional counseling, support and basic needs resources compared to northern schools)...if you want to see growth in those schools you have to support the whole child. *understanding staffing needs (and determining if the district office has too much staff)

- Previous teaching experience. Not just a CEO with no hands on experience. Someone that's been in the trenches. Someone that knows what a teacher goes through.
- The ability to lead and follow through. Hold the staff accountable. Nothing gets accomplished especially if you aren't rich. Or schools in the south are always being threatened to be closed. Our kids matter!!!
- Support for the red for ed campaign. Transparency of fund use. Presence in the community. Interest in the actual families at schools not just administrators.

Students

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

- Our community is very engaged and active. We care about our school, other schools in SUSD and the welfare of ALL public schools.
- It's nice

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

- Mandarin program, involved parent community.
- Friendly

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

- The issues that were overlooked by the current Governing Board. We had SUSD admin that nearly decimated our schools. We need the time to find the right replacement to properly heal and move forward in a positive direction.
- Nothing really probably just vaping

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

- Transparency, trust, support of the teachers and families. Knowledge of the challenges our public schools face in the state of Arizona.
- Really nice, understanding

Teachers

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

- The community is very supportive of education, fine arts, and all programs in schools.
- Strong music and art programs in most schools, bilingual staff at Title1 schools,
- Our community works together and supports one another. We want our students to have access to a variety of academic programs and opportunities. Families are very heavily involved in all school-related activities.
- Staff that works hard for the student body. Administrators at the school that are working hard every day to ensure student learning.
- High expectations, high quality of life, so there is finally someone trustworthy that truly has the best interest of ALL stakeholders in mind and acts accordingly.
- High expectations, high quality schools lead to a high quality of life
- Very tight knit. We all work together for the greater good. We care deeply about each other.
- We are strong and supportive of a successful current superintendent.
- Many actively engaged parents and students. Our community works together to support one another, especially those in need.
- Great parental support.
- Lots of rich tradition in Scottsdale. Old Town Scottsdale/Parada del Sol/etc. Diverse demographics as it spans from north to south.
- Scottsdale is a great place to live, learn, and have fun. We have a strong culture and Scottsdale strives to keep the Old West alive.
- hiking, golf, outdoor activities (festivals, markets, etc.), good restaurants and shopping
- High parent involvement, solid teachers., great kids.
- College-educated professional community that values quality education; actively involved parents.
- We have very good teachers who care about their students.
- There are teachers, students, and parents that value the importance of a quality education.
- 1. Scottsdale is a wonderful place to live and work. I am a 51 year old native who went to Scottsdale School District from kindergarten on, and graduated from Scottsdale School District. Now I am a teacher in the district. I would not want to teach anywhere else.
- Our community is composed of Baby Boomer parents who take a strong role in the education of their children - which is why so many have gone into private/charter ed.
- The community is involved with communication.
- actively involved in the education of the students. Work well together.
- The community is very involved in students academics. We work together to teach the whole child.
- Rally together to support us in the Fire
- The parents in SUSD are supportive and very involved in the lives of their children. They have very high expectations for their kids and want them to be involved and excel in multiple activities.
- I don't live nearby, so my answers here will probably be irrelevant -- sorry!
- SUSD has many in their community who work, live in this community. There is a long history of promoting from within. Many teachers are also parents here. Employees are passionate and truly care.
- Centered around education and positive opportunities for our children and families.

- People who are concerned and care about public education live here. Very supportive of the arts.
- The parents are super supportive, and involved in their child's education!
- Scottsdale has a wide range of activities including hiking, cultural events (opera, symphony, theater, musicals, museums), sports events, activities for children. A number of Phoenix neighborhoods are being revitalized (i.e. Melrose and Roosevelt Districts downtown). Within a few hours drive you can ski, visit Mexico, tour wineries, and find quaint small towns to explore.
- It is full of helpful people. In the past our district received top scores in the state of AZ.
- Strong sense of community - passionate about learning & doing what is best for kids
- Parent involvement
- Our community is very involved and very student focused.
- Parents are supportive of the SUSD community at Desert Canyon Elementary School.
- Our parents are involved in the education of my students and the students are prepared to learn.
- Our school community is very supportive and involved. They are mostly well-educated, hard-working people. Our school is like a family - everyone gets along and works together to do what is best for students.
- I currently work with an incredibly knowledgeable and skilled staff at the school that I am employed.
- The community is very family focused. It is an educated community and expectations for academics is high. Families are very supportive and want to be dedicated to a good school system.
- Supportive...table finding a super until we have a new board.
- Strong parent support.
- My school's community is strong, tight knit, but they can be very gossipy. They need a strong leader who can include them but remain professional and set clear boundaries.
- Diverse demographically and good community environment. They value education.
- They love their school and want to see it succeed. This means volunteering, being apart of their children's academics, and supporting their school.
- Parent and teacher involvement
- We have AMAZING teachers and educators in SUSD and at our schools. We need to make sure we are doing more to keep those teachers AT our schools and bring new amazing teachers to our schools.
- Scottsdale is a safe, clean, destination community with strong values and active citizens.
- Great kids and parents and most want to be involved.
- People care about connections with each other. Community pride and involvement is valued.
- Excellent neighborhoods and families who care about their child's education.
- community and parent support diversity location resources
- Teachers,staff, students, and parents are the heart of the community.
- Hard working dedicated classroom educators Great community of parent support
- Our community is great with involvement. Parents are happy to volunteer, DC Ranch is great to work with providing beneficial events, and local businesses lend out a helping hand.
- Good parent involvement and support. Most parents are informed.

