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Assistant Legal Counsel for Superintendent Searches

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Raleigh, NC 27615
919.747.6706
sthorp@ncsba.or

To: Montgomery County Board of Education
From: Sam Thorp
Re: Superintendent Search Service
Date: December 11, 2024

On behalf of NCSBA's Superintendent Search team, thank you for choosing NCSBA to assist your board with the critical task of selecting a new superintendent to lead the Montgomery County Schools. We look forward to working closely with you throughout the superintendent search process, and we will do our best to help you have a smooth transition to an excellent new leader.

In order to get the superintendent search process started, we are planning to meet with you at your regularly scheduled board meeting on **January 6, 2025**. To that end, we are enclosing several documents for your review and consideration prior to the meeting. The following documents will require board approval and are intended to help you make the necessary decisions to begin the advertising, application, and community and staff input portions of the search:

1. a draft superintendent search timeline;
2. a draft advertisement of the vacancy;
3. a list of vacancy advertising options;
4. a sample application form; and
5. a sample community and staff survey (*optional*).

All of the documents are provided as drafts or samples for discussion and can be changed as the board chooses.

First, you will find a **draft timeline** and recommended application deadline. This timeline allows for approximately five weeks to advertise the position and projects a start date on April 24, 2025. *The timeline is subject to further changes by the board as most dates listed are flexible target dates.* The only fixed date you set when you adopt a timeline is the application deadline, which is required to publish the vacancy announcement and application, and any other dates may be modified as you move forward.

Sam Thorp
Assistant Legal Counsel for Superintendent

The **draft vacancy announcement** is meant to capture information about your school system and your community, as well as some general expectations regarding applicants' experience and qualifications. Please make sure all the information included in the vacancy announcement is accurate and conveys the appropriate message you wish to send to interested candidates. We will help you edit this document as you see fit; *however, please note that this document is not intended to capture all of the required and/or preferred characteristics, experience, and skills that the board will later discuss while developing its custom Leadership Profile in response to community and staff input*.

We are also enclosing a chart with several **advertising options**. Most of the places boards typically advertise are free, as listed on page one of the document. The only expenditure that we recommend is for advertising with the American Association of School Administrators (AASA). AASA reaches administrators across the country and has helped us attract excellent candidates from all corners of the country and even abroad. Depending on the board's specific needs and budget, you may also want to consider some of the additional paid advertising options on page two of the document.

The next enclosed document is a **sample application form**. NCSBA utilizes a software program called Applitrack to set up an online application system for candidates to apply for your open position. As you can see, most of the information requested on the application form is standard for any employment application: contact information, work history, educational background, etc. However, one section of the application contains job-specific questions (*see "Sample County-Specific Questions" on pages nine and ten*). This is where you, as a board, can select specific short-answer and essay questions that address issues in which your board is particularly interested in order to help further screen applicants. As an alternative, the board may draft its own questions.

Finally, we also offer to conduct **online surveys** to collect community and staff input on the superintendent search. These surveys are optional, but they do afford you the opportunity to hear directly from your community and staff prior to reviewing applications. Included is a sample community and staff survey. Please note that, upon request, we can work with your ELL staff to provide translated Spanish and other language community surveys that you may choose to distribute as well. All surveys will be anonymous but, by law, cannot be confidential, except that any references to confidential student or personnel information must be redacted prior to public dissemination.

Sam Thorp
Assistant Legal Counsel for Superintendent

Please keep in mind that you are welcome to edit or change our initial draft documents or alter the recommended process as practicable to suit your needs. We are here to assist you, and should you choose to hire us to facilitate your search, we will strive to provide you with a process that is as easy, efficient, and effective as possible.

Again, thank you for this opportunity, and I look forward to meeting with you soon.

