Stakeholder Input Report for

Alum Rock Union Elementary School District

San Jose, California

submitted by

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Executive Summary

Alum Rock Union Elementary School District

Between July 8, 2024, and July 15, 2024, Dr. Daniel Moirao and Ms. Nicole Anderson conducted one-on-one, small group and virtual meetings to gather input from various stakeholder groups to the Alum Rock Union Elementary School District. An online survey was also available to all stakeholders in the Alum Rock Union Elementary School District community. The surveys online were made available in English, Spanish, and Vietnamese. An interpreter was available during the parent and community face-to-face meetings.

Input was collected from approximately fifty-one (51) individuals in face-to-face meetings and one hundred fifty-six (156) virtually. Input sessions and the online survey were guided by the following four questions:

1. **Tell us what is good about your community.**
2. **Tell us what is good about the district and the schools.**
3. **What are the issues a new superintendent should know about when coming to this position?**
4. **What are the characteristics, attributes, and skills one should have to be successful in this position?**

In this executive summary are the major themes that emerged from the input and a few representative samples of raw data representing those themes. Included in this report are the raw responses from all participants. The survey comments are reported unchanged except for the omission of vulgarity and individual names.

1. Share what is good about your community

Appreciation and acceptance of cultural diversity

- Has held onto cultural identity creating diverse experiences and needs
- Strong at recognizing their cultural significance, who they are, and what they bring to Alum Rock
- Commitment to dual languages allows people to feel comfortable
- East side is very diverse (nationalities, races, ethnicities, food, etc)
- Diversity has been an asset

Multi-generational community

- Multi-generational families who stay here
- Generations who have given back
- Parents are multigenerational and bring next-generation along
- Lots of staff who went through the ARUSD district
- Alumni come back to work in the district

Diverse socioeconomics of the community create a sense of collective commitment to the community

- You feel like you belong
- Ridiculously hard-working family and kids
- Diverse socio-economic levels
- Lots of local groups work well with parents, community, and district

Welcoming community

- Responsive for integrating the well-being of families and neighbors
- Real investment and responsibility to make things better
- Strong community groups that advocate for you
- Family oriented community
- Lots of local groups work well with parents, community, and district
- Organizations partner with other organizations

2. Share with us what is good about your district and your schools

Committed Staff

- Teachers really connect with us
- Teachers go out of their way to help us and make sure we learn
- District has a strong classified staff
- Classified staff are there for the kids
- Caring staff who want to do what is right for kids
- Commitment to dual languages allows people to feel comfortable

Special Education program is strong

- Good special ed department
- Comprehensive SPED program
- SPED, high parent involvement
- A lot of interdistrict transfers because of the SPED program
- Strong special ed program

A variety of resources for students and families

- Music programs, VAPA, mariachi group
- Three dual immersion schools (2 Spanish, 1 Vietnamese)
- Youth advisories
- Community Liaison
- Social Emotional Department for students
- Parent university
- Wellness centers (some schools)
- Family resource center

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

- Sometimes the community thinks they should be the ones to make the decision

There is a need for a positive PR campaign / Communication

- Great concern around communication, transparency and collaboration that impact the experiences of labor partners
- Clear direction as to what we should be doing as an educational organization
- Want to be communicated to
- There is bad PR in Alum Rock
- Long-range planning and communication

A focus and direction from the board

- The biggest problem that Alum Rock is facing is the school board
- The superintendent has had to manage the politics instead of being an instructional leader
- The board oversteps its role
- We lose direction because the new boards each have a direction
- The inability of the board to hire the people and let them do their job

Retaining staff

- Labor groups are not treated equally; they have been pitted against each other
- Retention of teachers, administrators, classified etc.
- Keeping people motivated and staff morale
- SPED staff does not have the support they need
- The inability of the board to hire the people and let them do their job
- Salaries certificated and classified are lowest in districts

Maintenance of facilities / Common facilities across the district

- The grass fields have holes
- More shade structures
- More water fountains
- Consistency in maintenance among schools, currently we are inconsistent
- School facilities are outdated and need remodeling; renovations are not complete after years have gone by (for example: 15 years have gone by)
- Insufficient M & O staff, custodians

Attention to academics

- Professional development is not necessarily true professional learning
- Professional development isn't defined until days before they occur
- There is a discrepancy between professional needs and what is being supplied for teaching, i.e. no structure for teacher leaders
- Academic performance is at an all-time low, need to focus back on the classroom
- Be sure to look at what is working and build from that and not change/break it which could cause the district to lose families

- We need a superintendent who is strong to stand up for the needs of the students.
- The vision of where students should be academically

Declining Enrollment

- Declining enrollment
- Faced with closing 9-10 schools in the next few years
- Conflicting views on financial status; but the community understands the threat of school closures
- Consolidation of schools may cause students to go to charter schools
- Supt should be prepared as they come into chaos; the board announcing they are closing 9 schools (hope the board gives Supt more time to look at the proposed timeline for school closure)

Budget

- If not negative budget, they will be qualified by the county soon; which could cultivate a notion as a negative district
- Budget ($21,000, 000 deficit), Certification from county qualified
- Teacher/administrator retention (salary, processes in district, work environment)
- SPED finances have increased significantly
- Follow the LCAP budget process to allow the community to give a voice about school closures

Morale

- Lack of trust
- There is a distinction between teachers and district office
- Keeping people motivated and staff morale
- Teacher/administrator retention (salary, processes in district, work environment)
- Be aware of board behaviors's impact on the district
- The image of the district

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

Collaborator

- Can support community partnerships
- Understands partnerships with labor groups
- The ability to communicate with diverse stakeholders
- Work / collaborate with outside agencies, partners with them
- Involves others in decision-making
- Create partnerships with businesses to provide programs for our kids

Communicator

- Open minded open to everyone's opinions
- Listens to students and staff and community wants
- Effective communication skills

- Communicate and connect with people
- Knows the importance of a public relations campaign
- Communicates in a timely manner
- How to promote the district (PR)

Community involvement / Visibility

- Reflect, represent, and relate to the community they serve
- Consider the community and engage them in decision-making
- Knows how to balance community involvement
- Engage in the community events (be out there)
- Reach out to the community
- Accessible to the community

Visionary/Leadership

- Lead with honesty
- Transparency
- Proactive
- Independent thinker
- Critical thinker
- A clear vision for educational improvement
- Takes concerns seriously and acts on them
- Cooperative and collaborative
- Good at conflict resolution
- Approachable
- Open-minded
- Be visible
- Inspirational
- Resilient
- Positive and collaborative spirit
- Trust, perseverance, service, equity, and love are our core values. Need somebody who can live those values
- Here for the long-term
- Progressive thinker

Political Savvy

- Be able to educate the board and community on decisions (what makes sense, law, etc)
- Politically astute
- Has a vision that is working for kids, not for the board
- Manage a micromanaging board
- How to navigate the politics of the community
- Know how to work with the board

Values Staff

- Respect unions and working people
- Trust the employees to do the job
- Sees people (staff, students, community) as an asset to work with

- Someone who is empathetic and truly feels for others
- Build morale because it is at an all-time low
- Connect all the departments in the district and hold them all accountable
- Engage with the staff

Ethical

- Ethical, being strong, doing the right thing for the right purpose
- Moral compass
- Integrity
- Honest
- Fairness
- Trustworthy
- Honest, forthright, supportive

Culturally Competent

- Sense of equality and justice, equity
- Culturally proficient and sensitive
- A genuine commitment to equity and inclusion
- Anti-racist
- Someone who recognizes multilingual as an asset
- Supportive of the whole person, LGBTQIA+
- Working with diverse communities

Educator/ Student focus

- Prioritize the needs of students and staff over their political image
- Instructional leader; spent time in the classroom as a teacher and as a principal
- Student-centered thinking
- Need for support of teachers, staff, etc. of equity, inclusion, trauma-informed practices
- Experience in education as a principal or teacher
- Understands instruction and how to bolster student achievement, K-8
- Want students to thrive
- Willing to step out for kids
- Be the voice of our students

Financial savvy

- Strong knowledge of finances
- Financially savvy considering the district's deficit

Raw data from face-to-face interviews

AREA (Alum Rock Education Association) (2)

1. **Share with us what is good about your community.**
    - Strong at recognizing their cultural significance, who they are, and what they bring to Alum Rock
    - Embrace who they are
    - Celebration of the child and who they are culturally
    - The community is strong and supportive
    - Family and students are amazing
    - The community knows who you are
    - Very school centered
    - Multi-generational families who stay here

2. **Share with us what is good about your district and your schools.**
    - Distinct cultures school-to-school
    - Schools are positive and welcoming and work to be inclusive
    - Students want to be at the school
    - Each school is its own place, and each school is unique, based on students, community, and teachers
    - MOUs are site-based based driven, to go beyond the scope of the contract showing the individuality of schools
    - Schools and community make the school who they are
    - The district recognizes each site as having a specialty and focus
    - Lots of innovation and individuality among teachers, everyone has special and unique talents
    - What we do doesn't stop inside the classroom
    - Teachers coach soccer teams etc.
    - Passion, knowing that they could make more of a difference, the school, students, and dedication keep teachers here
    - Still trying to find the best way with professional development
    - Teachers want to do what's best for kids

3. **What are the issues a new superintendent should know about when coming into the position?**
    - Schools are clustered, different cultures
    - Retention of teachers, administrators, classified etc.
    - Asked to do more with less has hit here harder than elsewhere
    - Professional development is not necessarily true professional learning
    - There is a discrepancy between professional needs and what is being supplied for teaching, i.e. no structure for teacher leaders
    - Transparency
    - Long-range planning and communication
    - Collaboration is difficult due to the school's size
    - We don't learn from our mistakes (a culture-driven phenomenon)

- Does everyone truly understand what our role is in the system, i.e. why don't we understand what is professional development
- Need crisp clean focus
- Clear direction as to what we should be doing as an educational organization
- Academics have been impacted by a lack of focus
- Support for adopted programs is lacking
- Good ole boys exist to the detriment of progress
- We struggle to know what we should be doing
- Systems in place for good communication lacking
- Professional development isn't defined until days before they occur
- There is a distinction between teachers and district office

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - Transparency
    - Be proactive
    - Be collaborative
    - Long-range planning and communication
    - Independent thinker
    - Trust the employees to do the job they are hired for
    - Critical thinker
    - Understands the implications of decisions
    - Knows the inner workings of a school district
    - Student-centered thinking
    - Understands partnerships with labor groups
    - Communicates with staff and community
    - Problem solver seeks solutions
    - Sees people (staff, students, community) as an asset to work with
    - Leader, not a manager
    - Honest, forthright, support with the shy
    - Trustworthy
    - Culturally proficient and sensitive
    - Equity and inclusion
    - A clear vision for educational improvement
    - Effective communication abilities
    - A genuine commitment to equity and inclusion
    - The ability to collaborate with diverse stakeholders
    - An understanding and empathy for our community needs
    - A track record of fostering a positive school culture
    - Educational leadership
    - A leader who does more than just visit schools
    - Teaching experience, knowledge, and awareness of best practices
    - Intelligent
    - Someone who listens and will accept input
    - Need for support of teachers staff etc. of equity inclusions, trauma-informed practices

- Takes concerns seriously and acts on them
- Fairness
- Cooperative and collaborative
- Proactive
- Anti-racist
- Someone who recognizes multi-lingual as an asset
- Negotiates in good faith
- Good at conflict resolution
- Approachable
- Cultivates positive relationships
- Innovative
- Resourceful
- Supportive of the whole person, LGBTQIA+
- Instructional leadership

CSEA (California School Employees Association) (5)

1. **Share with us what is good about your community**
    - The community is more active with students etc.
    - Primarily Hispanic/Latino and very vocal

2. **Share with us what is good about your district and your schools.**
    - Good special ed department
    - 17% of the population is SPED
    - Open door policy with (prior) Superintendent
    - Music program VAPA, mariachi group
    - Media, broadcasting for parents/students to take advantage
    - 3 dual immersion schools (2 Spanish, 1 Vietnamese)
    - Students receive very good meals
    - Provide meals for students with special dietary needs
    - Scratch cooking, training staff to learn how to prepare food
    - Classes here from different places and we provide food for them
    - Several classified staff have moved into teaching
    - District has a strong classified staff
    - Classified staff sets the tone for the schools
    - Staff treat people with respect
    - Classified staff are there for the kids
    - Schools are getting upgraded
    - Good presentation to schools

3. **What are the issues a new superintendent should know about when coming into the position?**
    - Want to be communicated to
    - Sometimes the community thinks they should be the ones to make the decision
    - Lots of referrals to SPED of students who are not SPED
    - Lost students to charters
    - The district is old, so our buildings are old there is a slow move to upgrade
    - The community will be telling the Superintendent what they should be doing
    - Sense of you 'owe me' what I want
    - School closing and how to balance which schools
    - Consolidation of schools
    - Consolidation of schools may cause students to go to charter schools
    - Told to give respect to administrators and teachers but it does not work in reverse
    - How to make classified feel included
    - Leadership that leads and doesn't micro-manage
    - Power dynamics between certificated and classified staff
    - Disrespectful tone to classified
    - Respect varies from department to department
    - High turnover of management causes managers not to know the job of classified staff or the contract

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - Be transparent
    - How to balance community involvement
    - Put yourself in the shoes of the other
    - Experience in upper-level management
    - Some classified experience
    - Honest
    - Open minded
    - Do your research before you say no
    - Here for the kids, not for the paycheck
    - Not here to be popular
    - Leader, not a micromanager
    - Moral compass

District Administration (4)

1. **Share with us what is good about your community**
    - The family, the students
    - The parents and students will do anything for you, family orientation in the community
    - Strong community groups that advocate for you
    - Predominately a Latino community, not just Mexican American, students coming from other parts of Latin American
    - Lots of newcomers

- Many different cultures
- The Vietnamese community is increasing
- Family oriented community
- Working class community
- Lots of struggle financially, but parents want the best for their children
- Some challenges in terms of safety, but I felt safe and never felt unsafe.
- Good relationship with the police department
- Dual languages
- The community responded well to early childhood initiatives.
- Special place, especially as a product of the community
- Lots of staff who went through the ARUSD district
- The community is welcoming and open
- Community is trusting when you can be trusted
- Have accepted the hard truth
- Willing to work in the district, but expect accountability
- Easy to work with
- The community is amazing
- Tremendous parent engagement
- Diversity has been an asset
- Committed employees have given their lives to the community
- Generational community
- Low-income families,
- hard-working families,
- Looking to better children's education
- Engagement with the community to get good for students
- Multi-generational families who stay here
- Wonderful community
- Collectivism
- Resilience
- Perseverance
- Hope in good and bad times
- Our community is rich in various areas

2. Share with us what is good about your district and your schools.

- Parents will trust you, once they know you care
- A dual immersion program (three now, 2 Spanish English, 1) Vietnamese-English brings students into the district
- Still have music programs (before Prop 28)
- VAPA programs funded
- Committed staff
- The staff chooses to be here
- Early childhood initiative
- Sports, middle school students participate in a league
- The management team is committed to the work, they work very hard
- Lots of staff who went through the ARUSD district
- Staff workforce housing