- The community loves their public schools and the administration and teachers who run the schools.
- Open and Honest communication and ability to work in collaboration with all parties respectfully.
- People in general care and want what's best for kids, teachers and stakeholders
- We have a good parent group that is involved; the staff morale is good; principal knows balance of guiding and directing us but also doesn't micro-manage.
- Previously, our community was filled with pride, self confidence in our excellence, and a very desirable District to work and grow. However, the years of salary freezes and the lack of strong, consistent leadership greatly diminished these outcomes.
- We back each other up!
- great support from community as many were products of the neighborhood schools
- Diverse, beautiful location near Camelback Mountain, close to Old Town Scottsdale, central location, lots of family-owned businesses
- This community sticks together. People live here generationally. There is a culture and a feel to it that needs to be acknowledged and honored.
- Great parents. Great kids. Community really supports the school and what we are trying to do.
- Lots of high achieving students and involved parents.
- Our community is very involved and dedicated to students.
- Passionate teachers and strong parent connections/collaboration
- Nice caring parents

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

- There is equity across all programs. Fine arts have classes everyday and NOT on a rotational schedule. Also, we have electives that have state and national standards written for them. Our electives are circular
- We have many excellent teachers and support staff.
- Experienced Art and Music teachers who have been in community for decades. Principal at TK8 is bilingual Eng/Spn,
- Our parent participation is unparalleled. The APT at our school does so much for our students and teachers. The schools give the students numerous opportunities to grow and learn.
- Sense of community Parent involvement Caring attitudes
- Parents are involved, teachers are invested in the success of students; MS teachers teach an extra class without being paid for it
- Parents are very supportive, admin listens, but most importantly the kids are great!
- We all work together extremely well. We love our students and parents and want a leader who loves children, teachers, and the community they serve.
- We welcome all learners and families. We have high expectations for student growth/learning and behavior. We work hard to promote a positive, nurturing environment for all.
- Scottsdale teachers truly care about their communities and families.
- Sequoia -- amazing family support, great community feel.
- Our schools have quality teachers who are always searching for new ways to teach our students for a future we have no idea about with our ever changing world.

- parents generally are positive about their neighborhood schools and have strong involvement with community school
- High parent involvement, solid teachers, great kids.
- Committed and highly educated teachers, very supportive and pro-active principal (DMHS), extremely talented students in the arts, music, sports, many National Merit scholars and successful alums!
- My school raises the bar and has very high expectations for teachers, students, and parents.
- I believe every school tries to keep the focus on the children. We are continually asking ourselves, "What is best for the children?" We have very involved and active parents. Right now, we have an acting superintendent who is working to rebuild our district to what it once was only a few years ago. I would love to see him remain until at least the end of our current school year, if not one year longer.
- Our schools are sincere in their efforts to successfully education students.
- It has a quality reputation.
- Traditional and uses programs that enhance the student's learning. Strong academics and excellent faculty
- The schools have a positive outlook. Looking to make sure each students gets an education. We work together and respect each profession with in the education community.
- Hard working teachers
- We are a family strong community. We look out for one another.
- Our schools have highly trained staff who are experts in their respective fields.
- The good things about our schools are our students. They are willing, able, creative, imaginative, funny, kind, and diverse.
- Schools have a lot of pride with community involvement. Always trying to improve; many have trademarks unique to their school.
- Wants to be in the forefront of educating our children. People are hard-working and excited to contribute to the education of others.
- Well- run by administration. Listens to the community.
- The entire staff is so dedicated to teaching, and incredibly involved in the community. The teachers and staff truly CARE!
- Excellent teachers, supportive parents, effective site administrators.
- They are filled with many dedicated staff members and students of all abilities.
- Strong sense of community - passionate about learning & doing what is best for kids
- Parent involvement Low turnover
- Our teachers care deeply about our students.
- The teachers want what is best for ALL students. We work hard and want someone who will acknowledge that and build trust.
- Both administration and teachers are supportive of new employees.
- Our staff is the life blood and strength of the climate at our schools. Students have a safe environment to participate in school activities.
- Our schools have high expectations. We encourage students to do their best and be supportive of other students who are different. We discourage bullying, treat ALL children with respect, and respect our families.

- Our schools have strong knowledgeable faculty and support staff. We do not need a superintendent that feels the need to fix or change that. We lost far too many good teachers as a result of this.
- SUSD schools have teachers who go above and beyond consistently to support/help students and families. They give of their own time constantly. The special ed department supports so many students and hires so many teachers, therapist, aides who are committed to working with students with needs. The students themselves are bright and have futures that they look forward to.
- Rigorous...table finding a super until we have a new board.
- School leadership willing to acknowledge that not every students learns the same way, and that means that not every teacher is going to teach the same way. You cannot differentiate education for students by standardizing teaching from teachers.
- Lots of parent help and support when needed. Parents are good about donating supplies, giving money to tax credit. Schools are clean, organized, well run. There are many excellent teachers who care.
- They care about a good education for all students and a well-rounded extra curricular offerings. Many families return to have their kids attend their same schools as do teachers return to teach at former schools.
- Teachers and staff love the kids that come here. They want to see them succeed and invest their time and money into seeing that happen. Our administration is supportive of all teachers, staff, students, and listen to parent's concerns as well.
- We have schools that work together to help students become future leaders of tomorrow.
- Our schools have supportive parents and community members that we need to involve in decision making.
- Scottsdale schools are highly exceptional with strong community and highly involved parents. It has a strong reputation, but has seen that reputation diminished by internal and external sources.
- Great teachers and a good atmosphere. Most people involved are here for the kids and want them to succeed.
- We have so many highly qualified teachers that work incredibly hard. Despite pay and benefits remaining at the bottom level of all 50 states, so many amazing professionals go above and beyond, tirelessly fighting for students and education. We can not afford to lose more of our best teachers. We have lost too many already. What makes our schools great? Great teachers.
- They are high quality and we have so many excellent programs for any different level or different desires or needs.
- terrific, committed teachers! history of achievement great use of technology
- Teachers,staff, students, and parents are the heart of the community. Leadership needs to respect and respond to these valuable community members.
- Our school has an outstanding reputation in the community. Alumni send their children here, there is a waiting list for open enrollment, and our programs win awards at local, state, and national levels. The population is very diverse and this diversity is embraced. The students are almost all very respectful, hardworking, and motivated. The teachers are innovative, collaborative, and professionals in every sense.
- dedicated hard working classroom educators supportive parent group
- Our school has great teachers who put in a lot of effort and care into everything they do. Our school also has great students and maintenance staff.