MONTGOMERY COUNTY SCHOOLS BOARD OF EDUCATION
SUPERINTENDENT SEARCH
DRAFT TIMELINE

January 6, 2025	Regular Meeting to Approve Initial Documents
January 7, 2025	Advertising of Vacancy Begins
January 7-21, 2025	*Optional*: Community and Staff Input Period (e.g., online surveys)
February 3, 2025	*Optional*: Special-Called or Regularly Scheduled Meeting to Review Community and Staff Input (e.g., results of online surveys) and to Draft Custom Leadership Profile
February 10, 2025	**APPLICATION DEADLINE**
February 11, 2025	NCSBA Makes Application Materials Available to Board Members
February 11-17, 2025	Board Reviews Applications
February 17, 2025	Special-Called Meeting on Applications to Choose First Round Interviewees *(closed)*
NCSBA will conduct internet and social media searches of the candidates selected for interviews in compliance with applicable legal standards.	
March 3-7, 2025	Meeting(s) for Initial Interviews and to Select Finalists and Final Round Questions *(closed)*
NCSBA will conduct reference checks and request criminal and credit background checks of the finalists in compliance with applicable legal standards.	
March 17-19, 2025	Meeting(s) for Final Interviews and to Decide on Terms of Offer *(closed)*
March 19-24, 2025	Contract Negotiations
March 24, 2025	Announcement and Introduction of Superintendent
April 24, 2025	Employment to Begin

SUPERINTENDENT OF SCHOOLS
MONTGOMERY COUNTY, NC

The Montgomery County Board of Education is seeking a superintendent to lead the school system as it continues to graduate life-ready, globally competitive students who are leaders in their community, who value diversity, and who are College and Career Ready. Applications are due by _____, 2025.

ABOUT THE SCHOOL SYSTEM

Montgomery County Schools serves approximately 3,600 students from pre-kindergarten through twelfth grade. The school system operates 11 schools, including 6 elementary schools, 2 middle schools, a central high school, a learning academy, and an early college. The district has approximately 549 employees who are continually striving to graduate College and Career Ready students by preparing them to succeed in a globally diverse society, providing rigorous educational experiences, and building positive relationships with all members of the community. The school system enjoys strong community support and is governed by a 7-member nonpartisan board of education elected at-large to serve staggered 4-year terms.

ABOUT THE COMMUNITY

Montgomery County is a vibrant and welcoming community nestled in the heart of the state's picturesque Piedmont region. Known for its rich history, scenic landscapes, and small-town charm, Montgomery County offers a blend of rural tranquility and easy access to urban amenities, with Charlotte, Greensboro, and Raleigh-Durham all within a short drive. The area is especially celebrated for its outdoor recreation opportunities, including the Uwharrie National Forest, which provides miles of trails for hiking, horseback riding, and mountain biking, as well as popular spots for camping, fishing, and boating along Badin Lake. This natural beauty is complemented by a close-knit community spirit that values education, tradition, and progress. Montgomery County's residents take great pride in their schools, community resources, and the warm, collaborative atmosphere that makes this area a wonderful place to live, work, and learn.

WHO SHOULD APPLY

Candidates must meet the legal requirements to be licensed as a superintendent in North Carolina or otherwise be qualified and eligible to serve under State Board of Education policy. In addition, the selected candidate will be required to live within Montgomery County.

Central office and building-level experience is preferred. A doctorate degree or progress toward a doctorate degree is preferred but not required.

A successful candidate also must demonstrate ability and success in:

- Visionary educational leadership
- Curriculum and instruction
- Goal-setting and monitoring student achievement
- Fostering community and intergovernmental partnerships
- Administration and organization of short-term and long-term strategic planning, budgeting, and personnel and facilities management
- Communication and team-building
- Ongoing financial management and procuring additional funding
- Visibility and involvement in community activities
- Leadership in maintaining safe and orderly school environments
- Planning and funding of school facilities
- Decision-making, delegation, and follow-through

APPLY ONLINE

Applicants must complete the board's required online application form, accessible via the North Carolina School Boards Association's webpage at www.ncsba.org/super-search/north-carolina-vacancies. *Please do not contact, or ask anyone you know to contact, individual board members about your interest in or application for this position.* All inquiries should be directed to Sam Thorp, Assistant Legal Counsel for Superintendent Searches, North Carolina School Boards Association, at sthorp@ncsba.org or 919-841-4040. *All inquiries will be kept confidential.*