- Lots of investment in schools
- Caring students
- Schools are small so get to know students' and families' needs
- The district does the best it can to support those needs
- Comprehensive SPED program
- SPED, high parent involvement
- A lot of interdistrict transfers because of the SPED program
- Caring staff who want to do what is right for kids
- Schools provide a lot of variety, in the focus areas so that families can find something for their students. This has been an attractor
- Now have expanded to STEAM, VAPA. lots of opportunities for students to match what are their interests and skills
- School district tries to serve the students we have
- After school programs
- Translation services
- Try to be transparent as possible
- Use to be transparent
- Parent university
- Copita
- Partner with local TV station
- Strong special ed program
- Bus drivers are good with students
- Basketball tournament
- The schools give everything they have and everything they are to students and families
- The staff goes above and beyond what is expected
- Students and families are put first
- Positive intent in all that we say and do

3. **What issues should a new superintendent know about when coming into the position?**
    - Lots of newcomers,
    - Influence of charter schools, both a challenge and an opportunity
    - Budget ($21,000, 000 deficit), Certification from county qualified
    - Declining enrollment
    - 8-9 charters in the school in the district
    - School consolidation (currently having community meetings, to identify schools by October).
    - Academic performance is at an all-time low, need to focus back on the classroom
    - Keeping people motivated and staff morale
    - Mid- 30’s English / LA now low teens
    - Relationships with associations are improving
    - There is potential for low morale due to school closure
    - Lots of 3-2 votes on the board
    - Relationships have changed on the board
    - When Supt was released the board relationship shifted

- High profile lawsuit
- SPED finances have increased significantly
- Lots of students are being served by the county for SPED
- Certificated staff fairly stable in SPED
- Solid SPED program
- In line with federal compliance
- Pay is low for Supt. 70-80,00 low
- Chronic absenteeism
- Lots of organizations who expect to be involved
- Consolidation of nine schools
- Budget issues, operating at a deficit
- We over-assess in SPED
- Desperate needs for interventions etc.
- SPED isn't the first stop
- Staffing continues to be an issue, have to contract for some services
- Struggling to hire classified staff
- Test scores,
- 75% of students are not reaching standards
- Maintenance and grounds take the lead on what needs to be a priority
- Changing population moving into the area, higher socioeconomic
- Different expectations from different parts of students
- The salary of the Superintendent is a problem
- The district is plagued by terrible politics
- The superintendent has had to manage the politics instead of being an instructional leader
- The superintendent could not be an instructional leader and has had to address the whims of the Board
- Ugly politics in the district
- The board oversteps its role
- We lose direction because the new boards each have a direction
- The inability of the board to hire the people and let them do their job
- We have hit rock-bottom
- State of the budget
- Know the community
- Parent engagement
- Faith of the district
- Voice with the media to promote the positive
- The vision of where students should be academically
- Budget, fiscal solvency know and understand
- The impact of the budget when we talk about school consolidation and closure
- It is not just the numbers in consolidation, we know there are humans attached to it: students, staff, families
- In a crucial time, in our school year coming up, to prepare for these things
- The board has announced that by Oct. 3 schools will be closed
- Prepare for this huge transition
- Keeping up the morale in all of this

- Working knowledge of what the district is going through (currently and from the past)
- What is it that they are going to do to help the board to repurpose the vacant schools
- One board member is leaving on Sept. 1.
- The changing of the board

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - Ability to work with different personalities
    - Expert in instruction
    - Someone who is empathetic and truly feels for others, we are all human, and we all have our strengths, and challenges, and is supportive in helping you develop
    - Ethical, being strong, doing the right thing for the right purpose
    - Work / collaborate with outside agencies, partner with them i.e. university.
    - Politically astute
    - Communication and listen
    - Take into account what is being said.
    - Involve others in decision-making
    - Cannot operate in bubble or top-down
    - Classroom experience of more than 5 years
    - Understands instruction and how to bolster student achievement, K-8
    - Experience in systems that needed improvement
    - Honesty
    - Integrity
    - Represents the community (Spanish or Vietnamese individual)
    - Understand the community, know its assets
    - Knowledge of our district, history, and ability to manage those components
    - Strong in their vision
    - Stay true to your vision and not be influenced by all the different politics
    - With community create the vision, then stay the course
    - Positive and collaborative spirit
    - Be a part of the community
    - Engage with the community
    - Spanish speaking skills are important
    - Not a micromanager
    - Trust, perseverance, service, equity, and love are our core values. Need somebody who can live those values
    - Trust
    - Shield staff from the pressure they (the Supt) might be getting
    - Committed for the long-term (10 years or +)
    - Stay calm, because there are so many disgruntled people.
    - Build morale because it is at an all-time low
    - How to promote the district (PR)
    - Strong leader

- Engage with the community
- How to work with the board
- Plan to have Board meetings efficiently and fewer
- Engage with staff
- Be respected by staff
- Spanish speaking
- Communicate
- Parents want to be understood and heard
- Have worked in a TK-8 classroom
- Has been a principal
- Well rounded
- Experience outside of ARU
- Care about our students
- Be the voice of our students
- Strong background in leadership
- Superintendent experience
- Getting to know who we are as a community
- Take time to get to know who we are and what we are about
- Strong leader for staff and the board
- To help the board make informed decisions
- Next Superintendent respects management team expertise and knowledge
- Honor the tenure of staff
- Capitalize on our expertise and historical knowledge
- Lead into fiscal solvency

Labor and Construction Councils (7)

1. **Tell us what is good about your community.**
    - Diverse (cultures, etc)
    - Care a lot about education and what staff/teachers have to say
    - The community leans progressive and feels a sense of community
    - Responsive for integrating well and well well-being of families and neighbors
    - Strong community groups who are very involved and help with educational programs
    - Parents becoming emerging leaders in the community
    - Real investment and responsibility to make things better
    - People work through relationships and issues/conflicts to do better for a community that gets treated like crap

2. **Tell us what is good about the district and the schools.**
    - Really amazing teachers
    - Children are eager to learn despite challenges
    - Teachers are dedicated despite working on their own without a lot of support
    - Worked through COVID and new platform overnight due to their dedication to students

- The district is willing to invest in students, teaching environment, and facilities for faculty (i.e. community supports construction bonds)
- District; 3 dual immersion schools(2 Spanish, 1 Vietnamese ; schools have focus areas (science, outdoor, etc)
- High-quality special education program (for students of all different needs)

3. **What are the issues a new superintendent should know about when coming to this position?**
    - Declining enrollment
    - Faced with 9-10 schools in the next few years
    - Conflicting views on financial status; but the community understands the threat of school closures
    - Transportation is not provided in Alum Rock
    - Huge challenge with an already transient of students
    - Lack of trust
    - Great concern around communication, transparency and collaboration that impact the experiences of labor partners
    - Rubber stamping, asked questions but plans have already been made
    - New district managers that may impact what processes and systems are in place
    - Labor groups are not treated equally; they have been pitted against each otherLabor groups are not treated equally; they have been pitted against each other
    - Assets of the school district and not the developers; redevelopment of parcels should not be in the hands of only 5 people
    - Huge needs for no/low-cost services for families and the community (i.e. before/after school program is inconsistent or has limited to certain number of kids)

4. **What are the characteristics, attributes, and skills one should have to be successful in this position?**
    - Be present
    - Lead with honesty
    - Build trust
    - Prioritize the needs of students and staff over their political image
    - A real opportunity to shift to an amazing and positive environment
    - Understand how to manage the politics of San Jose and the board; understand the narrative of how we got here in the last 10 years
    - Respect unions and working people
    - Demonstrate dignity and respect in alignment with the values of the community
    - Instructional leader; spent time in the classroom as teacher and principal
    - Problem solver and be accountable
    - Value role and relationships with teamsters considering the future in closure/consolidation of schools

Neighborhood Associations (3)

1. **Share with us what is good about your community.**
    - Diversity of community, you get a little bit of everything
    - Everyone is welcome
    - Translations are available
    - Community keeps us sustainable
    - Community events

2. **Share with us what is good about your district and your schools.**
    - When we can collaborate, it is all good
    - School is an open space. We need space for activities for students
    - Looking for things to change, for all neighborhood

3. **What are the issues a new superintendent should know about when coming into the position?**
    - Access to open spaces, thus schools, is important. Most schools are closed to the community, thus limiting space for sports, etc.
    - Working with schools is like pulling teeth. Don't get answers promptly
    - Schools play a big role in the community and should be more accessible
    - Problems in getting communication back from the principal
    - Need to work with the new Superintendent, on how to make schools accessible
    - A lot of residents are older, they care about the school but when schools are not maintained they complain because they are paying taxes, but schools are not maintained. The biggest issue for our neighbors
    - Communicate with different associations
    - Monitor the job that is being done on the job (accountability) Picking up the liter
    - Consistency in maintenance among schools, currently we are inconsistent
    - Schools need to look nice
    - What can we do and not do, work with the associations to do the parts members of the association cannot do. Enlist the help of parents in maintaining properties
    - The district needs to know what their responsibilities are
    - None of our schools have libraries. Libraries are great for those neighborhoods that have one, but what about those neighborhoods that don't have a library?

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - History of working with neighborhoods, neighborhood associations
    - Relationship builder
    - Communicate and connect with people
    - Connect with various associations, etc.
    - Communication
    - Responsiveness to community
    - If we aren't communicated to, what is being communicated to the kids?
    - Know that there is a lot of bilingualism here
    - They see a vision

- Want to grow bilingual students in the district
- Trying to engage more participation
- Hard to formulate questions on board agenda items because when the agenda is made public
- Get the agenda out in a timely manner
- Do listening sessions with the community and the school site conversations. Have a good listening session
- Hear the people
- Go around the district to all community entities to meet and greet
- Working with diverse communities

Neighboring School Districts (3)

1. **Tell us what is good about your community.**
    - Community carries the city
    - Not equally compensated but still are committed to community
    - Community is the dialogue, skill set, and diversity that creates what Silicon Valley represents
    - The community is in Silicon Valley but has not been offered the advantage of full participation
    - Figures things out when a crisis arrives: COVID, housing bubble
    - As it grows and develops, continues to find methodologies for success for growth when not always given by authority or part of the primary thought
    - Largely Latinx and Vietnamese
    - Has held onto cultural identity creating diverse experiences and needs
    - Resilient, community that is strong and keeps on
    - Authentic, keeps it real
    - Diversity; number of languages spoken

2. **Tell us what is good about the district and the schools.**
    - Have had 26-30 schools that represented neighborhood culture, but charters came in and shifted this to the interests of various groups but also created new neighborhood cultures that served the community and maintained resources
    - Continues to serve student groups that are most marginalized in Silicon Valley
    - Committed teachers and staff
    - Positive messaging on walls
    - Dual immersion

3. **What are the issues a new superintendent should know about when coming to this position?**
    - Varying degrees of access and generational wealth based on immigration status
    - Pressure in the future may occur due to potential zoning and development efforts; the need to maintain resources
    - Revenue generation
    - Redefine the reason for being in the presence of declining enrollment and alternative educational options

- Understand that they are part of a TK-16 system (i.e. vision on 3rd grade performance tying into A-G requirements; "Spartan East Side Promise" guarantees enrolment in San Jose State)
- Understand that students are part of one of 7 feeder districts, and need to be aligned so that students can have similar experiences as they feed into the East Side High School district
- Opportunity to rethink how they want to collectively govern and look at key questions to support their process for selection for Supt.
- District has functioned as an island, and no one understands our challenges
- New Supt stepping into a challenging job knowing all the issues
- Not funded equally across; but do receive per-student funding can be rethought; be strategic about how to educate our kids
- Bond Program
- Work to make sure best practices and transparency are models for district budgets and programs as well as compliance around complaints
- Gets a disproportionate amount of attention (critical by some, we all benefit when AR is successful)
- New Supt will represent a fresh start and embrace that; focus on kids, allocate resources, and invite others to be on board
- If not negative budget, they will be qualified by the county soon, which could cultivate a notion as a negative district
- Mitigating learning loss from pandemic
- Literacy is a paramount need
- Math readiness
- Teachers are underpaid

4. **What are the characteristics, attributes, and skills one should have to be successful in this position?**
    - Ability to re-engage the K-16 system and collaborate with other feeder districts
    - Welcome all students where they are
    - Work with the system to create full participation in classrooms, schools, and Silicon Valley
    - Be able to address the factors that lead to certain outcomes
    - Political and interpersonal savvy to address where people are to prioritize how they perform
    - Willingness to see that student educational experience is aligned or comparable with other feeder districts keeping in mind their post-8th grade career
    - If not bilingual or trilingual, know how to operate within social groups; understand that nobody is neutral, and perceptions may vary; know how to engage authentically and genuinely
    - Reflect, represent, and relate to the community they serve
    - Do their research and know the needs of Alum Rock
    - Have experience with managing critical district issues; fiscal, county,
    - Be able to educate the board and community on decisions (what makes sense, law, etc)
    - Will need to gather support and align ideas to move the district forward

- Clarity of purpose (strategic about steps they take)
- Willingness to collaborate as kids matriculated from Alum Rock
- Be actively engaging the Eastside Alliance
- Inspire people as teachers will be asked to do more with less
- Give resources to teachers and staff resources
- Have classroom experience
- Have tough skin and don't take things personal
- Collaborative (two way)
- Transparent (where they stand, what to expect)

Parents and Community (19)

1. **Tell us what is good about your community.**
    - Ramped-up dual language models (2 Spanish and 1 Vietnamese) are assets as we celebrate language
    - Teachers and staff can communicate with parents and provide language support
    - Community partnership with FRC and neighborhood partners
    - Diversity is a beautiful thing
    - Passionate people
    - Kindness
    - Acknowledge the different culture
    - You feel like you belong
    - Lots of community
    - Generations who have given back
    - Parents are multigenerational and bring next generation along
    - Pride in identifying different culture
    - Commitment to dual languages allows people to feel comfortable
    - Recognize diversity and culture
    - Schools within walking distance
    - Ridiculously hard-working family and kids
    - Families who value education and will do work
    - Diverse socio-economic levels
    - The vast majority of engagement with families
    - Lots of business and entrepreneurial opportunities
    - Tap into what is available to
    - Access to parks
    - Healthy libraries
    - Shopping malls
    - We have a wonderful community at Adelante Dual Language.
    - We are strong when it comes to parent involvement, and volunteers and I believe one of the reasons this is true has to do with the fact that we are a K-8 school. In the 9-10 years we spend together we are able to build a solid foundation for our students and our school. An example is when we had the issue of a teacher who was arrested for molesting students and our school spent a year without a leader- we as a community of parents, students, and teachers came together to keep the school moving forward. We stayed strong.

- Communication
- Getting along with each other
- East side is very diverse (nationalities, races, ethnicities, food, etc.)