- Excellent parent involvement and support. Parents at my school are highly educated and well informed. They cannot be misled or fooled as the previous superintendent tried to do.
- My school has amazing parents that are very active and involved and supportive. My students are very happy and eager to be challenged and learn new information.
- Our staff is the best and are invested in the community
- Kids are for the most part positive; they engage and participate in activities; staff at the high school are helpful and work with teachers.
- Our high school is very diverse economically, socially, culturally and this creates a "real world" population. The honors and AP classes are rigorous and challenging, there are a plethora of clubs, organizations, sports, fine arts, and various opportunities for students to grow and learn.
- We support each other!
- quality faculty
- Diverse, very involved/supportive parents, very nice kids, committed and highly-qualified educators, nice facilities, many extracurricular activities, great traditions
- The schools are highly performing despite being woefully underfunded. The students want to learn.
- Great parents. Great kids. Community really supports the school and what we are trying to do. Teachers care about students. Teachers work together to help newer teachers be successful.
- Nice buildings, adequate classroom supplies, except for the lack of classroom laptops.
- Our school has high parent involvement and a dedicated staff members.
- My children feel safe and valued. I feel they are receiving an excellent education preparing them for high school and beyond.
- Great area

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

- Why isn't there equity amongst all electives at all school? Why do some middle schools get to see their elective classes everyday while others see students on a rotational schedule? Electives need to be everyday across all electives and this needs to be a district wide mandate. Who is deciding this and why? Finally, why is band and orchestra not everyday at ALL of the elementary schools in 5th grade? In a district with this many resources and this much talent it is shocking band and orchestra isn't everyday at all elementary schools in 5th grade. This would attract better band and orchestra teachers at the elementary schools as well as cut down on teacher turnover. Moreover, families would be more invested in the program. As the program is now it is more of a trial based program. Having band and orchestra everyday at all elementary schools can be achieved with current staff and without having to hire more staff. On a completely different topic, I would hope the new superintendent would look at how our current PD system is and fix it. Numerous studies show that as a nation we spend \$80 billion on PD and it has proven to be ineffective. Personally, my time is more valuable to me than to sit in pointless PD. Myself as an educator go out of my way to provide myself with quality PD on my own time that betters me as a teacher for my content and in turn makes my students better. It would be really nice to have more time in our classrooms. We spend so much time in PD talking about getting ready for students and learning but we don't spend

enough time actually doing it. More time in our content and more time in our classes and less talk. Let's walk the walk and stop the talk please.

- The current school board shows little or no interest in engaging or empowering teachers. In a climate where teacher shortages are rising and the competitive power of AZ –as among the lowest paying states- is limited, this is shortsighted and strategically unwise. It appears that this board is still under the influence of a former superintendent (who was fired because of corruption) and whose agenda included silencing teachers. In a short while, SUSD has downgraded from a choice destination for teachers to a suspicious workplace. In addition, some staff predating her had no reservations working loyally for her without reporting obvious issues that were brought to light by concerned citizens. Teachers and community have no confidence in these individuals who are often vastly overpaid and struggle to convince teachers of their value. District staff is too big and few know how it is organized. District staff tends to take a top-down approach instructing teachers how to do their work rather than building on their professionalism. After seeing tweets from district staff at lavish conferences over the summer, teachers are used to sitting through "PD" sessions with expensive speakers, contracted by staff without significant teacher input. As a result of removing just about all senior staff and principals, institutional memory at the district is now predominantly found at the teacher level. Exactly the group that this board chose to dismiss and silence. While teacher input in matters like a handbook and superintendent search is improving – thanks to an interim superintendent who gets what SUSD needs- it is a far cry from a collaborative culture that secures quality input from those closest to our students and families. Few would state that the work environment is a safe place where dissent is possible and criticism is recognized as a potential to improve. It is fair to state that the district is in a state of PTSD. Many are still fearful to speak their mind and just go with the flow. Risk-taking, an essential element of healthy organizations, is not common. Former HR staff was involved in targeted intimidation of teachers who spoke out. While responsible individuals were fired or left, trust in operations will take time to return. While district staff is dysfunctional on many levels, some schools operate very well due to inspiring leadership at school some sites. In response to the decision by the former superintendent to let the Teacher Employment Agreement (TEA), which was signed by the majority of the current governing board, lapse without any working document in place, about 90% of teachers signed a pledge card that SEA is their chosen representative. The board ignored this. While no longer valid, the TEA was -and is- routinely used as a reference document, including in employment contracts that were issued to employees. This is symptomatic of a serious lack of professionalism across the district administration. It should be no surprise to learn that the current board has lost the confidence of staff and community. SEA, as the chosen representative of most of the teachers, expressed a public vote of no confidence on the –now fired- superintendent and the governing board. This is unprecedented in the history of SUSD and likely elsewhere. This search process is compromised already and will become even less respected if the current board makes ANY substantial decision in this process.
- The feeling of teachers v.s. Ed Center was so negative the new leader if SUSD will need to repair hard feelings and instill trust and kindness. When we were validated it was too late and the district is now fractured
- Morale in the district has been low. This year, it has been recovering, but the teachers are tired and overworked and feel like they are not supported by the district. For so long, voices were ignored and suppressed and so many incredible teachers were lost because of

it. Salaries in Scottsdale are among the lowest in this area, so teachers are leaving to seek higher pay. Also, there has long been a "one size fits all" approach by the district when it comes to how the schools are treated. Issues at the middle and high school level are very different from elementary. Things that are necessary in one school are not necessary in all schools. Sometimes it feels like there is a lack of communication between the district the school staffs.