Click below to learn more about the schools and the community

AREA INFORMATION

MCS
Montgomery County
Discover Uwharrie
Thomasville Chamber

LOCAL NEWS

Montgomery Herald
ABC 11 – Montgomery County News

Free Standard Advertising

Organization	Ad Placement
North Carolina School Boards Association	Website, Newsletter, Facebook, Twitter, and LinkedIn
Other State School Boards Associations	Website
North Carolina Association of School Administrators	Website
North Carolina School Superintendents' Association	Website
North Carolina Aspiring Superintendent Program	Listserv
Other State School Administrators and School Superintendents Associations	Website
National Affiliation of Superintendent Searchers	Listserv
North Carolina LEA Personnel Directors	Listserv
K12 JobSpot	Website

Optional Paid Advertising

Organization	Ad Placement	Cost
American Association of School Administrators	**Website**	**30 days – $559** **60 days – $799**
Education Week – "Top School Jobs"	Website	30 days – $495
American Association of School Personnel Administrators	Website and Social Media	30 days – $350
Chronicle of Higher Education	Website	60 days – $435
National Alliance of Black School Educators	Website	30 days – $300
Association of Latino Administrators and Superintendents	Website	6 weeks – $200

North Carolina School Boards Association Online Application

Name Date Started:

Personal Data

Name:

(First) (Middle Initial) (Last)

Other name(s) under which transcripts, certificates, and former applications may be listed:

Other:

(First) (Middle Initial) (Last)

Email Address:

Postal Address

Current Address

Number & Street:

Apt. Number:
City:
State/Province:
Zip/Postal Code:
Country:
Daytime Phone:
Home/Cell Phone:

Employment Desired

Open Vacancy Desired:

Experience in Similar Positions

JobID: 229 **Superintendent:** Sample County Schools Superintendent at NCSBA

Name Date Started:

Licensure

Do you hold a valid superintendent license in North Carolina?

If yes, please upload a copy.

Do you hold a valid superintendent license or certificate in any other state(s), and if so, what state(s)?

If yes, please upload a copy(ies).

If you do not hold any superintendent license, please explain your current licensure status.

Name Date Started:

Employment History

Describe your present employment.

* Employer (include city and state where located):	
* Your title:	
* Beginning date of employment:	
* Number of students (in school system):	
* Number of employees you supervise:	
* Amount of budget you control:	

Major responsibilities:

Please list in reverse chronological order all full-time positions, excluding your current position listed above, that you have held both within and outside the field of education. In addition, please ALSO attach a resume below (REQUIRED).

Employer (include city and state where located):	
Your title:	
Dates employed, from:	
until:	
Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

Employer (include city and state where located):	
Your title:	
Dates employed, from:	
until:	
Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

Employer (include city and state where located):	

Employment History continued

Your title:	
Dates employed, from:	
until:	
Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

Employer (include city and state where located):	
Your title:	
Dates employed, from:	
until:	
Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

Employer (include city and state where located):	
Your title:	
Dates employed, from:	
until:	
Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

Employer (include city and state where located):	
Your title:	
Dates employed, from:	
until:	

Name Date Started:

Employment History continued

Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

Employer (include city and state where located):	
Your title:	
Dates employed, from:	
until:	
Number of employees you supervised:+	
Number of students (in school system):+	
Amount of budget you controlled:+	
Reason for leaving:	

Major responsibilities:

+Approximate number during last year in position.

Name Date Started:

Educational Background

Below please list in reverse chronological order all college and postgraduate institutions you have attended and attach an electronic copy (e.g., a scanned PDF) of the corresponding transcript. Certified transcripts are not required.

* Institution	
* Location	
* Years of Attendance	
* Degree Received	
* Major/Minor	
Transcript	

Institution	
Location	
Years of Attendance	
Degree Received	
Major/Minor	
Transcipt	

Institution	
Location	
Years of Attendance	
Degree Received	
Major/Minor	
Transcript	

Institution	
Location	
Years of Attendance	
Degree Received	
Major/Minor	
Transcript	

Institution	
Location	
Years of Attendance	
Degree Received	
Major/Minor	
Transcript	

Institution	

Name Date Started:

Educational Background continued

Location	
Years of Attendance	
Degree Received	
Major/Minor	

Transcripts

Professional and Community Activities

In order of importance to you, please list the professional organization(s) of which you are or have been a member:

Please list any professional awards you have received and publications you have written:

In order of importance to you, please list the community organization(s) of which you are or have been a member:

Please list any community awards you have received:

Name Date Started:

Sample County-Specific Questions - Short Answer

Please briefly describe any significant accomplishments, innovation, and other experiences you have had in the following areas. Non-traditional candidates are encouraged to describe comparable accomplishments and experience.