2. **Tell us what is good about the district and the schools.**
    - Dual immersion schools
    - Commitment to dual languages allows people to feel comfortable
    - Recognize diversity and culture
    - Schools within walking distance
    - Partnerships with different organizations and agencies
    - Individual schools have great things happening, which aren't acknowledged
    - Sports championships that some schools win; soccer, track and field,
    - Dual immersion
    - Band
    - Efforts to get parent involvement
    - Ethnic studies, the first and only to have ethnic studies in Santa Clara
    - Youth advisories
    - Community Liaison
    - Work with on LCAP creation
    - Social Emotional Department for students
    - Restorative justice
    - Parent university
    - Wellness centers (some schools)
    - Social-emotional training for teachers to work and understand our kids
    - Family resource center
    - Language access, strives to provide much translation
    - Offer Spanish and Vietnamese translations
    - Provide child-care
    - If you don't find it, we will provide or find it
    - Pride, a lot of pride in 'our' sites, came little by little over the last seven years
    - Former leadership has driven access
    - Partnerships with non-profits, will bring funds and resources to have access to grants as well
    - Partnerships to provide summer programs
    - Provide before/after school care for free which is essential for families to have agencies provide this care for free
    - Opportunities for students
    - Services are offered to families for free
    - Workshops offered throughout the year
    - Parents, teachers, and staff are supportive of schools
    - So many great things within our schools
    - District has a large population of Spanish and Vietnamese and provide translation services to allow parents to be part of the process
    - Kids can see their cultures reflected in the schools

- Dual language and k-8 academy at Adelante 1 for parents who are out of the district but work in the area
- Issues in typical middle schools like bullying and fighting aren't in the k-8 schools
- Families come and keep their families the whole time (k-8)
- Schools are safe
- Commitment by parents (involvement and volunteerism)
- Alumni come back to work in the district
- The resiliency of students and families
- "K-8" small schools where everyone knows each other, and parents set tone for positive culture (6-8 grades serve as role models for k-5 students)

3. **What are the issues a new superintendent should know about when coming to this position?**
    - Housing crisis impacts decline enrollment
    - Families need wrap around services and resources
    - High concern by parents and teachers about closing of dual immersion schools (Adelante 1 and 2); parents want to keep the k-8 model
    - If changes to these programs occur, students and families will leave district; board should allow new supt to be part of this decision-making process about school closures
    - Lots of principal turnover; new supt needs to invest in retaining and sustaining site leaders
    - Building leadership at site level
    - How to get the involvement of families who need to work
    - Volunteer hours don't work for everyone
    - Parents don't understand labor rights to attend parent conferences
    - The first concern is that must have a job to supply their families with shelter and food
    - Not acknowledge sports championship
    - Protect the access to services
    - Keep building on the services we have
    - Bring in resources (expand or seek)
    - Declining enrollment
    - Students who are sent to charter schools versus Alum Rock Union School
    - The elected board is very divisive
    - Bad press has hurt this district
    - How to manage bad press
    - More mediator role with the board
    - Board members see this as a political steppingstone
    - Announcing the board meeting on Saturday late, the board meeting day after school ended, with little advance notice causes suspicions as to what they are doing
    - This isn't pitch perfect environment
    - Competing interests on the board
    - We've been in a holding pattern since the departure of the last Superintendent

- Deficit in budget
- Non-profits have lost funds
- Not a common focus on the board
- Systemic racism
- Because this is the East Side board, no one is paying attention to us because we are on the East Side
- Lots of departures from the district
- Great ideas that have not ever come to fruition
- Bond money coming down the road
- Aesthetic of schools
- Dual language schools are amazing, but most of those students are not from Alum Rock
- 40% of students at dual immersion are from out-of-district
- More access to dual immersion schools
- Many are fighting to survive (work)
- There is bad PR in Alum Rock.
- Alum Rock has a bad reputation
- What does each board member represent?
- How can parents, staff, and community support Supt.
- Teacher/administrator retention (salary, processes in district, work environment)
- Important to be careful in recruiting staff for the district
- Be sure to look at what is working and build from that and not change/break it which could cause the district to lose families
- Test scores need to be raised at every school (lowest in area/California); every student should be thriving
- Teachers may need proper funding to help with teaching
- School facilities are outdated and need remodeling; renovations are not complete after years have gone by (for example: 15 years have gone by)
- Kids need to feel comfortable and need to maintain an environment
- Supt should be prepared as they come into chaos; the board announcing they are closing 9 schools (hope the board gives Supt more time to look at the proposed timeline for school closure)
- Supt needs to be strong and push back on the board proposal about school closures
- Needs to know what the structure of the board; important that they make decisions on the needs of students and not their own interests
- Schools are in low-income areas and don't have many resources around the district and people who pay high property taxes
- Supt should focus on the needs of students
- Children from Adelante; subs need to be trained to teach classes in a dual academy
- Important to continue with the k-8 family structure for kids
- Communication between admin and parents/teachers/students be done through working as a team
- All kids have different abilities and need support from teachers (i.e. kids who are low performing)

- We need more resources! We need to bring libraries back to schools. We need tutoring services. We need proper training for teachers to set up the students for success!!!
- The biggest problem that Alum Rock is facing is the school board! Our school board is the biggest threat to our schools. The school board is a mess. They are making very "shady" decisions. They have meetings during that summer that are inconvenient for families and do not give families ample notice. They are an elected body whose priority does not seem to be the children/students and families in the district. The superintendent needs to know what they are up against and make sure that their priority is the students.
- Facilities need to accommodate families for meetings (including the sound system)
- Follow LCAP budget process should following to allow the community to give a voice about school closures…many families don't have access to meetings about issues that affect our schools and community
- Honesty and safety for schools even during vacation time. (i.e. people come with dogs)
- Historical dysfunction of the board of directors (i.e. switching board leadership in June causes distrust)
- Be aware of the financial deficit that the district is in
- As parents who are interested in our children's education, we should consider that the district doesn't have enough resources. As parents, we should cooperate and use our time for our schools. 12 years ago, at Aptitude, there was an agreement with the PTA for parents to put in 30 hours of volunteer work and the school was very well at the time. Can't expect everything from the distinct, we must do our part
- We need a superintendent who is strong to stand up for the needs of the students
- Campuses are ugly and frustrating to see that little resources are being put into campus (i.e. having green grass)

4. **What are the characteristics, attributes, and skills one should have to be successful in this position?**
    - Can support community partnerships
    - Visionary approach to taking on the funding issues to make the greatest impact to support families
    - Aware of the community and do extensive research prior to taking the job
    - Consider the community and engage them in decision-making
    - Inform the board with community input
    - Committed
    - Clear with sharing information so that the community knows what is going on; on time
    - Someone tough, not swayed to one side by this board
    - Has a vision that is working for kids, not for the board
    - Ability to manage larger resources, harness external resources
    - Find housing solutions.
    - How to make the schools more presentable

- Know the importance of a public relations campaign
- Deal with homophobic board members
- Outreach to other organizations
- Manage micro-managing board
- How to manage the board, board meetings, etc.
- How to navigate the politics of the community
- Strong knowledge of finances
- Know Robert's Rule of Order/ Parliamentary procedures
- Run productive board meetings
- What will you do to put children in the district first/ a true advocate
- Parent/youth-orientated
- Communicate in a timely manner
- Community engagement
- Be Culturally relevant to the community they are serving
- MOU of how to engage the community
- Have a positive legacy
- Transparency
- Someone who will be visible
- Making connections with community members, not at the district office
- Engage in community events (be out there)
- Humanistic person
- Acknowledge the good things that are happening
- Communicate in a way so the community can receive it (social media)
- Experience with different mediums for communicating (social media)
- Be willing to address the negative things immediately. Savay in dealing with issues
- Think about Special Education students, SPED students are a part of our district
- All-inclusive for all students
- Knowing that a dual immersion program is important
- Inspirational
- Interest in children's education
- Bilingual in Spanish
- Resilient
- Financially savvy considering the district's deficit
- Hasn't been involved in any controversy in other districts; no negative baggage coming with them and not taking this position as a steppingstone in a political career
- Extensive experience with shrinking enrollment
- Visionary and show leadership
- Communication is critical
- Problem solver and not be afraid to address issues regarding the entire district
- Adaptability
- Transparency
- Lead by example
- Effective communicator
- Reach out to the community

Special Education (4)

1. **Share with us what is good about your community**
    - Lots of local groups work well with parents, community, and district
    - Resourceful community
    - Organizations partner with other organizations

2. **Share with us what is good about your district and your schools**
    - The district doesn't just focus on academics it also does outreach, and counseling
    - Offering no cost or low-cost activities for students, programs during breaks
    - Special autism program (should be strengthened)
    - Love the inclusion model
3. **What are the issues a new superintendent should know about when coming into the position?**
    - Quality of paraeducators (lack of them and teachers need to help para's before they can work with students)
    - More awareness and importance of SPED
    - Be aware not all protocols are followed
    - Not all IEPs being followed
    - Add an education for everyone a piece on SPED
    - Outside sources are not following contract, not providing services as contracted to provide
    - My child was to have OT services, never provided
    - Services on IEP isn't being served, especially with outside agencies
    - High turnover within SPED staff, figure ways to retain
    - SPED staff does not have the support they need
    - Support PARA's with required professional development
    - Instructional time is not always fulfilled, for an entire week two hours no instruction. They were outside on the playground
    - Sometimes SPED department has denied the assessment
    - Lack of support for SPED therapists for push-in services
    - All staff needs to be taught about SPED
    - Google our district, get to know our board members and how they operate
    - The prior board was doing some questionable things with contractors and Bond money
    - When the board has contentious disagreements that doesn't make us look good.
    - Clean-up in the district needs to be done
    - Know what they are getting to
    - Be aware of board behavior and consequences to the district
    - SPED sometimes falls short on follow-up with certain incidents
    - Sites need to be looked at individually, Sites with higher SPED programs need more support (administrator?)
    - New administrators need to be provided training on SPED and the law to be more proactive rather than reactive
    - Newcomers from Latin America, Honduras, and Venezuela.
    - Supt needs to work with the SPED department on how to work with the families
    - Training for new arrivals, how to navigate SPED

- The district has put money in SEL. SPED students are not acknowledged for that.
- Educating kids on the titles given to them i.e. "SPED student"
- No consistency in how SPED students are accepted. Uniformity on how and when students are being included (i.e. assemblies and other things)
- Some schools have nothing for parents and students
- As a Superintendent, need to empathize with families in SPED. Connect with the families of SPED students, even if personally do not have a SPED student
- Familiar with trauma-based issues
- Learn about SPED
- The district offers tutoring for SPED students. I requested it and it never happened (told someone would get back to me, but never did)
- Parents need to be educated on what expectations of regular education teachers with students with IEP
- Understand what each responsibilities are of each other

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - Believe in the public school system
    - How vested are you in the public school system?
    - Continue to work closely with the community
    - Create partnerships with businesses to provide programs for our kids
    - Help students identify skills so they determine what they want
    - Know students, staff, and community
    - Present at events
    - Accessible to community
    - Amicable
    - Transparent
    - Manages resources in a fair way
    - Advocates for students
    - Ability to work with a diverse community
    - Responsible
    - Empathetic
    - Honest
    - Loves our community
    - See the beauty in our community
    - Equitable
    - Leader in administrative functions
    - Focus on being involved with parents and the schools
    - Be visible
    - Here for the long-term
    - Plan to be here for the long term
    - If we Google your name, what will pop–up
    - Connect all the departments in the district and hold them all accountable
    - Departments should be working cohesively
    - Get the district office staff to work with and support sites
    - Value employees

- Open to work with different entities (non-profit agencies, counties)
- Willing to collaborate with Mayfair
- Have a repurposing committee as we consolidate schools, what can we do with our schools
- Closing schools will be big. Listen to the board and the community
- Seek ideas for repurposing. And be open and transparent on consolidation
- Consolidation is a conversation with everybody

Student Leadership (2)

1. **Share with us what is good about your community**
    - Resources, mental health, entertainment

2. **Share with us what is good about your district and your schools.**
    - Teachers, really connect with us
    - Teachers go out of their way to help us and make sure we learn

3. **What are the issues a new superintendent should know about when coming into the position?**
    - Not enough extracurricular activities
    - Teachers have to pay for materials
    - Most teachers provide office hours or after-school help
    - Not enough field trips
    - Would like to see a gym at my school
    - Need more trash cans beyond the cafeteria
    - The grass fields have holes
    - More shade structures
    - More water fountains

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - Sense of equality and justice, equity
    - Open minded open to everyone's opinions
    - Meet with the students
    - Friendly
    - Get to know the Superintendent
    - More active in schools
    - Listen to students and community wants
    - Experience in education as a principal or a teacher
    - Want to keep the resources we have now

Teamsters (3)

1. **Share with us what is good about your community**
    - Fellowship, people coming together

- Cultural immersion of Latino Hispanic and Asian. We are all held to the same standard
- We are helping newcomers to mix into the culture

2. **Share with us what is good about your district and your schools.**
    - **S**TEAM programs
    - Resources available to students
    - Dual immersion programs (3)
    - Adelante (uno & dos) program
    - Multi-media school
    - STEAM programs
    - Programs in place to help students
    - Cater to people from different backgrounds, interpreters etc.
    - Community liaison
    - Can go to any school and get help
    - Meal distribution at schools (Fishes and Loaves)
    - Work with the community for student involvement

3. **What are the issues a new superintendent should know about when coming into the position?**
    - Still unresolved issues from prior Superintendents.
    - Insufficient M & O staff, custodians
    - Retention of students not losing them to charter schools
    - The image of the district
    - No accountability for the performance of some employees
    - Keeping students here
    - Declining enrollment
    - Need accountability
    - Reduced staff means we become overworked, workloads are high
    - Salaries certificated and classified are lowest in districts
    - The district is in shambles because of insufficient staff
    - Wearing multiple hats

4. **What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?**
    - Needs to be ambitious
    - Collaborate with other agencies
    - Be progressive
    - Implement new programs to attract students.
    - Progressive thinker
    - Willing to try something new
    - Innovative
    - Be ambitious
    - Want the student to thrive
    - Willing to step out for kids
    - Promote pride in work

- Understand how to support the varied needs of students
- Personality
- People skills
- Good communicator
- Understanding and willing to hear you out
- Retain the students, heart for the kids
- Works for the district and wants their kids to go to our schools
- Work with us
- Integrity
- Goodwill
- Respect
- Good history with accomplishments
- Invite the community as part of the district (involved)