- Staff has not been valued in recent past and has not felt part of the conversation
- There is a fundamental lack of trust that the community has regarding the current board. Front he past two years, the governing board has waged an anti-teacher campaign costing SUSD some of the very best teachers and families to leave SUSD and has hired principals and administration at the district and the site levels with the express purpose of "handling and disciplining" staff. This current governing board has rubber stamped policies and decisions that support the harassment of both certified and classified staff creating an abusive and hostile work environment. The superintendent needs to be aware of the history of systematic destruction of SUSD in terms of quality of workforce and morale, such as removal of the Teacher's Employment Agreement after 50 years of a meet and confer process, that has been approved and supported by this current board as well as this current governing board's indifference to the devastation to the lives of teachers, staff, and families they have caused.
- Morale is low. Teachers need to feel they have a voice.
- The district needs someone who can restore faith in the board and district admin. Teachers should have and be treated with respect and as professionals
- There is a fundamental lack of trust between the governing board and the teachers SUSD employs, between the governing board and the community (as in no one trusts the existing board to make a right decision and put the interest of the school communities before their own), SUSD is hemorrhaging master level teachers and families due to the complete and utter destruction and abusive environment cultivated and caused by the current governing board's decisions. Teachers have been abused, harrassed, and forced out. Students have been ignored. Parents have been threatened. There has been too much change for change's sake with little to no thought on the effect it would have on the people who matter like students and their families and teachers. The Teacher Employment Agreement needs to be reinstated so that teachers are not bullied or harrassed and forced to work in an abusive and hostile environment that is cultivated as a result of various district and site administration management style with the governing board's approval and rubber stamp.
- The non-transparency and hidden agendas of past and current district employees.
- There has been much damage done to the relationships between Administration and teachers/support staff, as well as a decrease in overall morale. Special Education programs, in particular, need increased support and improved organization. Again, this has slowly been improving, but still a long way to go. My fear is that yet another "brand new" person will simply undo what is now finally starting to move us forward.
- The low morale and negativity among teachers is palpable right now. There are teachers who will not respond to this survey because they feel their concerns are simply not taken seriously. There are teachers in this district who never fill out surveys because they fear retaliation if they speak too candidly or negatively about admin and don't trust that the surveys are confidential even when stated on the survey that they are confidential; I am responding to this survey just in case it makes a difference. Although improvements have been made in recent years, there are some teacher evaluation issues: The teacher

evaluation classifications are inconsistent between schools-I have observed that what is considered "effective" at one site may be "highly effective" at another. I have been given scores on my Summative Evaluation by administrators who never observed the specific criteria they were supposed to be judging. Principals and vice-principals have been told not to give out so many "highly effective" evaluative classifications. So how do they choose who gets the "Highly Effective" classification? Many teachers assume it's a decision based on personal not professional interactions between admin and teacher. This contributes to the mistrust and skepticism prevalent among so many teachers. I have seen colleagues belittled in meetings for asking pertinent questions. I have seen an entire faculty yelled at at the top of his lungs by an administrator who couldn't keep his cool. Not often, but even once is unacceptable. (These are the people evaluating us?) It really is nice when we are sent positive messages from our current superintendent but so much negativity and under-appreciation over the years has taken a toll. That is one reason so many teachers are leaving this district, or leaving specific schools to be reassigned within our district.

- Scottsdale is just starting to heal -- important to rebuild trust and communication. Teachers feel as if we don't have a voice -- TEA is gone and SEA not included in conversations. We're losing students to charter schools left and right.
- Due to previous administration, there is very little trust within the district, especially between the community & staff with the school board.
- We have a crisis now with trust. The previous superintendent is under investigation by the State Attorney General and she had to step down due to fraud and misuse of funds. She hired leaders who have abused their power in many ways (treated employees terribly, accepted pay for positions which they were unqualified, made decisions unilaterally despite "committee decisions" etc.) Many of these district people are still in positions of power and influence and continue to threaten the integrity of a system characterized by trust. One immediate action that could restore trust among the professionals in the district is the reinstatement of the Teachers Employment Agreement and the recognition of the Scottsdale Education Association. Teachers do want the best for students, but when fighting defunding at the state and local level, competing with voucher and charter systems, organized action is necessary to support the public system. It is not, as stated, an organization that protects the "weak." We must all be "on the same team" working together for the best outcome and results possible. The SEA has worked harmoniously with the SUSD board for decades before the latest leadership team decimated morale and collaborative efforts.
- We have had a difficult experience last year with the board, and the previous superintendent. Teachers and parents weren't heard. SEA was shut out of it's traditional as a voice for teachers. We're losing many kids to the charter schools.
- District still very top-heavy; loss of many excellent veteran teachers due to previous super and board; salaries still not on par with many districts; teacher input not as valued as should be (e.g., extra PD days added that were ineffective); micro-management policies; heavy burden of additional testing (e.g., required SAT and ACT tests for all juniors, additional benchmark tests); lack of enough computers on campus.
- It is important to recognize that teachers have been treated poorly and not as professional prior to this last year. There is still healing to be done before coming and changing everything again without teacher input. The new person needs to observe look at what is working before trying new things randomly. They need to build on what is working and provide teachers with a sense of respect.