1. Instructional leadership

2. Financial planning, budgeting, and procuring additional funding

3. Personnel relations/administration

4. Goal setting and monitoring student achievement

5. Organizational planning and team building

6. Fostering community relations and/or intergovernmental partnerships

7. The use of instructional technology and other innovative media to improve student performance

8. Success in working with diverse populations

9. Leadership in maintaining safe school environments

10. Planning and funding of school facilities

Name Date Started:

Sample County-Specific Questions - Essays

Please respond to the following questions with specific details. If applicable, please refer to any school and/or school-district data and other relevant evidence to corroborate your responses.

1. Why are you interested in leaving your current position to become superintendent of the Sample County Schools?

2. How should the board and the superintendent work together to complement and support each other?

3. What would you do to raise student achievement levels and help close achievement gaps?

4. What personal and/or administrative skills or experiences do you have which you believe make you qualified to be our next superintendent?

5. What are the first things you would do to learn about our community and schools?

6. Please describe your leadership style.

References

References will be requested when needed. If you wish to attach any reference letters, please do so below.

Name Date Started:

Additional Information

Please attach any additional information you wish to share with the board which is not specifically covered in this application form and which you would like the board to consider as it evaluates your application (e.g., cover letter, news articles, etc.).

Criminal and Employment Background Information

Have you ever been convicted of a crime as follows? Note, in accordance with state law, you are not required to disclose any arrest, charge, or conviction that has been expunged from the public record.

* Felony
* Misdemeanor
* Traffic Offenses

If yes, please provide a brief explanation of the date and circumstances below or on an attached page. Note, in accordance with EEOC guidance, disclosure of such information will not be an automatic bar to employment.

Have you ever been dismissed, bought out, asked to resign from a position, or had a contract not renewed?
*

If yes, please provide a brief explanation of the date, position, employer, and circumstances below or on an attached page.

Sample County Release and Certification

I hereby expressly authorize the following Authorized Parties to make any investigation of my personal, financial, or employment history:

* the BLANK Board of Education (the "board") and its agents, and
* the North Carolina School Boards Association (NCSBA) and its employees.

This release expressly includes, but is not limited to, federal and/or state, criminal, law enforcement, or traffic records. I understand that I am not required to disclose any arrest, charge, or conviction that has been expunged from the public record.

I also expressly give permission for the Authorized Parties to have access to any and all personnel records and/or information it may receive in connection with my application. I further authorize any former employer, person, firm, corporation, credit agency, administrative body, or governmental agency (collectively, "Providers") to give to the Authorized Parties any information they may have regarding me. In consideration of the review of my employment application by the board, I hereby release the Authorized Parties and any Providers from any potential claims or liability arising from or connected with the release or receipt of this information. I also certify that I have read this information carefully and that the information I have given is correct and complete. I understand and agree that the falsification of any statement on this application, or in any personal interview, will constitute sufficient grounds for nonemployment and/or dismissal.

The BLANK Board of Education does not discriminate in the hiring, retention, or promotion of employees on the basis of race, religion, sex (including pregnancy, childbirth, sexual orientation, and gender identity), national origin, disability, age, genetic testing and screening information, or veteran status or any other legally protected status.

Sample County Collection of Public Information

Thank you for submitting an application for the position of Superintendent of the BLANK School System. During the process of evaluating candidates, the BLANK Board of Education (the "board") and its agents, including but not limited to NCSBA and its employees, may view and/or access information about applicants that is publicly available, including information that is publicly available on the internet. The board will not use information from any such source to discriminate on the basis of race, religion, sex (including pregnancy, childbirth, sexual orientation, and gender identity), national origin, disability, age, genetic testing and screening information, or veteran status or any other legally protected status.

By signing below, I, John Doe, acknowledge and agree that the board and its agents, as described above, may view and/or access publicly available information about me, including information publicly available on the internet, as part of its review of my application for the position of the BLANK Superintendent of Schools. I further understand and agree that falsification of any publicly available information, explanation, or supporting documentation will constitute sufficient grounds for nonemployment and/or dismissal.