K12 Insight

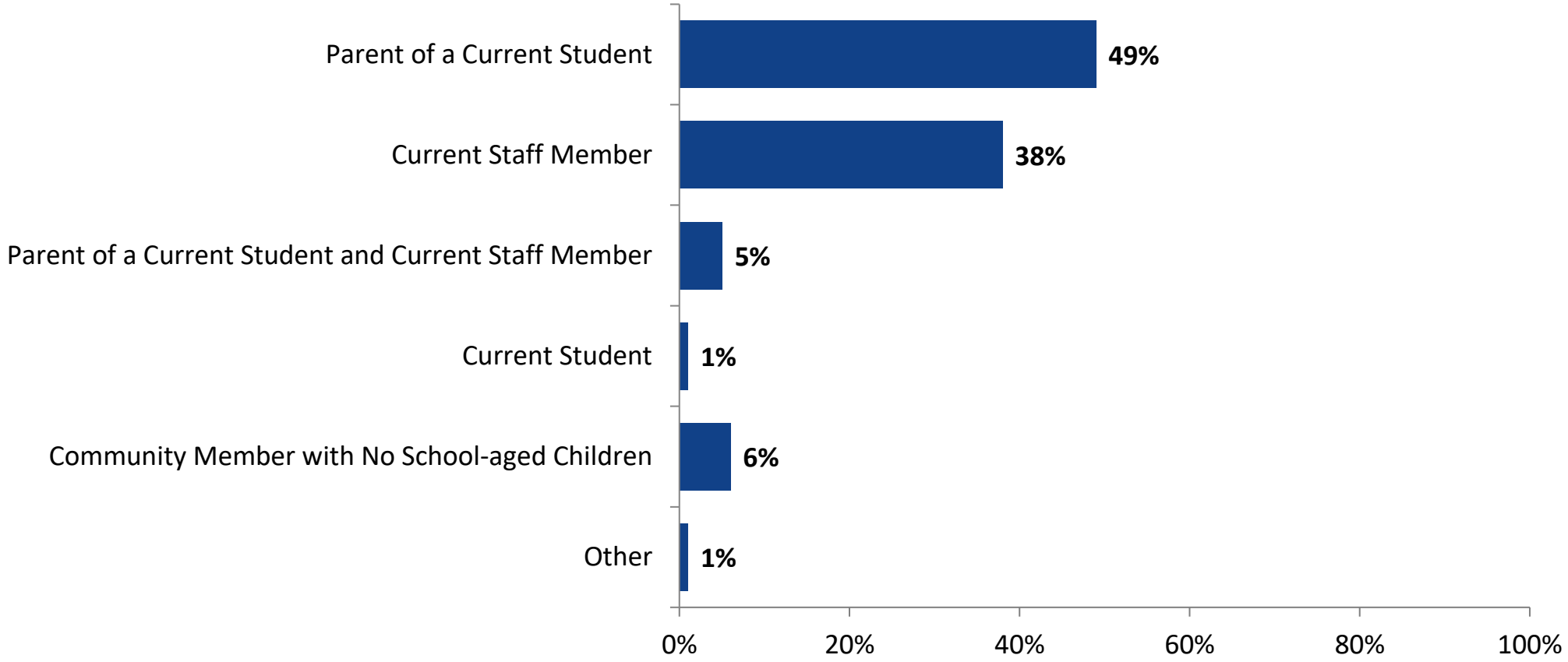
Alum Rock Union School District Superintendent Search Survey

Results and Analysis

McPherson & Jacobson
June – July 2024

Relationship to the District

Which of the following best describes your relationship to Alum Rock Union School District? (N=156)



Good Points About the Community

Good Points About the Community

What is good about the Alum Rock community?

The community of Alum Rock is characterized by its strong involvement and diversity.

It's described as close-knit and inclusive, with a deep commitment to supporting schools and students.

There's a significant emphasis on parent engagement and communication, facilitated by dedicated staff. The community values its Hispanic culture and family-oriented ethos. They actively participate in school activities, advocate for student needs, and strive to create a safe and supportive environment.

Overall, it's a resilient community that works together to enhance educational opportunities and student well-being.

Good Points About the Community

What is good about the Alum Rock community?

The Alum Rock community is celebrated for its diversity, unity, and strong familial bonds.

It's a multicultural area with deep-rooted cultural pride and a commitment to supporting children's education.

Families and community members are actively involved, showing resilience and dedication to improving their neighborhoods. Despite challenges, there's a strong sense of community spirit and a shared goal of providing a nurturing environment for future generations.

Good Points About the Community

What is good about the Alum Rock community?

The Alum Rock community embraces a diverse and evolving cultural identity, deeply rooted in traditions and racial heritage.

Despite occasional communication challenges, the community is rich with supportive organizations and natural resources, striving continually for improvement.

Families are deeply involved in education, advocating passionately for their children's future within a resilient and vibrant environment.

Good Points About the School District

Good Points About the School District

What is good about the Alum Rock Union School District?

The Alum Rock Union School District is recognized for its commitment to education, offering a variety of academic programs, bilingual options, and supportive services for students and families.

There is appreciation for the dedicated teachers and staff who prioritize student well-being and academic success.

While there are challenges and varying opinions about the district's effectiveness, there is a consensus on the importance of community involvement and the district's efforts to improve educational outcomes.

Good Points About the School District

What is good about the Alum Rock Union School District?

The Alum Rock Union School District is highly regarded for its dedicated staff who prioritize serving children and the community.

The district emphasizes family engagement and supports diverse educational programs, including music and dual language initiatives.

It values input from the community and strives for continuous improvement in both academic and social aspects.

Despite challenges, there is a strong sense of camaraderie among staff and a commitment to student success through various resources and programs.

Good Points About the School District

What is good about the Alum Rock Union School District?

The Alum Rock School District offers a wide variety of school options, allowing families to choose where their child attends.

The district has made significant academic improvements and enhancements in food quality, considering community input.

It aims for higher expectations aligned with the country's socioeconomic development.

Alum Rock is community-focused, prioritizes students' best interests, and has committed families. Former students, including first-generation ones, have said they felt supported throughout their K-12 experience.

Challenges and Opportunities

Challenges and Opportunities

What are the issues that the new Superintendent should know about when coming into the position?

The Alum Rock School District faces significant challenges including past corruption and lack of integrity on the school board, impacting its effectiveness and community reputation.

Key issues include hiring and retaining good teachers and staff, improving poor-performing schools to reduce the shift to charter schools, and ensuring financial solvency without closing sites.

There are concerns about transparency, nepotism, and personal conflicts among board members, which detract from student welfare.

Maintenance and safety of school facilities, better support for teachers and students, particularly in special education, and enhancing academic resources like STEM and after-school programs are needed.

The community emphasizes the importance of K-8 schools, better communication, and more involvement in decision-making processes.

There is a call for strong leadership that prioritizes student needs, respects cultural diversity, and strives for academic excellence amidst a lower socioeconomic context.

Challenges and Opportunities

What are the issues that the new Superintendent should know about when coming into the position?

The Alum Rock School District is grappling with financial issues, low enrollment, and poor student performance, which are exacerbating staff stress and morale problems.

Teamwork is hindered by a lack of clear procedures and leadership, leading to confusion and frustration among employees.

Immediate attention is needed for maintenance, teacher salaries, school facilities, and substitutes. Enhancing school appeal and preventing closures are crucial for boosting enrollment and community morale.

The district also faces challenges with inconsistent leadership, accountability, and resource distribution, impacting both staff and students.

There is a call for innovative ideas, strong leadership, and better communication to address these issues and support student success.

Challenges and Opportunities

What are the issues that the new Superintendent should know about when coming into the position?

The Alum Rock School District faces significant challenges including fiscal solvency, school closures, and board dysfunction, which have eroded community trust.

The changing educational landscape now requires additional support like psychologists and behavior therapists for students, along with enhanced academic support and elective classes.

There is a strong call for involving the community more in decision-making and ensuring thorough supervision of all personnel.

The district also needs to address financial issues and manage school closures responsibly while fostering better relationships with charter schools. Strong leadership is essential to improve financial management, community relations, and equitable opportunities for all students, while overcoming the district's history of financial mismanagement and underperformance.

Characteristics, Attributes, Skills

Characteristics, Attributes, Skills

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

The superintendent of Alum Rock School District should prioritize being an educator with integrity, focusing on student safety and education rather than political ambitions.

They should collaborate with local programs and nonprofits to support disadvantaged students and show a commitment to public schools by enrolling their children in them.

Key qualities include being passionate, dynamic, personable, respectful, supportive of staff, principals, teachers, and counselors, and have the ability to work well with various stakeholders are crucial for the role.

They should be educated, experienced, bilingual, open-minded, humble, and community-oriented, with a strong understanding of the district's history and culture.

They must be resilient, transparent, ethical, and capable of fostering strong relationships with students, parents, and the community, advocating for equitable educational opportunities, and managing finances effectively.

Characteristics, Attributes, Skills

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

The desired qualities for the new superintendent of Alum Rock School District include being bilingual (English/Spanish) with strong and effective management, financial, and strategic planning capabilities. management and financial skills, excellent people skills, and an open-minded, patient, and transparent approach.

The superintendent should prioritize students and schools, be a strong and supportive leader, have a genuine connection to the community, and understand the district's diverse backgrounds

Experience in education and community leadership is essential, along with the ability to handle challenges, inspire others, and foster equity and inclusivity.

They should demonstrate integrity, be empathetic and approachable, and committed to regular communication and collaboration with all stakeholders, ensuring transparency and accountability.

Characteristics, Attributes, Skills

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

The desired qualities for the new superintendent of Alum Rock School District include being an equity leader who is fair, transparent, and a strong communicator with a business-minded approach.

They should be well-prepared for the position, loyal, open to receiving opinions, responsible, honest, and possess clear leadership vision. This includes hiring well-qualified staff and having high expectations for district development.

The superintendent should demonstrate respect and strong communication with the community, students, and parents, be capable of making tough decisions, hold board members accountable, and navigate district/charter relations effectively.

They should be a strong listener, open to diverse perspectives, reasonable, responsive, and focused on student-centered decisions.

Additionally, they should be well-informed about district and community matters, organized, relational, culturally competent, and committed to high expectations for both staff and students.

K12 *Insight*

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Alum Rock Union School District - Superintendent Search

Open-ended Responses

McPherson & Jacobson

K12 *Insight*

Which of the following best describes your relationship to Alum Rock Union School District?		
Responses	**Count**	**%**
Parent of a Current Student	76	49%
Current Staff Member	59	38%
Parent of a Current Student and Current Staff Member	8	5%
Current Student	1	1%
Community Member with No School-aged Children	10	6%
Other	2	1%
Total Responses	**156**	

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student	
Q2. What is good about the Alum Rock community?	
SR No.	Response Text
1	Community involvement
2	Very diverse, close knit.
3	La comunidad de alum rock apoyamos bastante a la escuela más que el distrito necesitamos un buen super intendente
4	It is an inclusive community that works together when needed
5	Me gusta que tiene muchos programas para nuestros hijos
6	Communication, parent involvement, and dedicated staff.
7	They provide resources for families along with the schools for student achievement and development.
8	Community is engage in our schools and district
9	Que somos padres unidos y estamos al tanto de lo que pasa con nuestros hijos
10	Es una comunidad de fuerte cultura Hispana y valores familiares.
11	Parent engagement
12	They have support for students, parents and teachers.
13	the passion some families have to fight for our students.
14	The alum rock community always helps each other out and is united.
15	As a community we are resilient and will do everything to make our school environment a safe and healthy place for our students. We are also committed through volunteerism and use our voices to praise and support.
16	I believe as a community, Alum Rock truly shows up for the children. It's a very supportive, accepting, and caring community where we know our children will be educated well not only in academics but in learning life long skills they can carry on in life. I especially love that Adelante has been all 3 of my children's home away from home and my daughter just recently graduated 8th grade and was there since Kindergarten. That definitely is an amazing village to help Raise and guide my children.
17	Community, teachers and diversity.
18	The community comes together in times of need.

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19	Es una comunidad con muchos valores.
20	Arusd is always promoting and advocating different events to help parents evolve with changes.
21	Buena, cada quien está en su cuento..
22	Que da muchas oportunidades y te tratan bien
23	Me gusta su ambiente
24	The teachers and office staff at the school
25	We come to together as a school at Adelante 1. We have gone from K-8 as a families
26	Nuestra comunidad es bonita y unida si trabajamos más en este punto te diremos mejores resultados.
27	Diverse
28	Comunicación,apoyo, programas
29	Chăm lo phát triển cho cộng đồng chung
30	Offer programs for the students.
31	Los padres de Adelante Dual language somos muy unidos debido a que el distrito muy poco apoya
32	So far the community feeling that the school provides events
33	We have great working families committed to educating their children. We have many different cultures and backgrounds that come together.
34	The community
35	Es una comunidad que trabaja en conjunto para el vienestar de los estudiantes.
36	I love hearing live mariachi music on the weekends, the smell of carne asada grilling on the bbq, and the many languages I hear spoken in the community.
37	Very Welcoming and helpful to families in need. Lots of resources and for alot of different needs.
38	La diversidad de culturas
39	Good cultural restaurants.
40	Helpful information for parenting and children.
41	MANY EVENTS FOR PARENTS
42	Buen personal
43	So many people have gone to these schools and still live here and want to help.
44	Not much
45	Siempre te mantienen informados,, atraves de diferentes medios!!
46	Que somos Unidos
47	A lot of family run businesses.
48	Good communication
49	Que keremos lo mejor para nuestros hijos y es buena educación y comunicación
50	Tiene de bueno el apoyo que nos damos mutuamente como padres dentro de la misma comunidad .
51	Events, programs, resources, support for low income families, diversify.
52	Resilient. Strong. Communicative. Helpful. Involved. Caring.

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53	I do not have good experiences with this school district employees
54	teaching our hispanic culture
55	Lots of Hispanic restaurants, establishments, things that promote Hispanic culture
56	Parents works together for the betterment of our students in the district.
57	Alum Rick community has a rich culture. There are many families that speak different languages and the community if full of diverse food options.
58	Communication among teachers and parents
59	Vibrant community representing many nationalities
60	Nos tiene enterada de todas las actividades que se realizan durante el ciclo escolar
61	What I appreciate of our Alum Rock Community is unity, family, and the continued efforts to better ourselves.
62	Don't know
63	Stay in contact with parents
64	Que ofrecen mucha ayuda en académico y recreación para nuestros hijos

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Staff Member

Q2. What is good about the Alum Rock community?