- Extreme mistrust of district admin. & governing board due to corrupt unethical behavior of the previous admin. District losing students to charters & private. School closures &/or consolidations needed?
- 1. Cheyenne Traditional School is one of two traditional schools in our district. We have been very successful and fill a need in the district. It is important for the new superintendent to visit our school and learn why we sometimes do some things different. Our curriculum is different and accelerated, and our cornerstones drive our decision making. 2. Many of the remaining people are not qualified for their positions, and are being paid much higher than like peers in other districts. 3. There are many competitive charter schools who are taking kids from our schools and we are losing enrollment. This is an issue that must be looked into. 4. The school year calendar need to be adjusted so we do not need to come after memorial day. 5. There are community issues around consolidation and closing of schools.
- SUSD has been operating as a VERY poor (highly political) business for the past 8 years or so. Whoever takes the helm will have a strong but worthy challenge to right the ship.
- The current board is vindictive and has devalued the employees in this district. Because of their attitude and actions, we lost so many highly qualified educators, administrators, and staff. Teachers want meet and confer back.
- That there needs to be more organization with better professional development for teachers and a stronger district administration.
- He or she can be expected to be challenged if the community does not see the benefit or advantage of actions taken or decisions made.
- That we all want a fresh start. Not to keep reinventing the wheel. Please work with us. Treat teachers and all education workers respectfully. We all wear different hats, from elementary up to high school. Things will look different in a primary classroom then in high school. Grading, lesson plans, etc. They are all hard in different ways. Understand this and help give us the resources and tools to teach.
- Diversity, well informed parents, challenges of charter schools, recruiting and maintaining quality students NEED communications from District to the staff in the field (especially Special Education)
- Our teachers are professional and need to be treated and respected as such. Don't try to reinvent the wheel and make everything your way without seeing what is already working at each school.
- I wish the superintendent and other administrators would understand that the demands of being a teacher in 2018 are drastically different than even just 10 years ago. Many administrators have been teachers in the past but not all of them have had to keep up with the technological advancements as they pertain to the classroom. The best thing you can do to support the teachers is to believe in their abilities and trust in their expertise to make decisions. I don't know a single teacher who doesn't work extremely hard at their job.
- As a newer teacher in the district, one of the feelings I have is that there is some disorganization between district mandates and campus enforcement. So, our PD trainings often feel out of place or irrelevant to the things we face on our campuses. There seems to be a disconnect between district level and campus level.
- The division that has been created from former admin along with the current school board and teachers, parents. A superintendent must listen to the SUSD community. New admin hires must listen to the SUSD community and embrace what we know has worked and be more collaborative to find solutions.

- The lack of transparency that has overshadowed any good done in the last few years. The inability to communicate and educate the families and in a timely manner. Parents and teachers do not trust administration and governing board at this time. The governing board rubber-stamped divisive and controversial ideologies led by the past superintendent.
- The great divide between educators and administration. Should be a unifier. The deep mistrust of the rogue behavior of the governing board and past superintendent.
- We need honesty. We need to feel involved. We are still very upset by the actions of the last superintendent, and will not sit quietly if it happens again.
- Our district has been torn apart because of decisions made by our previous superintendent and our current school board. (This is not defamation of character - this is fact.) Many highly qualified district administrators and teachers left SUSD in the past few years because of these decisions. There are very few people left at the district level who have any understanding of SUSD's prior level of excellence, how it was achieved and how it was maintained. Many decisions have been made that are not in the best interest of students, parents, teachers, and site administrators.
- Our last superintendent damaged our district.
- 1) SUSD dirty laundry 2) the great divide between schools 3) District's tendency to continually jump to "the new best thing" instead of committing to a program/philosophy 4) Too many folks at the MDA out of touch with kids and what is happening on campuses 5) Communication - lack of 6) Transparency - lack of
- support for teachers is required, not take on the role of adversary
- Teacher and student centered
- Please be aware of the history of this district and the hardships we have endured due to our board hiring incompetent and dishonest superintendents in the past. Our morale is very low, we are unsupported and unheard. There is a great lack of trust and we don't trust many of our administrators regarding professional issues; we are afraid of retaliation should we complain to the "wrong" person. So we commiserate and complain amongst ourselves, which we know doesn't solve our problems, but we feel we have no one to turn to. This district is losing experienced competent teachers due to the lack of support from administration.
- We have been through a lot and need to build a trusting relationship with the new superintendent. They need to listen and get to know the teachers and members of the community.
- Increase teacher pay who have years of experience and higher degrees.
- Schools are in need of funding and keeping the best teachers is getting harder and harder.
- The dreadfully low morale that is just now finally starting to rebound. There are many higher level administrators who have disparaged and dismantled much of our special education department which still manages to provide the best support for the neediest of children. The superintendent should definitely be aware of the shameful reduction in our psychologist staff which has led to many due process, OCR, and other complaint hearings. I also think that the new superintendent should work closely to reinstate SEA and the TEA, making sure to include ALL stakeholders, including representatives from special education, including admin, teachers, and related service providers.
- The District and the employees of the district are still recovering and feeling the PTSD from the last superintendent. As a community we are weary of radical unnecessary changes.

- Distrust of district level staff (upper management). It feels like more money and hiring has been pumped into management than anywhere else - there are always new positions and new hires and yet the budget is always tight. Special ed cuts continue to take place; it feels like the district is only focused on "gifted" and thinking they need to compete with charter schools. Families aren't just looking for high academics - they are also looking for support and funding and staff that encourages their children at whatever level they may be at. ALL children should matter and should be budgeted for.
- The past
- The district and board have an exceptionally horrible reputation for ignoring parents and teachers. The district leadership and the board have previously been more focused on looking student centered then actually being effective at educating students. This will be an uphill battle to change the opinions of stakeholders.
- Parents push boundaries. Some teachers cross boundaries with parents. I don't think you can be "friends" with parents, i.e. social media, gossiping, etc. We need to build our band and strings and music programs by staffing them correctly, as this will only help gifted kids and raise test scores and keep kids in school. We are not teaching kids to reason things out, and we are getting away from intrinsic motivation. We should be working more with kids to "do the right thing," just because. We have become a district or rewards and punishments instead of motivating, instilling values, caring about kids/families.
- We are hemorrhaging students and staff. Students are leaving for charter schools at the lower levels and teachers and staff are leaving to where they are respected, treated like professionals and where the pay is better.
- The superintendent needs to be aware that each school site has their own unique needs and success stories. They need to know one size does not fit all, and our families come to specific schools because of what their focus is-gifted, special education, dual language, STEAM, traditional, etc. Creating mandates for all schools does not work if it is not purposeful for all. Many schools are so old and not up to par with today's needs in technology and safety. Prioritize what schools need to be rebuilt or just freshened up. The buildings do effect the learning and climate of all that attend.
- The trust between the district and the teachers is very little. We need someone that we can trust who doesn't waste our professional days on things we did the year before.
- The next superintendent needs to be aware that there is a lack of trust in the top District officials and the board. People do not trust the decisions that are being made and that they are in the best interest of all stakeholders. The trust needs to be reestablished with teachers, staff, communities, and families.
- Trust has been broken at every level. The best employees, that have not already left, are shaken and too fearful to do their jobs well. Loss of trust by the community and pervasive distrust internally means lost productivity and an unrelenting fear of even positive change.
- It is a varied district with different areas that have different needs.
- Honesty and integrity matter. And our community should not be underestimated in regards to these important pillars. Examine where our money goes and by actions, not words, reward the people that are in contact with students all day every day. Our superintendent should know our history. There should be no secrets.
- Our financial situation. The removal of the TEA-Meet and Confer Process, the removal of the power of SEA. The lack of integrity, transparency and lack of trust from the prior board and Superintendent.