Sample Community Survey

INTRODUCTION

The Sample County Board of Education is in the process of searching for a new superintendent to lead the school system. The members of the board are seeking your input in this process. Please take a few minutes to complete this survey.

All responses to this survey will be shared with the board of education and the community. However, your responses will be anonymous—no one will know who submitted a specific survey response or comment. In addition, any confidential student or personnel information will be redacted before responses are shared with the public.

All survey responses must be submitted by _____, 2025.

Note: This Community Survey is for students, parents, and other members of the community only. Sample employees should complete the separate Staff Survey.

ADDITIONAL INFORMATION: WHO IS THE SUPERINTENDENT AND WHAT DO THEY DO?

The board of education is responsible for hiring the new superintendent. As part of that process, the members of the board will receive and consider feedback from students, parents, teachers, school employees, and other members of the community.

The new superintendent will be the leader of the entire school system, similar to how a principal is the leader of a whole school. The superintendent is expected to lead the schools based on guidance from the board of education and is responsible for making sure that the school system runs well and meets its goals. The superintendent may have many specific duties, including, for example: (1) recommending who to hire as teachers, principals, and other school employees; (2) overseeing what is taught in schools; (3) developing a budget and making financial decisions; and (4) managing school buildings and school construction and renovation projects. Although many of these duties may be assigned to other school system employees, the superintendent is ultimately responsible and accountable.

Sample Community Survey No Logo

OPTIONAL INFORMATION

1. Please select all statements that apply to you.

- [ ] I live in the Sample Schools attendance area.
- [ ] I am a student in the Sample Schools.
- [ ] I am a graduate/alum of the Sample Schools.
- [ ] My child(ren) attend(s) the Sample Schools.
- [ ] I represent a household without a school-aged child.
- [ ] I am retired.
- [ ] I represent a business in the community.
- [ ] I hold an elected political office.
- [ ] I am active duty military.

2. If you are a current student, or if you have a child or children currently attending the Sample Schools, please indicate which grade level(s).

- [ ] Pre-K
- [ ] Elementary School
- [ ] Middle School
- [ ] High School

Sample Community Survey No Logo

RATING OF SUPERINTENDENT CHARACTERISTICS

Please rate each of the following desired characteristics based on level of importance:

3. Builds and maintains relationships with community groups

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

4. Communicates well with people of all races and socioeconomic status

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

5. Understands research-based school programs

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

6. Supports the use and development of technology in teaching and learning

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

7. Is willing to take new approaches to teaching and learning

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

8. Has ideas and approaches to close achievement gaps

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

9. Has ideas and approaches to improve graduation rates and prevent dropouts

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

10. Has a strong understanding of school finance, budgets, and business management

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

11. Understands how to effectively advocate for needed resources

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

12. Knows how to encourage staff, students, parents, and community members to work together

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

13. Is able to effectively delegate authority

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

14. Is able to develop and effectively communicate a vision for the school system

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

15. Understands how to provide safe environments for students and staff

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

16. Supports firm discipline in schools

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

17. Will be highly visible in the schools

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

18. Will spend time in individual classrooms

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

19. Is accessible and responds to concerns in a timely fashion

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

20. Models high standards of integrity

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

21. Makes decisions and recommendations based on data

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

22. Is willing to listen to input

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

RATING OF SUPERINTENDENT EXPERIENCE

Please rate each of the following desired types of experience based on level of importance:

23. Has been an effective classroom teacher

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

24. Has been a successful principal

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

25. Has been a successful assistant or associate superintendent

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

26. Has been a successful superintendent

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

27. Has experience in human resources

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

28. Has experience in curriculum development and instruction

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

29. Has experience with building, maintaining, and managing schools

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

30. Has worked in North Carolina public education

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important ◯ Extremely important

31. Has leadership experience outside of education (e.g., military, business)

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

COMMENTS

32. The Sample County Board of Education requests and welcomes any additional comments you may have about the new superintendent or about the search for a new superintendent. Please use the space below if you have anything else you would like to say to the members of the board.