SR No.	Response Text
1	Its diversity.
2	That we all are like family
3	We have good working relationships at our school site. We have great relationships with our community and the families that we work and serve.
4	The Alum Rock community has the best intentions and support for students. They work together to create a positive environment.
5	Diversities, multi cultural,
6	Diverse, multi-cultural, equity-driven
7	People who care about there children's future
8	Good families are people willing to offer help when needed.
9	The community bands together but not always for the good. They complain so much about alum Rock district. I think our district has done so much for this community and as an employee to alum Rock I see what we do for the children the families and community. Everything is free but even though it's free it's not that easy.
10	The community has a rich history and is filled with hope.
11	Always the same answer for me...the kids!
12	Long established and located in an environmental and culturally rich area. Community members are eager to participate and gain access to higher quality of living.
13	We have staff that deeply care about the students we serve and are passionate about including and working with parents/guardians. We also have many families that continue to be part of the Alum Rock family for generations.
14	Caring families, city and community improvements happening,
15	The people are the great thing about the Alum Rock community. Alum Rock is the home to tens of thousands of working class citizens who go to great lengths to provide for and care for their children. The neighborhood has a majority Latinx population and a significant number of folks

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	of southeast Asian heritage. Alum Rock is a place where people take pride in their ethnic identities and embrace the American dream of providing a better life for the next generation.
16	Parents and students very courteous and are willing to help any time.
17	The students and their families are great as they show how much they support us in educating their children. The dedicated staff is also a big asset to the District as many choose to stay here long-term to serve and work in this community.
18	Es Muy Activa en la Educación Académica , Es Parte de los mismos intereséis de tener Una Educación de Calidad para esta Generación y Una Buena Visión de Empoderamiento para Avanzar hacia lo Mejor
19	ARUSD has relatively safe schools where many caring individuals work to uplift the interests of its students, but there are steep inequities in San Jose. The Silicon Valley Pain Index report found only 6% of the workforce at the 20 largest tech companies are Black and only 10% are Latino. Only 25% of nonprofits in the San Jose metro area have a person of color on their board of directors, which doesn't reflect the 73% of the population that is people of color. AR families unite for common causes
20	There is a great sense of community and pride in Alum Rock. People have been here for generations and care about their community.
21	Huge Diversities Peaceful among the ethnics
22	The community is really nice. They genuinely care and want their children to succeed.
23	Patience , majority support teachers
24	The students are amazing at my school and have enjoyed interacting with them everyday
25	The Alum Rock community is a diverse population.
26	Some community members are involved.
27	it's rich in culture very dynamic proud people from san jose
28	Students and teachers
29	We have a lot of hard working parents who are interested in their childs education.
30	It is a very close community. They help each other, and they protect one another. They are hard-working and dedicated to their families and their neighbors.
31	Resources that come to Alum Rock from the state.
32	How identified we can feel with our hispanic roots.
33	Diverse cultures and student centered.
34	The culture.
35	Alumnos y padres con buenos valores.
36	I think the community is hard working with excellent values.
37	The diverse community with lots of opportunities
38	The community cares about what is best for our students.
39	Our community's resilience is shown by how we support our children and families. We engage in various traditional and non-traditional collaborations, including hybrids, to meet everyone's needs. The district's longevity and continued support for our initiatives through bond measures reflect the community's strong backing. Alum Rock has a rich and colorful history, showcasing the triumphant spirit of its pioneers. Many generations call this "home," fostering a multi-generational legacy. A FAMILIA

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40	LOCATED IN EAST SAN JOSE, HISTORICALLY REPRESENTS A DIVERSE, RICH, COMMUNITY LARGELY REPRESENTED BY LATION CULTURES AND OTHER MULTICULTURAL POPULATIONS.
41	Esta comunidad tiene una variedad de grupos étnicos y ayudan con la instrucción en diferentes idiomas; Ingles, Espanol y Vietnamese.
42	It IS a community. Families are involved in their kids' education. Alum Rock as both a district and a community is unique.
43	Alum Rock Community, not excluding student/family population are hard working, community oriented and supportive people. I appreciate the beautiful multi-cultural make-up of Alum Rock as it is reflective of America, a beautiful tapestry of languages, customs, traditions, food, music and colors.
44	Diverse community with a variety of different ethnic groups. Friendly and supportive families and community members/leaders that cares.
45	Multi culture, diversity
46	Everyone has roots in the community. Some parents are former ARUSD alumni and now their children are part of ARUSD. Some teachers are ARUSD alumni and come back to teach in this community. There are alot of vendors that also give back to the community that educated them.
47	They are vocal about changes, but the Board are not listening to them for feedback.
48	Culture and tradition remain in tact even as gentrification ensues.
49	Alum Rock Community is a community of people that help each other , friendly always ready to help out, great parents that really care about their students , students Schools and academics
50	Good participation and collaboration with each other.
51	Families work together.
52	The Alum Rock community is rich in culture, involvement, and history. It is a place where parents feel welcome and provide input. Having a dual language K-8 school like Adelante I helps shape the direction of the district to a higher standard. Dual Language is trendy now, however Adelante I has been setting the standard for long time now. Adelante I has the highest number in inter and intra district transfers and is absolutely a hub for community.
53	The families we serve and their commitment to their children.
54	Diverse
55	The people
56	La Comunidad de Alum rock ha estado creciendo y viendo la necesidad he Importancia de estar muy Involucrada en la Educacion Escolar de sus hijos y estan listos para ser parte del Crecimiento. en el Involucramiento Schoolar,. Algo muy relevante.Somos una Comunidad Multilingue.
57	Diversity and sense of pride
58	There are many multiple generational families that grow up in this community.

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student and Current Staff Member

Q2. What is good about the Alum Rock community?

SR No.	Response Text
1	The families are welcoming and trusting. They hold teachers in high regard and are very appreciative of your efforts especially if they feel that teachers genuinely care for their child.
2	Nos mantiene informados

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3	Tiene muy buenas atenciones son muy amables
4	The community is strong and can have many benefits with help.
5	I think there would be a good turn out of volunteers for activities to help our kids go beyond regular academics.
6	Hard-working families who strive for their children to have the same opportunities as other children in nearby communities
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Student	
Q2. What is good about the Alum Rock community?	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Community Member with No School-aged Children	
Q2. What is good about the Alum Rock community?	
SR No.	Response Text
1	It's culture.
2	Es una comunidad con una diversidad cultural cada vez mas variada, con grandes progresos y con una comunidad muy apegada a sus tradiciones raciales, con espacios culturales y con muchos recursos naturales que podrían ser aprovechados mucho mejor ; pero lo mas importante que se esfuerza por superarse cada vez mas.
3	Faltas de communicasion/informasion comunitaria.
4	Nothing right now
5	Lots of good community organizations
6	The Alum Rock community is diverse and tight-knit, with strong cultural ties and active parental involvement. It's a place where people support each other, creating a welcoming environment for students and families.
7	I love the culture in the Alum Rock community. There are many engaged parents and great local community organizations that provide helpful resources to families.
8	Alum Rock is a tight knit community that supports each other.
9	Everyone comes together for a good cause!
10	Rich cultural heritage
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Other (Please specify)	
Q2. What is good about the Alum Rock community?	
SR No.	Response Text
1	Families who are very passionate about their children's education and the people who are teaching and leading them. They will stand up for what is best for their children.
2	Resilient, full of potential, vibrant
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: (Did not answer)	
Q2. What is good about the Alum Rock community?	
SR No.	Response Text
No responses found.	

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Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student	
Q3. What is good about the Alum Rock Union School District?	
SR No.	Response Text
1	Good teachers.
2	Parent involvement! The folks speak up when the District wants to cover issues affecting all. Board of Trustees unity think about the children not their pockets or next political move.
3	My son's TK class allowed him to thrive academically and blossom into a more sociable child.
4	That they have counseling services and they prioritize social and whole child. I appreciate that they offer academic programs, food, sports, music/band, free at cost to the students and resources for the families. I appreciate that Alum Rock works closely with community groups
5	La partisipasion de todos en los grados de nuestros niños
6	Communication and dedicated staff.
7	How they provide support to the students.
8	Community is engaged
9	Que nos hace partícipes de desisiones que toman
10	Una comunidad latina e inclusión de los padres en la escuela de los niños
11	Lucha Teachers and dedication
12	They good teachers.
13	Bilingual Schools
14	I love alum rock because I am an alum rock graduate, but sometimes instead of making us better we get set back.
15	That it gives families of our district be part of the small schools of choice ie…Adelante, Lucha and Renaissance. It also allows families outside of our district to transfer to said schools.
16	I believe the district is trying their best in reinventing alum rock schools and gearing towards the long term benefits for our children to have a successful and go on to higshcool and graduate college. the district is very education drive but also includes diversity and culture into the schools And curriculum.
17	Diverse resources, dedicated teachers and staff members.
18	Es muy buen distrito escolar y siempre está al pendiente de sus escuelas.
19	The staff is passionate about their jobs.
20	El trato hacia sus estudiantes
21	Que tiene algunas ayudas que mejora
22	Me gusta sus instalaciones
23	Nothing. They overspend and nothing ever get's done. They are failing our children tremendously!
24	Apoyo académico, necesita trabajar más en diferentes áreas porque hay los recursos, necesitamos gente que quiera trabajar para mejorar.
25	Dual language schools
26	Que ayudan a la niños con sus retos escolares ,tienen varias escuelas
27	Chăm lo cho học sinh và giáo viên

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28	Adding new playground to our children's Elementary school Mc Collam. Also, there are a lot of staff that actually care for students.
29	No tanto no apoyan a los maestros a los alumnos el plantel escolar
30	It's still a work in progress
31	Diverse set of creative options for education. Generous assistance, and good special education departments.
32	The willingness to listen to families.
33	Que en ocaciones, no siempre escucha las necesidades de las familias.
34	Great after school programs and extended year summer school programs.
35	They offer alot of different resources as well help to students and their families who are in need. Thru Mkinney Vento program. My boys have been with Alum Rock district for 3yrs this year and when we moved to San Jose from the Central Valley we had nothing. We were homeless for quiet some time I've had alot of help and many different ways.. from school supplies to clothing, school uniforms, target gift cards,Xmas presents and most recently my oldest son 8th grade promotion and field trip fees.
36	Mi hija tiene problemas en los grados por motivos de salud y el distrito la a ayudado mucho
37	The after school programs and summer programs are great!
38	Vietnamese and English bilingual
39	Dual Immersion Lanuage Program
40	Cuando asisto para algo siempre me atienden
41	Not much
42	Siempre son asesibles para cualquier pregunta o problema.
43	Creo que en lo personal el idioma. Me ayuda mucha
44	N/A
45	Early get notifications
46	Apoya a su comunidad
47	El distrito tiene de bueno que nos proporciona muchos programas de aprendizaje para nuestros estudiantes incluyendo nuestros niños con incapacidades de aprender .
48	Same as #2 answer.
49	The past couple of years it has not been great. More and more cuts have been made for our students and programs including school budgets. No communication. Does not care enough about our students, sadly. Not enough effort out into our schools or within our communities.
50	I do not see any good from this school district
51	always able to help our community
52	Adelante Dual Language Academy because it is TK through 8th grade
53	The Alum Rock Union School District works with families to make sure our children are being offered the best education possible.
54	As a parent we have agency to make choices, my child feels like he belongs to the whole community. and the staff is kind and welcoming to the students and their families.
55	The teachers.
56	Focus on Language and Arts
57	Nos apoya en todo momento.

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58	Alum Rock still has a lot of work to do in many areas however what I appreciate is the district's desire to see our kids succeed. Also, the district's continued efforts in encouraging parent to get involved whether it is through volunteering, being part of the many parent/school groups, Parent Universities, COPA, and school events.
59	Caring staff and teachers
60	Offering variety of programs for individual student
61	Lots of supportive programs addressing issues and concerns that affect the family and students
62	Buena atencion

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Staff Member

Q3. What is good about the Alum Rock Union School District?

SR No.	Response Text
1	The desire of most people in the staff to serve the children and the community.
2	Im not sure
3	The technology, health and benefits, and HR [redacted] are responsive to our phone calls and emails. Our current principal [redacted] is excellent at what she does.
4	Staff is committed to supporting students and families. They create trust.
5	The family connectedness and the caring staff are what make this district so great. The innovation our teams have had over the years to always put students first and ensure they get access to the resources that they would not have, in some cases, otherwise.
6	Friendly coworkers
7	Proximity to resources, resources it offers to staff.
8	That we offer families so many free programs such as free meals, free day care, free education. Everything comes at a price and I believe alum Rock has held up their end on continuing excellence on serving our students and families of this community.
9	Many in the district have love for the community. That’s inspiring and honorable.
10	ARUSD cares about children and their families.
11	Long established and located in an environmental and culturally rich area. Parents and family members are eager to participate and gain access to quality education.
12	That once we're hired here, (paras) we usually stay. So, showing more gratitude would be nice.
13	There are several decisions that are made with the input from the community. Students come first.
14	Seeking self improvement Training opportunities Parent involvement focus Strong Early Learning department with staff involvement. Approachable board members Active, caring teacher union
15	ARUSD has many talented and dedicated educators and staff. There is a critical mass of teachers and employees who work for ARUSD because they connect with and care for the students and families. The fact that there are so many small schools in ARUSD is a real asset to kids because it results in small learning communities where kids are well know, feel safe, and can receive targeted support.
16	Teachers, office administration and custodians work hard to make a great learning environment for our students.
17	The strategic plan and how it includes short term and long term goals for success. The early childhood initiatives and the dual language programs. We have very dedicated staff and site leaders who work very hard to support the students and their families.

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18	Ofrece los Mejores Programas, Para Ayudar en el Avance Schoolar Académico ! La Administración Siempre Escucha la voz de la Comunidad. Y el Dialogo Es Claro
19	A rich history exists in east San Jose and the people in the area have demonstrated resilience and strength as they advocate for and support one another. There are nonprofits and community organizations that remain dedicated to the community and will organize against inequities and discrimination. Beautiful public art can be found throughout the east side, with historical buildings and legacies being retained for future generations. A public library is near the ARUSD district office for families
20	The kids love learning and being at school. The parents are passionate about their kids' learning and safety. The staff are experienced. The East Foothills are a beautiful backdrop. The school sites are massive.
21	Abundance of Programs for students Supportive Administrators
22	The resources that the district provides to all the students, families and staff. The staff is very hard-working and wants the students to be successful.
23	After school and extra curricular activities. Realistic teacher expectations. Let teachers have freedom . Modern tech
24	The opportunity to play sports after school has been a huge positive for our students
25	The Alum Rock Union School District serves a diverse population and does what it can to make sure that language and cultural barriers are addressed so that community members have a comprehensive view of the goals and supports the district provides.
26	It offers a music program for both elementary and middle school students.
27	they take pride in helping the children learn and grow
28	Alum Rock School Districts provides lots of resources to the parents and offer a lot of free programs.
29	Has a lot of passionate, committed, and dedicated employees. They are here to serve the community. Many are amazing advocates to this community.
30	My site leader and coworkers. I love the families and the students.
31	It’s diversity
32	Open to the input from the community and student centered.
33	Parents willing to help and a lot of resources.
34	Personal altamente cálificado, con valores y buena comunicación entre todos los niveles.
35	I believe our district thrives at bettering itself both academically and socially.
36	The family engagement. The community embraces the culture of the students in their schools.
37	The District tries to support the needs of our students.
38	The Alum Rock Union School District excels in various aspects. It enjoys strong community support, evident through successful bond measures and active involvement from families and local organizations. The district is committed to innovative and diverse educational programs, catering to all students' needs through traditional and non-traditional collaborations. Alum Rock boasts a rich history and a vibrant, multi-generational community, fostering a deep sense of belonging, pride, and resilience.
39	COMBINATION OF FACTORS IS GOOD ABOUT ARUSD: DIVERSITY, EQUITY FOCUS, FAMILY & STUDENT VOICE ENGAGEMENT, RESOURCES TO SUPPORT FAMILIES, RESPONSE TO CRISIS, SOCIAL-EMOTIONAL WELLNESS FOCUS, ARTS-MUSIC JAZZ MARIACHI FOLKLORICO, DUAL IMMERSION SCHOOLS, EARLY LEARNING TO COLLEGE-T-TO-CAREER INTENTIONALITY, NUTRITION MEALS,

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	FORMER ALUMNI RETURNING TO SERVE, COMMITTED ADMINISTRATIVE LEADERSHIP
40	Tiene muchas escuelas y pueden servir a muchos estudiantes y sus familias. Ofrecen muchos programas gratuitos durante el ano escolar regular y en el verano.
41	Each school site and department is a strong family in itself. The music program in particular boasts fantastic teachers with commitment to excellence and raising students up.
42	Same as above
43	Friendly atmosphere to work at an for. Knowledgeable staff and leaders.
44	Creative, innovative, reach out
45	Alum Rock has good programs that they provide for students during the school year and summer programs.
46	There are some honest and hardworking staff and teachers who actually care for the students and are not being recognized.
47	Cultural diversity is celebrated. Site autonomy is valued. All of the visual and performing arts offered is amazing.
48	Alum rock district is great because they focus on what the students need, They have alot of resources for parents parents in need , parents with SDC students and overall resources for everyone
49	Staff has good relationship with each other, support students' need, and collaborate often for the good of our schools.
50	Honestly, right now, not a lot. TheParent Square communication platform has been very helpful in ensuring all parties are easily kept informed and can communicate regardless of native language (for Spanish & English speakers).
51	It is absolutely a beautiful place to work and be at service to families. Our community is resilient and has face many challenges. Alum Rock staff is dedicated to service the needs of our families and community. We have many teacher who are innovators, caring and dedicated administrators as well as a fantastic and dedicated classified staff that is from the community and understands the community.
52	The district has a diversity of programs and opportunities for our students and their families.
53	Good teachers, traditional, in communities that are diverse
54	The vision
55	Alum rock , tiene muy altas Expectativas en cuanto a Proveer una Educacion Academica Digna y de mucho Apoyo para nuestros Estudiantes, Y la mayor parte del Año Escolar nos mantienen Informados de los multiples eventos y Celebraciones para nuestra Comunidad y nos hacen parte Importante de la Participacion de los mismos eventos , escucha las Opiniones y ayudan a proveer servicios segun las Nececidades.
56	They recognize that there is diversity
57	Many of the staff have worked longer than a decade of service.