- Teachers and parents have not felt heard by the previous board/superintendent; the community is ready for change. District-level staff is viewed by many as top-heavy. We desperately need resources for social-emotional support for our students.
- Leadership needs to respect and respond to these above valuable community members. Unfortunately, this respect and response to the community has been sorely missing. Disregard for the community has been the atmosphere created by past administration.
- SUSD has amazing programs, teachers, students, families, and we are not putting them to their utmost use. Professional development is virtually nonexistent. Teachers are not asked about their needs nor are they asked to share their expertise with others. We need grassroots PD and we need leadership who asks "what can I do for you" not "what can you do for me". We need a leader who works with the SEA to solve problems. We don't need to put on shiny expensive wrapping paper - what's inside is already amazing if it's recognized.
- Please evaluate the district Admin bloat and high salaries. Please find a way to have school staff evaluate the Principals. Please take a hard look at the needs of special education and provide more funds for programs and para support. Please look at ways to take things off teachers plate requiring extra paperwork.
- The superintendent should be aware that some concerns at the school level are not being addressed, due to the current administration.
- Unfortunately, there are a lot of politics in SUSD and the best interest of the students and teachers are not always a top priority. I hope this will change with the new superintendent.
- The community does not like some of the boards decisions and all the hiring who do not Directly work with students. Most feel if there is any slimming of staff it MUST be from the district offices.
- In my opinion I feel the superintendent should look at what was in place 5 years ago, I feel all parties should be working collaboratively.
- No trust in admin or district office...
- The former superintendent was emotionally damaging, and some of us were negatively affected. The board did not come to teachers' aid, and that was damaging. So the candidate is coming into a wounded but healing district. The interim superintendent has gone to great lengths to change the atmosphere.
- The biggest issue is the long time (I believe eight years) salary freeze that put SUSD educators at a severe disadvantage compared to other Districts.
- genuine respect for SEA...commitment to reinstate meet and confer and the TEA...quality faculty needs to stay in the district
- Teachers in this district have been through a lot. Many feel that we were not treated as professionals by the last administration. In addition, we could not trust what that administration did financially, etc. We are fighting with everything we have to make sure that our students have an education equal to students in other states where there is more money in education, better paid educators, better resources, etc. We need a superintendent who will empower us, treat us as professionals, and take stresses from our plates, not add to them.
- There is much tension between the teachers and the admin. Teachers have been disrespected for decades. Applicants should be willing to work with the SEA to better help students. They will also face much mistrust. If they want to come in and make

major changes right away, they should make sure they are working in conjunction with the SEA.

- The disaster they are walking into ... you shouldn't need more details than that. The lack of trust between teachers and district admin. The lack of feeling we are supported by district.
- High behavior students are in the regular classroom without any para support. Teachers struggle with classroom management because of very large numbers of students mixed with a large number of students with defiant and disruptive behavior.
- We have had several superintendents in the last 15 years.
- Low teacher morale and trust, salaries are not competitive to keep amazing staff in the district, often teachers/staff voices not heard or even asked for opinions/input
- Low enrollment

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

- Definitely be supportive of fine arts and in particular performing arts program. See the value in these programs as community building and educational. Have good people skills.
- The candidate has a track record of empowering teachers, principals and community to shape district educational leadership while assuming an administrative and support role. (S)he can document such track record. Will attract talent at all levels that is motivated to rebuild AZ public education in general and SUSD in particular. Brings the potential of a long tenure as superintendent rather than a plan for a convenient subsequent retirement here. The candidate commits to living within SUSD and invests in the community. Recognizes that professional teachers build on state standards with supplemental and ancillary materials. (S)he facilitates the exchange of best practices among professionals. The candidate has this process led by teachers and does not require additional overhead. The candidate has strong skills and track record in HR and developing organizations. Recognizing the unfortunate leftovers of the former management, the superintendent will need to staff the district appropriately in line with our means and ambitions deferring to educational leadership in the form of principals and teachers where possible. The candidate is not here for the money. Considering the financial realities in AZ the candidate accepts a pay-cut compared to prior superintendents that reflects the gap of teacher pay as compared to national averages and requires that his/her direct reports do the same. Compensation in line with national averages will be considered when SUSD teacher salaries average national levels as well. Understands the need to advocate for the district at the legislature and partners with teachers and community to do so in person to testify and build relationships at the Capitol. (S)he recognizes the quality programs at SUSD and collaborates with teachers and principals to market them actively. The candidate understands the environment of “choice” and is equipped to compete effectively with charters and private school options. Appreciates the growing teacher shortage and need to attract quality teachers and -like neighboring superintendents have done already- encourages teachers and other professionals to join the education association. Recognizes the statement that a vast majority of teachers already made to have SEA represent them and embraces this as an opportunity to build a collaborative culture. Has unreserved endorsement from his/her EA or unions in previous districts based on productive collaboration in support of educational professionals and positive learning outcomes. No candidate should be considered without an endorsement from former education associations or teacher unions.

Commits to reinstating an employment agreement with teachers and support staff and re-start a negotiation process in true collaborative spirit. In conclusion, a superintendent who comes in to tell teachers what to do will only worsen the situation. No solution, no matter how brilliant, will have any chance of acceptance without healing. A candidate that listens and recognizes the level of professionalism with SUSD educators and is willing to build on that will have a basis to build a bright future. Collaboratively.