Sample Community Survey No Logo

SURVEY COMPLETE

Thank you for completing the Sample County Board of Education's Superintendent Search Survey!

Sample Staff Survey

INTRODUCTION

The Sample County Board of Education is in the process of searching for a new superintendent to lead the school system. The members of the board are seeking your input in this process. Please take a few minutes to complete this survey.

All responses to this survey will be shared with the board of education and the community. However, your responses will be anonymous—no one will know who submitted a specific survey response or comment. In addition, any confidential student or personnel information will be redacted before responses are shared with the public.

All survey responses must be submitted by _____, 2025.

Note: This Staff Survey is for Sample County Schools employees only. Students, parents, and other members of the community should complete the separate Community Survey.

ADDITIONAL INFORMATION: WHO IS THE SUPERINTENDENT AND WHAT DO THEY DO?

The board of education is responsible for hiring the new superintendent. As part of that process, the members of the board will receive and consider feedback from students, parents, teachers, school employees, and other members of the community.

The new superintendent will be the leader of the entire school system, similar to how a principal is the leader of a whole school. The superintendent is expected to lead the schools based on guidance from the board of education and is responsible for making sure that the school system runs well and meets its goals. The superintendent may have many specific duties, including, for example: (1) recommending who to hire as teachers, principals, and other school employees; (2) overseeing what is taught in schools; (3) developing a budget and making financial decisions; and (4) managing school buildings and school construction and renovation projects. Although many of these duties may be assigned to other school system employees, the superintendent is ultimately responsible and accountable.

Sample Staff Survey NO LOGO

OPTIONAL INFORMATION

1. Please select your current job assignment.

- [ ] Teacher
- [ ] School-level support staff
- [ ] School-level administrator
- [ ] District-level support staff
- [ ] District-level administrator
- [ ] Other

2. If you are currently assigned to a specific school site, please indicate which grade level. Otherwise, please select "Central Office" or "Other," as appropriate.

- [ ] Pre-K
- [ ] Elementary School
- [ ] Middle School
- [ ] High School
- [ ] Central Office
- [ ] Other

Sample Staff Survey NO LOGO

RATING OF SUPERINTENDENT CHARACTERISTICS

Please rate each of the following desired characteristics based on level of importance:

3. Builds and maintains relationships with community groups

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

4. Communicates well with people of all races and socioeconomic status

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

5. Understands research-based school programs

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

6. Supports the use and development of technology in teaching and learning

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

7. Is willing to take new approaches to teaching and learning

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

8. Has ideas and approaches to close achievement gaps

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

9. Has ideas and approaches to improve graduation rates and prevent dropouts

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

10. Has a strong understanding of school finance, budgets, and business management

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

11. Understands how to effectively advocate for needed resources

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

12. Knows how to encourage staff, students, parents, and community members to work together

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

13. Is able to effectively delegate authority

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

14. Is able to develop and effectively communicate a vision for the school system

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

15. Understands how to provide safe environments for students and staff

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

16. Supports firm discipline in schools

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

17. Will be highly visible in the schools

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

18. Will spend time in individual classrooms

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

19. Is accessible and responds to concerns in a timely fashion

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

20. Models high standards of integrity

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

21. Makes decisions and recommendations based on data

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

22. Is willing to listen to input

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

Sample Staff Survey NO LOGO

RATING OF SUPERINTENDENT EXPERIENCE

Please rate each of the following desired types of experience based on level of importance:

23. Has been an effective classroom teacher

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

24. Has been a successful principal

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

25. Has been a successful assistant or associate superintendent

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

26. Has been a successful superintendent

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

27. Has experience in human resources

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

28. Has experience in curriculum development and instruction

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

29. Has experience with building, maintaining, and managing schools

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

30. Has worked in North Carolina public education

◯ Not at all important ◯ Slightly important ◯ Moderately important ◯ Very important

◯ Extremely important

31. Has leadership experience outside of education (e.g., military, business)

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

COMMENTS

32. The Sample County Board of Education requests and welcomes any additional comments you may have about the new superintendent or about the search for a new superintendent. Please use the space below if you have anything else you would like to say to the members of the board.

Sample Staff Survey NO LOGO

SURVEY COMPLETE

Thank you for completing the Sample County Board of Education's Superintendent Search Survey!