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student and Current Staff Member

Q3. What is good about the Alum Rock Union School District?

SR No.	Response Text
1	The district recognizes the needs of our families and makes an effort in supporting our varying needs. They offer enrichment and after-school programs.

2	Buenos programas
3	Es muy atento con los estudiantes de las escuelas
4	So far, the district has some good people whom are willing to make a change but our administration needs to have more family values in mind and respect.
5	They always talk about putting the kids first, even though it may not always be financially possible. I feel the teachers are tied having to teach for testing instead of real world lessons.
6	ARUSD provides resources and a quality education for many underserved families in the area
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Student	
Q3. What is good about the Alum Rock Union School District?	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Community Member with No School-aged Children	
Q3. What is good about the Alum Rock Union School District?	
SR No.	Response Text
1	It's families.
2	Que ya se ha tomado en cuenta mas a la comunidad, se están haciendo muchas mejoras académicas y de calidad en la alimentación, pero que debe de tener expectativas mas grandes de acuerdo al desarrollo socioeconómico de este gran país.
3	Nothing right now
4	Wide variety of schools to choose from
5	The Alum Rock School District offers families choice and agency in where their child can attend school.
6	I went to schools within ARUSD for all of my K-12 experience and I felt very supported even though I was a first-generation student.
7	Alum Rock is community focused and wants the best for its students.
8	Always looking for the best interest of the students
9	Families who are committed to their children and their community
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Other (Please specify)	
Q3. What is good about the Alum Rock Union School District?	
SR No.	Response Text
1	Allowing and supporting charter schools as an option for families who choose to pursue them
2	The board cares about the students and the district, committed staff
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: (Did not answer)	
Q3. What is good about the Alum Rock Union School District?	
SR No.	Response Text
No responses found.	

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Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
1	[redacted] There is a lot of corruption and lack of integrity on this school board.
2	1. Retain and hire good teachers & staff! 2. Care and be motivated to provide great public education to children in our community. More people are sending their kids to charter schools because some schools in the District poor performance. Funds to be invested to improve the schools
3	Finding ways to stay solvent without closing sites is ideal!
4	Apoyar a los maestros y alumnos
5	Previous board members and external entities [redacted] have exploited us financially. Both past and recently current boards have a record of internal discord and distractions stemming from personal issues, detracting from student welfare. It's crucial to monitor the board to prevent nepotism in contracting practices. Internal drama undermines board effectiveness, impacting schools, community reputation. There is also external perceptions based on academic scores which shouldn't be but it is
6	Las responsabilidades creo de nosotros como padres en horas voluntarias
7	Do not split Adelante I Academy from its existing K-8th grade platform. Keep as is.
8	Seeking better maintenance for the schools to like their best and safety for children and staff.
9	The lack of transparency
10	Que tiene que trabajar alado de la comunidad y pedir opiniones de cambios que quieran hacer
11	Repartición de el dinero en más programas de arte para la creatividad de nuestros hijos. Prioritization los salarios de los maestros. Mantener es islas públicas abiertas y en un excelente estado físico. Como los campos de juego de los niños, los salones.
12	Schools need more attention in fixtures especially our east side schools.
13	More support for after school programs, fix a/c's, provide supplies for the classrooms.
14	Lack of communication, lack of listening to parents/students AND doing things their way & not how THEY see fit for their finances. Some programs that are costing thousands of dollars are not even making a dent in the schools, that money should be used to make our schools better so we stop losing students to other districts/charter schools.
15	That we need to keep our k-8 schools as because the middle school students for a regular middle school and a k- 8 are so different. They get into less trouble as those who attend a middle school only.
16	That there needs to be transparency by the school board and elected members need to put aside personal and political concerns and aspirations.
17	One of the big concerns is the consolidation of schools and particularly turning Adelante 1 into a k-5th. I can speak for many of us parents who have had children grow up in that school that the benefit of it being k-8th was that we felt like a family and that children felt happy and safe being around those they knew since they can remember. There are not many schools that stay k-8th so to take That away from the children who truly love the staff and families there would be devastating.

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18	Access to current technologies, need for more STEM classes, more resources for teachers to do their jobs effectively.
19	We need transparency and a leader who will do what is right for all stakeholders. Going with the flow isn't going to cut it. Also doing what is right regardless of where that might get you with "the elite" is important.
20	Seguridad escolar, necesidad en las escuelas, liderazgo etc.
21	A lot of schools are facing backlash for the lack of transparency. We need the next person to be clear, be present, and be concise on ARUSD mission.
22	No lo sé, tengo poco tiempo e la institución
23	El respeto
24	Me gustaría el cargo de super ontendente
25	Maintenance is required at fences
26	Corruption by the board closures of schools that should not be happening!
27	Muchos, escuchar las necesidades de los padres de diferentes escuelas, enriquecer el aprendizaje de los estudiantes y sus padres, poner programas voluntarios para que estén conectados maestros padres y estudiantes que son los primeros.
28	-K-8 grade schools need to be separated in two different campuses. One elementary one middle school. -school buildings are outdated -AC/heater do not work year round -fields are poorly maintained -cafeteria too small for assemblies -teacher/student ratio is too big need to improve to 1/20
29	Seguir ayudando a los niños que tengas ayudas en sus retos escolares , que tengan más entretenimiento en las escuelas como juegos , sombra ,
30	Là luôn am hiểu tình hình học khu
31	Everything.
32	Ser un buen líder apoyar a la comunidad y dar más fondos a las escuelas
33	How the school need to take better care of their teachers and students
34	N/A
35	1. La importancia de mantener nuestras escuelas abiertas 2. Que re-evalue al personal ya que algunos no son amables o no estan preparados para los cargos que tienen. 3. Que tome accion cuando una queja llega al distrito
36	Look far and wide to bring partners that will lease empty sites to bring in revenue.
37	As a parent to 3boys One just graduated from Sheppard & a 7&6 yr old @ Russo. One which is in special ed for students with Austism. To improve & focus on each individual students and their specific needs. I at times felt like my son wouldn't get the attention necessary or was given the chance to see how much he can learn/move ahead of the class(class work was pre-k & he was 1st) Also involve/give the chance&experience the samethings like eating in the cafeteria not lunch in class.More fieldtrips
38	El distrito de alumrock tiene una gran variacion de culturas y se debe de remarcar lo bueno de ellas y el respeto a las diferencias,la comida que dan a los estudiantes pensar en las alergias y que sea mas nutricional
39	Students are performing well below the national average!
40	There is a lot of potential in our community. Because this school districted is centered in a “lower” socioeconomic area, it feels as though less money is poured into the schools. Many of the schools are run down and are generally stereotyped as not being “good” schools. There should be a focus on academic excellence and a school that reflects pride in our community.

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41	More
42	Todas las propuestas y nesecidades que tienen nuestras escuelas
43	Teachers hate thier jobs, are not paid enough, have zero social emotional skills, don't support special needs kids at all, not nearly enough parent engagement, that it's time to get out of the office and go talk to parents to find out REALLY what's going on in the schools
44	More help with the specialist kids and more programs
45	N/A
46	Para mí los más inportante son los estudiantes y que escuché alos padres sus opiniones
47	We need to spend some funding on maintaining our facilities. A simple paint refresh for our schools would go a long way. Pressure washing if we can't paint them.
48	Good food and more art , music classes for kids
49	K deve dar el 100% y apollar en lo k se nesecite ala comunidad
50	Bullying ! Seguridad de las escuelas! Más limpieza en las cafeterías ! Reparaciones de aires acondicionados ! Reparaciones en las escuelas para que luzcan mejor en los vencidarios! Más ayuda sicológica! Más terapeutas! Que le de más dinero alas escuelas para mantener un nivel más alto académicamente .
51	Too many emails or late communication
52	Better financial management needs to be done because our schools are struggling. The hiring process is overlooked and staff who shouldn't be working with our children are being placed in our schools. Not enough marketing resources are provided for student enrollment. Bring back award ceremonies and assemblies. Not enough motivation is seen at our schools. Care for our teachers. Better pay. Better resources.
53	The New Superintendent must structly discipline and terminate any school disrict employees Who violates the law, Who engages in discrimination and retaliation against students and parents, and does not follow the IEP of students with disabilities
54	Focus on the needs of our students, it is a shame that being at the Silicon Valley our school does not have the equipment nesesary or supplies for our kids, We are not a rich community but yet we are surrender by the biggest and richer companies in the world, lets find the funds need it for that.
55	Don't change the school!! Keep it as TK-8, that is what is attracting a lot of students inside and outside of ARUSD to come to our district
56	Parents want the best education possible for our children.
57	I leadership position needs to be self aware of their approach to the work and with others (staff, families, students, and the way they view the community)Leadership should be a position of inspiration not authority and power over. When a leader leads with care with the community as a whole that approach will trickle down to the students. At times it feels like the board vs superintendent vs families, vs staff and it should not feel like that in a community.
58	Lack of support for students that are new comers.
59	Need to strengthen STEM activities in Alum-rock schools
60	Las necesidades de los alumnos y comunidad, para poder resolver los problemas.
61	Issues the new Superintendent should be aware of are as follows: Low enrollment, our kids' safety, school maintenance & upkeep, lack of libraries in our schools, and PTA encouragement/support at the administrative level. Most important: proper, rigorous, and thorough background checks for ALL new district employees/teachers/therapists anyone who

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	is contact with the students. The new Superintendent should also consider implementing new background policies for all existing staff etc.
62	Consider more shade and cooling hot temps that go on through September.
63	Need to improve special programs for students getting along more with regular students in order to develop communication skills
64	Need to increase enrollment to increase budget
65	Más cupos para cuidado de niños después de clase
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Staff Member	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
1	Financial issues Enrollment issues Low performance of students at most schools Low average morale in the staff
2	That a lot of us are under a lot of stress that for some reason other employees can not seem to work as a team. They feel that they are the boss and feel the need to tell everyone what to do. Also there should be in place starting from the district to the school the schools procedures and how to do things in place so everyone is on the same page
3	Maintenance, salary for teachers, school site facilities, and substitutes need to be addressed immediately. We need to increase our school attendance, we need curb appeal to attract families to our sites, and we desperately need to not close schools. We need strong, loyal, dedicated, and supportive leadership.
4	School closures leave the community morale low. If we are closing schools we should be doing everything we can to make our schools that remain open fun and appealing to families. We are at risk of losing many students. Additionally, our school sites lack color and vibrancy. They should be fun and places where kids feel welcome.
5	Budget, school consolidated,
6	Everyone working here came to our district for the students. We continue to work day in and day out for our students and get them the best education possible. There have been many challenges over the years with the consistency of site leadership, initiatives, and programs that cause turbulence and discomfort amongst staff. We need to get to a place where we are uplifting the amazing work the district is doing, stay the course, and empower the amazing talents we have in our staff.
7	Closing of schools, low enrollment, no accountability to the community, district debt.
8	There are numerous, but the focus should be on bringing new ideas and breathing new life into alum rock. Schools must be updated above the district office as our students, parents, and teachers are there.
9	To be honest and truthful To know this districts issues with community and how they run To know that employees are also humans and work hard to keep alum Rock running. I'm not talking about management I'm talking about classified staff. We do all the hard work
10	The instructional staff need a solid map to supporting our students academically district-wide.
11	1. The history dealing with the mismanagement of money in ARUSD. 2. How to successfully keep ARUSD afloat financially while closing schools. 3. Knowledge of Charter Schools and how to hold them accountable to our students and community- the knowledge of how to revoke charters. 4. Poor training and retention of ARUSD administrators in district office and at school sites.
12	Equitable distribution of resources and support to schools, principals and special education has not been a priority and some schools have better maintained facilities and trained principals.