- Committees, transparency, AZ teaching experience, public school experience
- The new superintendent needs to be an expert communicator, who is willing to listen to all stakeholders and communicate what is going on. They need to be a leader who supports their students and teachers above politics.
- Good listener Value the stakeholders input experienced
- Integrity, empathy, someone who has been a teacher in the classroom; visionary; problem solver; possess business acumen
- I hope the new superintendent works well with the teachers to create an cohesive and respectful working relationship. He/she needs to treat teachers as professionals
- Teaching background, leadership background, trustworthiness, honesty, willing to really listen to the people ultimately running the schools....teachers
- Accessibility; willingness to receive feedback, and actually listen to those who share information. Knowledge of effective educational policies and positive related experience in educational leadership which has been documented. Ability to inspire and support faculty members and staff, as well as a desire to see that ALL children in our district are provided with what they need to learn and grow.
- Excellent communicator. Needs to be down to Earth and approachable -- not just by high power/wealthy stakeholders, but by teachers, Title 1 parents, etc. Fair Honest -- must have track record of leading with integrity. Proponent of public education. Able to market our schools to be competitive with Basis/Great Hearts/etc. Should have classroom experience. Must be an educator at heart, not just a businessperson. Knowledgeable about the political side of public education -- able to advocate for our schools and make sure funds are being allocated appropriately. Willingness to learn about our district before making major changes.
- Be someone who is hands-on. A person who knows about education, has spent time in the "trenches" and wants to be involved with the different campuses and activities the students are participating in and learn about. **question 8 only allows 1 choice. I am a teacher, parent, and community member.
- If the board is short-sighted and cannot see what we already have for a transitional leader to get us out of the mess that remains, I would submit the following. 1. The leader needs a proven track record of building trust in a large and diverse district, modeling trust, strong ethics, and mindful decisions. 2. The leader needs to have a strong knowledge of pedagogy and current instructional methodology and best-practices. 3. The leader clearly needs to have a strong business acumen with experience making tough but fair budget decisions. 4. The leader needs to understand building public faith in public schools amid a climate of political and governmental push toward charter, voucher and private schools under the guise of "school choice" which drains the public system of necessary funding.
- Strong, able to listen to stakeholders. Caring about teachers, willing to work with SEA. Possessing a strong vision for the future of SUSD, and be able to forge strong community buy in to carry that vision forward. We need an excellent listener, and communicator.

- Ability to greatly reduce or eliminate issues stated above; fearlessness (ability to stand up to board, state officials for principles if necessary), honesty, empathy, extensive teaching experience, truly values educators and support staff.
- strong organizational skills that use an appreciative process when looking for change rather than a problem based approach.
- Ethical, honest, trustworthy, above board, transparent, good listener, forward thinking, able to make difficult decisions, willing to collaborate, fair
- 1. The new superintendent needs to work with the teacher's association and restore the Teacher's Employment Agreement. Teachers have not had a voice and our TEA was taken away by the last superintendent. This led to a lack of trust between teachers and the administration. 2. The new superintendent should have an education background.
- Great character and integrity emotional strength heartfelt desire to bring one of the largest districts in the nation to success. Knowledge that if SUSD wants students back, it needs to educate them like a preparatory school - much like Cheyenne (a school that has maintained capacity)
- Not hired by the current board. Ideally, we would keep our current interim. He has accomplished much in 4 months to restore trust and respect across the district.
- He/she should be approachable, strong willed, dedicated, organized and want to do the job to better the district.
- Patience, open mind, a willingness to listen, a team player and a background showing strong ethical work.
- Take this position to be a helpful resources within education. Work with everyone and listen. Don't be afraid to ask for support from neighboring districts. The overall goal is to have successful schools and students. Work together not against each other.
- Hard working thinking outside of the box good at PR and recruiting honest make the staff feel valued and needed
- The new superintendent should have spent considerable time as a teacher in a public school classroom and move their way up through the system to understand and appreciate each position. that they will be over seeing. They need to know that we have been badly mistreated for the past several years. We the teachers and school administrators need to be heard and respected - and appreciated, Do Not initiate a lot of new programs that have your name on them, We are not here to make you rich.
- From the teacher's perspective, a superintendent needs to keep the ship sailing, not chart an entirely new course.
- Considerate, fair, education background (preferably teaching experience over 10 years), willing to listen to teachers, a member of the community, aware of the diverse needs of both STEM and Arts classes.
- Become part of the community; active listener to the community, work with the community to solve issues. Team player; in for the long haul, be willing to accept what does work here. I would also like to say this timeline needs to slow down. Looking for candidates now instead of waiting until January is NOT ideal. It would also be in the districts best interest not to hire someone until he 2020 school year and keep Dr. Kriekard to finish the work he has started. TOO MANY CHANGES. Let the new board set in, Dr. Kriekard to finish the work he has started to rebuild the damage that has been done by the past district admin, the damage still created by those district admin that are still here, and the current board's poor decisions. SO MUCH DAMAGE HAS BEEN DONE... repair before we bring in the new.