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	Also, communication regarding academic resources such as: assessment schedules to align with "teachers on assignment" priorities that conflict with regular teacher mandates, district supported events like spelling bees, ELPAC Interim testing, SBAC testing schedules, sports programs and music programs.
13	New housing being built around the neighborhood which means more kids, how are they going to accommodate? Classrooms in special ed, how are you going to place kids in appropriate classroom settings. ? Yardduty coverage is very minimal, not safe for students. How can you allow more hours for yardduty employees? No one wants to work for 1 hour in the middle of the day, we need more hours and more supervision for the yard.
14	One of the issues is the numerous turnover of administrators both at schools and DO.
15	District and State goals and objectives Community and AREA hopes for our district Declining enrollment Budget and Financial health Santa Clara County Office of Education support of our district Opportunities and support available
16	1. ARUSD is engaged in deficit spending. The majority of the school board members have long put off addressing this reality. School closures and/or a state takeover are on the horizon. 2. Leadership in the Alum Rock Educators Association has long stifled progress and innovation at the expense of doing what is right for kids and their families. AREA's reluctance to support full day Kindergarten is one example. 3. Charter schools are serving 5000+ ARUSD students. How do we win them back?
17	Need better maintenance M.O.T administration to make our schools appearance better. For the past 2 years our school facilities , landscaping grounds have been abandoned, the crew comes by and mow the lawns once a month and what about other trimmings and grounds area's. Plumbing,painting and electrical issues for years that are not resolved. M.O.T doesn't care about our schools. ' WHERE ARE THEY? DO WE STILL HAVE THAT DEPARTMENT? "
18	School Budget and School Consolidation. A board that has recently changed policies to allow the re-election of officers every 6 months instead of annualy.
19	Tema de que Cada Empleando es una Pieza Importante en el Roll de Dar el Mejor Servicio y Atención a Nuestra Comunidad, El Tema de llevarse Bien Todos los Empleados debe ser Prioridad Respecto y Trabajar en Equipo.
20	Santa Clara County leads the nation in percent of unsheltered homelessness & unsheltered, unaccompanied homeless youth. San Jose is the #1 most expensive large city in the U.S. to live in with $3,504 average monthly expenses as of 2023. The overall number of use of force complaints against the San Jose Police Department dropped from 44 to 36, the department ranked 1st across all Bay Area police departments in K-9 unit dog bites. From 2018 to 2022, 115 of 167 bites were towards Latinos/Blacks.
21	Our curriculum needs to be innovative to compete with charter schools. We can't just have kids on laptops all day looking at screens. They need to be doing projects with each other, learning about their community, engaging with community organizations. The traditional model of education has to stop in Alum Rock. We need wall-to-wall project based learning.
22	He/She will find out his/herself
23	Finances, school closure, Student Recruitment
24	Lack of academic support in classrooms, lack of community volunteer infrastructure, lack of intervention structure , lack of scope and sequence with technology, retaining employees, lack of aid support , overworked principals
25	The quality of our fields is not only terrible but dangerous to the point where I almost never have my students play on those surfaces.

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26	There has been a gross mismanagement of district finances. There needs to be constant transparency to all community members as to how the financial resources are being used. This will create accountability when it comes to financials.
27	We do not support newcomer students by providing English classes for them to t learn English and thrive, especially in middle school. If we do, it is not consistent across the district. We do provide electives for our middle school students. They need electives! We need consistency, different schools use different programs.
28	help school grounds and buildings be more safe also newer carpets and furniture
29	The background of charges and accusations surrounding rape/child abuse of certain staff members.
30	We need to bring enrollment up, as parents do not want their home school to be shut down.
31	the school consolidations, low enrollments, high absenteeism, low performance in academia in specific subgroups.
32	That our union negotiations should not be dragged out.
33	How difficult it is for teachers these days to discipline kids.
34	Low math and reading CAASPP scores. Teachers need to learn classroom management skills and learn how to increase classroom participation.
35	There's many issues with accountability in the district that need to be addresses. Some people don't do their job and get by because they've been employed there for many years.
36	Estar al pendiente de los suministros, y empaparse de el trabajo.
37	I believe the superintendent should really take initiative in every school in the district. He/She should show up and walk throughout the schools on a regular basis. They should have conversations with teachers-students-and families and really be aware of what is happening in our schools.
38	We need to put more focus on student learning and implementation of best practices that meet the needs of the students in the classroom. We need to be using data to drive the decisions being made
39	Culturally responsive instructional practices are not a priority.
40	Our Superintendent should be aware of key issues: addressing achievement gaps among diverse students, ensuring equitable resource allocation, and maintaining strong community engagement. Aging infrastructure needs modernization, and teacher retention alongside professional development is crucial. Navigating budget constraints while improving program quality is critical. Additionally, fostering innovative educational practices and addressing socio-emotional student needs are important priorities.
41	THE BOARD OF DIRECTORS, DECLINING ENROLLMENT, CLOSURE OF SCHOOLS, ACADEMICS, RESISTANT TEACHERS & UNION TO CHANGE & PUTTING STUDENTS AT THE CENTER OF THE WORK (FULL DAY EDUCATIONAL DOSAGE FOR TK & kINDERGARTEN), FACILITIES UPGRADES, READING & MATH PROFICIENCY, SOCIAL & EMOTIONAL WELLNESS OF ALL.
42	Las diferencias culturales que hay en esta población escolar.
43	Lack of financial responsibility that led us here: various ongoing legal battles, lack of sufficient funding for the music/VAPA department as a whole, spending on various/redundant inventory systems over the last few years. Lack of sufficient professional development for teachers, especially visual and performing arts, anti-racism, and ethnic studies PD. Who are the individual (adult) bullies in both the district and community.
44	That teachers are the backbone of this district-NOT the administration.

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45	Recruitment of students and families to want to come to Alum Rock Union Elementary Schools. Provide academic programs and real world technology training to attract them for future careers and be successful members of their community.
46	Adapt and knowledge about multi culture to create the trust for parents, reach out to family as well as inform anything that going to change , meeting with parents to hear their concern
47	I think that the Superintendent should listen to parents and really do something about the issues that they bring up. Especially at the SPARC and other district programs. Sometimes parents feel that it is a waste of time to voice their needs and issues because nothing is done about them. The families support their schools alot but then they feel that the district does not support them.
48	Unfair treatment of staff & management from various departments. Only certain staff are offered to work conveniently, while others are required to follow protocol. CSEA Seniority list are not being considered when comes job opportunity to work out of class is offered. Opportunity is always given to very bias staff. There are no check & balances for attendance reporting in each department. Absences are misreported by staff & management. Funds are misused by department personal gain.
49	High level management efficiency is lacking. Meetings on meetings with so many folks at the table and unclear goals are not productive. Departments do not coordinate efforts to ensure that their must does are not excessive, conflicting, redundant. The Supt.'s Time allocation must be on site success and less political reactive work.
50	Issues are mainly when you don't communicate to the community the issues , the problem and the solution , be straight forward with us,
51	Students' behavior and more support for teachers to address special needs of each student.
52	There is little trust between parents, teachers, and the district office. Many teachers feel their voice is not heard; when the union representatives speak for them, they are told that they do not speak for all teachers; therefore, their concerns are not taken seriously. When teachers give input, their opinions are often not considered, as the district office does the opposite of what most teachers express. We need smaller class sizes and more people to help in the classrooms.
53	Alum Rock is a beautiful place to be at if one is dedicated and at service to the community. There are many challenges and there are many opportunities as well. However, the dedication to the community to do what is best for kids will help ensure that we continue to move our school and student forward.
54	I hope the new superintendent can understand and recognize how the dual immersion program has benefitted our community and drawn new families to our schools.
55	-we need smaller class sizes for all grades 20/1 -remodel all school buildings equipped with technology and AC/heat -upkeep fields -offer variety of electives in all middle schools including dual language middle school such as art in Spanish or music in Spanish or drama in Spanish -
56	The history
57	Tema de Sobresalir he Incrementar el Scort de Nivel Academico, Empezar a la edad temprana sobre los futuros Profecionistas, , La I mportancia de Empoderar y Educar a Ntros Padres , el Tema sobre la Asistencia Escolar y el Impacto Positivo que hay cundo todos los estudiantes asisten a la Escuelas todos los dias , La Supervicion de tener Maestros con Vocacion y Pasion por ser Excelentes Seres Humanos que Motiven y que dejen Huellas saludables de
58	Education inequality still exists. Our population is changing and teachers need to be able to live where they work.
59	The leadership of the SPED program, has made multiple poor Gen Ed placements. Special needs students should be placed in the least restrictive environment but not to the detriment of

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	the other students. Also, educators should not be asked for opinions about curriculum. tools, or other platforms, if decisions have already been decided. It shows a lack of respect for teachers' time.
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student and Current Staff Member	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
1	Academic challenges is an area of need, board adopted curriculum is not consistently utilized (teachers seem to teach whatever they want) and no accountability for failing students but are instead being referred to special ed, over assessment of students (high number of students in special education), students in special education not mainstreamed with gen ed peers enough, principal are not instructional leaders but more managers of the school, staff to be more welcoming at school
2	Responsabilidad
3	Ser amable onesto acercarse más a las escuelas con vivir con los niños
4	That our community is focused on safety, respect and communication transparency. We want someone whose focus isn't based on political advantages. We want teachers and staff that are devoted to making our community better with action, respect and compassion.
5	The current board members seem to be going in a direction that is not good for ARUSD.
6	The new superintendent needs to know that there is a lack of transparency between the superintendent's position and the board members. There really should be a liaison who serves as a direct link between the superintend. and the board members so that the board members know what is truthfully going in the district at all times. ie: board members need to know if a superintendent was fully aware of complaints about a suspected sexual predator but still chose to keep him employed in the district.
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Student	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Community Member with No School-aged Children	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
1	Fiscal solvency School closures Board dysfunction Community trust
2	Que la educación ya no es la misma que hace años, que ahora aparte de lo académico se necesita psicólogos, terapeutas del comportamiento, que los estudiantes se les apoye en lo académico con ayuda extra y que se les den clases electivas papa prepararlos para este mundo que esta cada vez mas preparado ; además que se tomen opiniones de toda la comunidad para lograr un cambio radical, pero necesario, comenzando con una supervisión mas fuerte en todo el personal, porque el objetivo principal es el.
3	Que se involucre más con comunidad y administrasion
4	Budget, school closures, dysfunctional board that does not know how to manage finances
5	Financial issues to solve for that we need to make a top priority. We can't keep putting our heads in the sand about this. Schools need to close in a responsible way so kids can have good schools with resources.

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6	I hope that the new Superintendent can consider how to strengthen the relationship between charter schools and traditional public schools, and build a productive relationship in this area. Charter schools are an important part of the district and the community, and approaching these families, students, and staff in a constructive way will help achieve the ultimate end goal of providing a high quality education for all families.
7	The housing crisis, the declining enrollment at ARUSD schools, and safety.
8	The district needs strong leadership around financial management and community relations.
9	We need equitable and accesible opportunities for all students
10	ARUSD's long history of financial mismanagement, allegations of staff misconduct
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Other (Please specify)	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
1	It would be nice to have more support for charter schools , especially with facilities!
2	Culture of low expectations, the history of underperformance, the challenges of lifting the district with budget deficiencies, the tough road ahead
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: (Did not answer)	
Q4. What are the issues that the new Superintendent should know about when coming into the position?	
SR No.	Response Text
No responses found.	

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Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student	
Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?	
SR No.	Response Text
1	The superintendent should be an educator and not a politician. They should have integrity and be accountable for the students' safety and education. The board should be fired.
2	Passionate about the future of our children and listen to all staff Principals, teachers, counselors in the District not just the Board.
3	Dynamic, personable, willing to fight for the children and the families not the interests of outside actors.
4	Ser amable y apoyar a la comunidad
5	The Superintendent should utilize SJ-based construction company programs in LA and collaborate with local nonprofits and sports programs to aid financially disadvantaged students, keeping them away from negative influences. Their commitment to public schools should be evident, such as enrolling their own children in public schools rather than charters or private schools. These actions foster community engagement and support equitable educational opportunities for all students
6	Nose
7	Educated, preferably Doctorate degree. Experienced. Preferably raised and heavy involvement and invested in our community. Open minded and a great leader.
8	Be more attentive for parents, staff and community concerns and follow up to describe accountability and safety.
9	Have experience in the school system. Know the history of our community. Be willing to work with other agencies, nonprofit organizations and other school districts for the well been of the students and community. Have the willingness of engaging with students, parents and community. Committed to lift up our district.
10	Que sepa escuchar años padres y tenga buena comunicación con los padres y con los demás compañeros que no se contradigan como a estado pasando
11	Ser una persona que venga de la Comunidad y mejor Ente que haya sido o sea un padre del Distrito de Alum Rock y conozca las preocupaciones de los padres y los Niños de este distrito. Que hable inglés y español. Gran sentido de comunidad y mejoramiento de la Educación de nuestros hijos. Venir de familia immigrante hispana del distrito de alumrock y que tenga fuerte deseo de mejorar su comunidad.
12	Advocacy for our east side communities.
13	Have open mind, make any necessary changes that will benefit the students and teachers.
14	Bilingual, knowledge, willing to tell the board members NO when they are there for the families/students.
15	Multi cultural and well spoken
16	Be resilient to deal with a board that at times forgets that they are hear for the students, staff and families and not for personal gain.

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17	Leadership, showing up to the schools and making their presence known not just for us to see a face but for us to see a leader, someone who is involved in all aspects of the events and schools. Children need to feel valued and loved and seen. Someone who doesn't just give speeches but who exudes kindness and passion through the love of the work they do. Someone who actually wants to make a difference in these kids lives and in this community.
18	Leadership, transparency, ethical and moral values as well as be a team player in making decisions.
19	Leadership skills but also humble and kind when speaking from that powerful role. Putting others needs in front of your own. Speak to all with respect regardless of their status.
20	Ser una persona comprometida con su trabajo, trabajar y ser humilde, no aprovecharse de su cargo y ser respetuoso.
21	Friendly but firm, knowledge about th current issues / scandals, and be aware that there is a lot.of work to be done.
22	?
23	Ser ordenado seguir órdenes
24	Me gustaría calificar para super intedente
25	Caring towards the safety of the students , I believe a good superintendent is somebody that shows and takes initiative in the students come first and communicates with the parents like an open door policy. Someone that listens to what we have to say and hears us when we have a concern that doesn't just dismiss us as parents
26	Should not be using this as political advancement!
27	Amabilidad, invertir en la educación de los estudiantes, cambiar la forma de ver las cafeterías y ofrecer servicios ricos en todas las áreas.
28	-honest -best interests are students and teachers -hard worker -makes decisions that are best for students, teachers -responsible
29	Humildad ,empatía , bilingüe
30	Phát triển, gắng kết các cộng đồng của nhiều sắc dân lại với nhau.
31	Investigate from good to bad on their own behalf. Not to depend on other positions. Corruption is everywhere.
32	Ser una persona amable no esconder nada y tratar bien a la comunidad
33	Be like able and really have them be hands on with all schools
34	Have communication with families and explore every option there is to any issues.
35	Que hable espanol ya que vivimos en una comunidad majormente de habla hispana. Que tenga la preparacion necesaria para el cargo (a veces tener un Doctorado no es suficiente) Que en tienda las necesidades de nuestra comunidad Que tome en cuenta lo que los padres de familia quieren
36	Work well with, city, county, and state level elected officials to create policy and provide resources or support that will benefit the school district.
37	Ser de una minoria para que pueda entender por lo que pasan los niños y familias,querer unir a la comunidad,tener en mente el impulsar a los niños a perseguir una carrera universitaria
38	The superintendent should be someone that is willing to take on a challenge, that strives for excellence and is genuinely invested in enacting positive change. They should feel pride in their job at this school district. They should understand the beautiful culture in our community and celebrate it!
39	Observar y escuchar

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40	Communication, follow up, dedication, should be a parent, bilingual, not union so you can put in the hours, child development degree, the ability to welcome parents to meet and create community, maybe someone who has worked in the hospitality industry so we have someone approachable
41	Programs for special needs and parents
42	Disponibilidad para atender a los padres.
43	Ser empatico ,que sepa escuchar
44	People skills, compassion, be fair and consistent. High character and integrity.
45	As much as possible
46	Responsabilidad..empatía..y amor por servir ala comunidad..que luche junto ala comunidad por mejorar la educación.
47	Comunicación con los padres ! Interacción con los estudiantes y no tener escuelas preferidas ser equal con todas ! Cumplir lo que prometa y trabajar en los complaints que tengan los padres de familia. Checar los ajustes que se hacen cada año en LCAP y cumplan los cambios por los que votamos y escobemos los padres de familia .
48	Great leadership, kind personality, organizational and people skills.
49	Be resourceful. Respectful. Caring. Be involved with our community, families and especially our students. Be the strong backbone for our schools. Supportive. Be motivational. Have good intentions/aspirations and be well rounded. Have great financial management skills. Have a great educational background. Lastly, be compassionate.
50	Investigate each and every complaint from parents and discipline and terminate school district employees Who do not folliw the law and due process in behalf of students and parents
51	Be humble to our community work hard to help the needs of our schools, there is a lot to do, ask for our parent support or help if you need to, together we are stronger.
52	Be transparent, Spanish speaking, understand Hispanic culture and heritage, and care about the students' wellbeing instead of just making things look good on paper for the board. Stand up for our students and help them get more funding. When there is a problem get more media attention so that it pressures the board to do something to change the situation.
53	Empathy, family values and caring for our children.
54	Inspiration, self reflected, respectful, knowledge, experience in leadership not in the Alumrock School district. Someone willing to have an approach that fosters growth, trust, and truly believes that their work is completed in community respecting and honoring the staff, families, and students. Someone's willing to embrace change.
55	Experience Optimistic Empathetic
56	Good Values, Integrity and not biased
57	Tener el profesionalismo, paciencia de trabajar tanto con los padres e alumnos y la comunidad para el bienestar.
58	The new Superintendent should have the following qualifications: knowledge of leading a school district, should have the proper educational background that qualifies them to be our district leader, should be aware of the city & state laws regarding our children's safety, should be aware of each school and their needs/concerns, should have knowledge of our diverse cultures.
59	Ability to make an unpopular decision when that decision is good for the students and parents it serves. Friendly and knowledgable with/about the community. Follow through.
60	Well organized skills and keeping work thorough effectively

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61	Need to be able to support teachers and stand up against parents who do NOT have the child's best interest in mind. You have to know when to say No and be able to stand your ground while also being respectful. Having any customer service experience would help with this.

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Staff Member

Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?

SR No.	Response Text
1	Bilingual: English/Spanish and plus Good management and financial skills Good people skills Open minded Wisdom and patience Transparent
2	The new superintendent should be real and put the students first and the schools before anything else. Must be a strong person who can stick up for there employees
3	She should be bilingual. She should be responsive to all stakeholders. She should want to see our community thrive. Past experience working for our community would be a huge asset. Being a past teacher, administrator, or experience in leading our community would be beneficial.
4	Leadership, money management, community building, creativity
5	Leadership, humble, respect everyone, understands our issues.
6	Trusting leadership, committed to taking on challenges head-on, unwavering initiatives, ability to guide and lead versus dictate. Someone who will be visible, involved, and collaborative. Someone who inspires greatness in others and can have constructive conversations. Finally, someone grounded in equity and inclusivity.
7	Genuine, someone who has ties to the community, transparent
8	Come with an open mind and willingness to listen and accept ideas from others, like people from the community, teachers, and support staff. Be present, participate, and observe the different schools, activities, and events; don't just make cameo appearances to fulfill an obligation.
9	To have empathy not just towards the family but also to staff. To not just take the communities side of complaints but to understand how we work as a district. Some things can get done and some can be impossible. Someone who isn't a miracle but can work a miracle
10	Love for the community and the district’s staff.
11	-Financial/Business acumen on how to run a school district -An academic leader with knowledge and experience on training successful school site administrators- -Skilled in dealing with Charter Schools and how to hold them accountable/revoke charters -
12	At least 5 years experience with similar demographics, strong and effective communication with principals, unions and management, proficient technological skills and determination to prioritize systems that are working above old systems left behind by managers who left. Willingness to enter all campuses and see and experience the reality of each school and what suffering or success students, teachers, parents and administration may be experiencing for not just a few minutes but an entire day.
13	A listening ear I'd like it if they actually worked in a classroom as a special ed teacher Approachable
14	The most important is being visible and as involved as possible at all of our schools. The community takes notice that we are one unified community. Another is working collaboratively with the administrators so that we are all on the same page.
15	Collaborative Leadership Transparent Communications. Inclusive Decision-Making Systems-Thinking Orientation Boldness to embrace challenges

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16	1. Student focused. All decisions need to be made with students at the center. 2. Equity centered. Students with greater needs must be given more supports. 3. Servant leader. Approach their work as a servant of the students, staff, and parents/guardians. 4. Inspirational leader. Someone who can encourage and inspire to unleash the best in the team they are leading. 5. Truth talker. Someone who can speak truth to power.
17	Visit schools regularly and talk to staff about how we are doing and look at the appearance of our schools that should be presentable to the community and students. Have regular meetings with director's and principal's to make sure they're on top of the districts needs and priorities.
18	Should be a good listener, collaborative and assertive with the Board. Be willing to go out and listen to the community about what the needs are. Be strong in curriculum and instruction. Be politically astute to navigate all of the community partners. Be able to work with outside partners to bring resources and support to the District.
19	Que sea Bilingüe,, Que viva en La Comunidad de Alumrock, Que tome el Tiempo de Visitar todas las Escuelas., Que Estimule a los Empleados en todas la Áreas y Que Tenga Mucha Conexión con la Community, Con los Padres y La Educación Académica sea su Mayor Prioridad para Nuestros Niños
20	Effective communicator and listener to community/district employees Has significant and successful experience in the field of education (teacher, administrator, etc.) Leads with vision and be solutions oriented Transparent about processes and committed to diversity & racial justice (ethnic studies supporter which increases student achievement) Organized and charismatic leader that others willingly follow Emotional intelligence that allows difficult conversations and challenges to be mitigated
21	They need a critical understanding of systems of oppression.
22	We need a nice, honest, and strong leadership to deal with the corruptions that have been destroyed our District for many years.
23	Honest, transparent, knows how to work with the board and all the other stakeholders, confident, resourceful, and able to take this district forward.
24	Understanding what the new model for underserved schools is , understanding we have a lack of labor issue in all departments. Transparency, accountability
25	The superintendent should be someone who knows the campuses and the people there well. I would like to know who my superintendent is as well. Frequent visits would benefit everyone.
26	The new superintendent needs to be aware of the needs of all school sites, and not just focus on the needs of our elementary and bilingual campuses. The new superintendent also needs to have good people skills, and be willing to connect on some level with all district employees, students, and the families of students.
27	Be balanced, not lean toward certain staff or school. Look at what’s best for all students and the community. Listen to the community.
28	help the principals of schools be more down to earth lest stressed out
29	I believe we need someone who lives in the area and already knows about this issues and struggles we are facing. A leader, friendly and very active with the community.
30	a transparent leader and collaborator someone that has great community engagement.
31	Empathetic, kind, approachable, understanding and a good listener.
32	Understand the different backgrounds of the Alum Rock Families.
33	At least 5 years experience teaching in K - 8 classrooms.
34	Integrity, willingness to stay firm even in unpopular decisions that will help the district.

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35	Que tenga comunicación y respeto con todos los trabajadores del distrito, apoyar en las áreas débiles que surgan o que necesiten atención.
36	See above
37	Truly valuing the staff and families thought and opinions. Giving voice to all stakeholders, not just the loudest voices. Being transparent with decisions being made.
38	The new Superintendent needs to listen and be open to acting upon input from all stakeholders in order to improve the quality of the district.
39	Our new Superintendent should have strong leadership and communication skills, fostering collaboration among staff, students, and the community. They should be committed to equity, ensuring all students receive high-quality education. Experience in budget management and strategic planning is crucial, along with the ability to address diverse student needs. Visionary thinking, problem-solving skills, and a dedication to innovation and continuous improvement are essential for success in this role.
40	COMMUNICATION IS TRANSPARENT COLLABORATIVE INCLUSIVE ABILITY TO BUILD CONSTRUCTIVE EQUITABLE RESPECTFUL & TRUSTING RELATIONSHIPS WITH ALL! FINANCIALLY SAVVY FLEXIBLE ADAPTABLE WITH A BOLDNESS TO MASTER CHANGE A VISUAL BEHAVIOR OBSERVABLE PRACTICES OF POSITIVE IMPACTFUL INTENTIONAL LEADERSHIP
41	Debe estar en constante comunicación con los padres y escuchar de que manera puede ayudar a resolver las necesidades educativas y sociales.
42	Personable & humble. Strong leader. Strong support for ALL the arts. Financial responsibility over personal gains: what is necessary vs. what would be nice. History of good relationships with unions. Open to constructive criticism. Solution oriented. Patient. Listens to all sides of arguments before making decisions. Direct/clear communication. Understands racial tensions across the district, including racism against POC, as well as some individuals' focuses on only ONE minority instead of ALL.
43	Not having a myopic view from the administrative side. Get into the trenches with teachers and learn what it is really like in our classrooms and schools and how you can make a difference in support and resources so we can grow and retain our student enrollment.
44	A leader that cares about the people, community, staff, students, and workers that makes can Alum Rock competitive and successful with surrounding school districts and represent Alum Rock with pride and honor.
45	Open and friendly with all staffs as well as parents, hear their voices and reconcile with the best resources
46	Work as a team with families. Be open to new ideas. Stand up for families. Be transparent with the families.
47	First & foremost, be friendly, compassionate & approachable. Must be decisive with conviction & not being swayed. Must be engaging with keen insight to the working environment, the classrooms, and with the staff & the community. Must have long term adaptability to the environment. Must be reliable and have a realistic approach to change, putting education first and foremost.
48	Ability to set goals and stay the course. Transparency that includes systematic authentic feedback from staff regarding all aspects of district services. Be in the know. Trustworthy. Supportive. Genuine. Ability to say no and prioritize student outcomes through educational leadership and supervision of staff and systems to support sites.
49	Honesty, people friendly (greet the community , get to know your employees) great at solving any conflicts ,

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50	Open-mindedness, strong administrative skills and knowledge, empathy and sympathy.
51	Experience in a low-income classroom with a high number of ELLs. Experience as a principal as well. The ability to hear from all parties and execute what is best for students. A knowledge of the various contracts and willingness to follow them. An understanding of how trauma affects learning and the desire to trust that educators know their jobs and their students and will act in the best interest of their students, that education is not treated as a one-size-fits-all scripted approach,
52	Understand the community and be willing to be in the community talking with students, parents, community and staff. understand and the history of struggle for social justice in the community and be willing to uphold the rights of student and community for equity and social justice - not just in words but in actions. Continue to carry the work forward that was started and has created results. Ensure the continuation of Dual Language programs like Adelante I - which have been successful
53	The new superintendent must have the ability to connect with the community and staff in order to effect the necessary change that will lead to better outcomes for all of us.
54	-honest
55	Compassion, Empathy, Ethics, Morals
56	De Preferencia que sea Bilingue, Respetuoso con la Comunidad, y con los Empleados, diligente con una Agenda que Incluya tener Cafecitos con los Padres en la Comunidad como lo han estado haciendo otros Colegas Superintendentes del Condado de Santa Clara , Que tenga contacto directo con Cada Empleado del Distrito, que tenga Empatia en muchos temas Importantes para Personal y asi mismo con la Comunidad
57	Multicultural, educated in education inequality, and not afraid to tackle the problem of institutionalized racism. Many teachers in alum rock hold negative biases and racism against the students they serve. It’s very disturbing to witness as a fellow educator.
58	Some characteristics that would be helpful: honesty, being intentional, having had some actual classroom management skills, knowing how to train the leadership placing new students into gen ed classes, and knowing how to interpret IEPs accurately.

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Parent of a Current Student and Current Staff Member

Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?

SR No.	Response Text
1	We need someone who is an instructional leader (at least 5 years teaching experience) with experience in giving intervention, someone who has experience changing systems that are ineffective, someone who has the determination to mark hard and unpopular decisions (closing down schools), it might be helpful to have someone who represents the community (hispanics, asians, pacific islanders)
2	Responsable Charismatico Educado
3	Escuchar a los padres de familia y alos trabajadores del distrito
4	Bilingual, a strong but respectful character. Amongst educated in this field, education counts for nothing if they don’t have strong family values and respect for all no matter what race or ethnicity others are. As I have seen this amongst some of our principals in our elementary schools.
5	Listening to what the parents want for their children. I know that money has a lot to do with what is able to get done. But I see money not going where it’s needed most.

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6	Characteristics: HONESTY!!! Empathy, Great Communicator Skills: Able to be fiscally responsible so that schools do not continue to close, able to know how to recruit new students to attend ARUSD schools, able to make schools in the district appear more attractive (and not run-down) so that parents are interested in enrolling their children in an ARUSD school, hire qualified admins in each of the departments at the district who are properly trained and can correctly oversee their department.
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Current Student	
Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Community Member with No School-aged Children	
Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?	
SR No.	Response Text
1	Equity leader Fair Transparent Strong communicator Business-minded
2	Preparación para la posicion, lealtad, que esté abierta a recibir opiniones, responsabilidad, honestidad, liderazgo y que tenga una visión clara para llevar al distrito a un nivel mas competitivo contratando personal preparado en todas y cada una de las de las posiciones, que tenga grandes expectativas para el desarrollo del distrito.
3	Honestidad,responsabilidad,respeto con la gente de la comunidad más communication con los estudiantes y padres
4	Thick skin, ability to rise above petty politics, speak the truth about district/charter relations and take accountability for what the district needs to do (stop blaming the charters for the districts failure to make tough decisions)
5	The ability to make tough decisions The ability to hold board members accountable for allowing politics to dictate what they do and their irresponsibility
6	Strong listener, open to hearing diverse perspectives, reasonable, responsive, and puts students at the center.
7	Well-informed on all ARUSD but also the council members that represent ARUSD such as Districts 7 and 8 to name a few. They should also be well-informed on the charter schools that they authorize and be supportive of charter schools. Also being well-informed on community partnerships and evens in the community.
8	The superintendent should be organized, have strong relational skills, and value all members of the Alum Rock community. The superintendent should work to strike more of a balance between the various schools within Alum Rock (district, charter, etc.).
9	Kind, students first mindset, experience working with schools, respectful, driven
10	deep commitment to putting Alum Rock's students at the center of all decisions, even if/when that means making tough tradeoffs as a district; a more balanced perspective on charter schools and a commitment to strong charter school relations; willingness to speak hard truths about the financial challenges of the district (including a commitment to not to scapegoat charter schools)
Q 1. Which of the following best describes your relationship to Alum Rock Uni...: Other (Please specify)	
Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?	

SR No.	Response Text
1	The ability to listen to all stakeholders and take the time to do research before taking action
2	Culturally competent, high expectations of staff and students, relationship builder, proven moral compass,

Q 1. Which of the following best describes your relationship to Alum Rock Uni...: (Did not answer)

Q5. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?

SR No.	Response Text
No responses found.	

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