- The ability to draw all sides to an issue together. Give the parents and teachers a voice on issues that concern them. Be respectful to teachers and conduct your job in a dignified and respectful manner.
- Be a unifier. Be a builder of teacher support systems. Should wish for teachers to have input in decisions. Put the TEA back in place!
- Honesty, understanding of how education works from a classroom standpoint, and the drive to work WITH parents and teachers! Not rule over them.
- The new superintendent needs to understand that the teachers and parents in our district have no faith or trust in the current board. They need to involve parents and teachers in determining which ones should be changed. They need to view teachers and parents as equal partners in implementing quality education for our students.
- Honesty, Team builder,
- 1) person who is willing to commit to SUSD; longevity 2) an educator - someone who has been a teacher as well as a building administrator 3) person who values talent 4) a listener 5) a person who is willing to be visible
- Honest with high integrity, previous experience as a superintendent in a district similar to scottsdale
- Communication and transparency
- Someone who listens to all stakeholders and who doesn't come in and change everything. Someone who gets to know each campus and community and allows the teachers a seat at the table.
- Master people skills, and take into consideration the employees needs throughout the school year.
- Communicator, compassionate, and energized.
- Smart, respectful, professional, supportive, articulate. He or she should not be afraid to stand up to the board to support teachers and students, should understand and support special education. I would also like to see someone who inspires rather than belittles his/her staff.
- -Long history of time spent in actual classrooms. -Strong history of rapport with staff and colleagues (this means actually inquiring with past staffs, that they have worked with). Someone can look good on paper, but they may be a terrible leader. Someone that genuinely respects and supports the teaching and support staff. -Someone competent to work as a check and balance for our not so competent school board.
- The ability to cut through administrative red tape to directly address teachers, honestly. The ability to manage a budget so that it allows for all students. Awareness that all students matter - a push for higher quality of service/funding for ALL and not a focus on one particular group. A sense of humor. Approachable; easy to talk to. Has a background in teaching and/or doesn't sit on a pedestal above teachers.
-table the search until we have a new board.
- A good communicator. Transparent and honest. Know that student focused classrooms are created by teacher focused administrations.
- Intelligence....interpersonal and natural intelligence. He/she should be great with people, remain calm under pressure, get to know us. If he/she really made an effort to get to know each of us or make us feel like he/she cares, we'd probably work better and achieve more. Build us up...not tear us down. Bring the whole community of Scottsdale together. We need a leader who doesn't run on fear or make us fearful. We need a leader who is

well educated, experienced, tries new things rather than doing the same thing over and over.

- Good communication skills, willing to work with SEA, where staff is valued and treated like professionals, not a dictator, treats each learning community as unique because each one has a different culture and that isn't a bad thing,
- The superintendent needs to be supportive of teachers and staff, and hear them out. They are the people in the schools every day, not the district level administrators. Listen to what their concerns are without the fear of retaliation or reprimand. Reinstate a TEA so that all teachers are being treated fairly and have equity throughout the district no matter the administrator on site.
- effective, personable.
- We need a true believer in traditional public education! Someone who will fight for ALL kids. Someone who sent / would send their kids to public school (and not a public charter).
- I would like to see a superintendent that is willing to work with the community on the needs and wants of the community. I would like to see someone that wants to work with building relationships and not belittling teachers. I would like to see someone that will build community and acknowledge our teachers as professionals that do amazing work for our students in SUSD.
- Patience, strong communication, team building, experience, specific understanding of Arizona and the ability to mend broken relationships and trust are essential. The highest ethical standards are a must.
- The new superintendent should understand the district and preferably have experience within the district. Open-mindedness, amazing communication skills, a vision, and determination to right the ship should be a bare minimum.
- This person should have an extensive background as a classroom teacher. This person should like teachers. This person should respect, admire, and value teachers. This person should be down to earth and approachable. This person should inspire others. This person should be brave enough to get rid of extraneous things we don't need & should have a vision for retaining teachers. If this person has experience outside of Arizona, like from the northeast for example, where schools are ranked the highest in our country, that could be an asset as well.
- Integrity, Knowledge, Wisdom, Trustworthiness, Willingness to not just hear, but truly listen to other points of view, wanting what is best for teachers and students. Not self-interest or just looking for money.
- responsiveness intelligence (read/write/speak well) integrity long-term commitment value the input of all stakeholders--parents, students, staff
- Validated and verified credentials, successful educational experiences at varying levels, documented successful interactions with professional educators, staff, and parents. Ability to listen, hear and respond professionally rather than react to situations. Ability to accept and fairly evaluate the opinion of others. Approachable personality.
- The new superintendent must be a fierce advocate for public education and should not shy away from politics surrounding education issues. A leader, not a manager. Especially not a micro-manager. Able to communicate a clear, single vision and ensure the messaging does not get interpreted 29 different ways at 29 different schools. Treat each campus as individual and unique. Respect the qualities, needs, and successes of each campus. Let teachers' ideas grow. Our innovations and brainstorming and development have been quashed because they don't fit in a certain box or bell schedule or

budget. Give time for schools, teachers, students to improve. Stop the toxic culture of over-testing, or testing just to test, or giving tests that don't mean anything to anyone. Someone who has been in the shoes of just about everyone employed by SUSD. Someone who is happier to recognize than be recognized. Someone who is available and approachable. Someone who does not think so highly of themselves as to not admit mistakes and fix them. Someone who reaches out for advice and assistance. Someone who doesn't expect from others what they wouldn't expect of themselves.

- Heart for teachers and students, Good communication skills Kind hearted Honest Integrity
- The new superintendent should be very forthcoming and clear, as well as consistent and communicative (with the district as a whole and each individual site).
- Integrity, honesty, professionalism, compassionate, and able to deal with parents, board members, and all stakeholders in a professional and respectful manner.
- I like J.K.
- Communication and building trust with staff
- Good leadership skills -- servant leadership, good listening skills, be willing to hear all sides.
- A new superintendent should be passionate about education, willing to let individual campuses thrive and grow as to meet the needs of their population, seek to hire and retain high quality, ethical employees, and restore salaries to a competitive level with other Districts. A new superintendent should emulate the strong leadership we have truly enjoyed and appreciated under our current interim superintendent.
- Support teachers and be willing to listen.
- communication
- Former teacher (or very supportive and understanding of what teachers do), honest and transparent, focused on only what is best for kids (not making money, furthering political agendas etc), willing to listen to all stakeholders, enthusiastic, kind
- The candidates should have a broad vision, but respect that many of the staff will have more educational experience than they do. It is great that they have a superintendent cert and an EdD, but those mean little, or nothing. Experience matters, but no one has more experience in SUSD than the teachers do.
- Open and Honest
- Skilled at leading and supporting principles to implement effective disciplinary procedures for students who regularly disrupt the learning environment.
- Flexibility, dedication, patience, and respect/
- Supportive, strong, open minded, respectful, a team player, always doing what is BEST FOR KIDS and not for any other reason!
- People oriented and not a thief