

## **Online Survey Input**

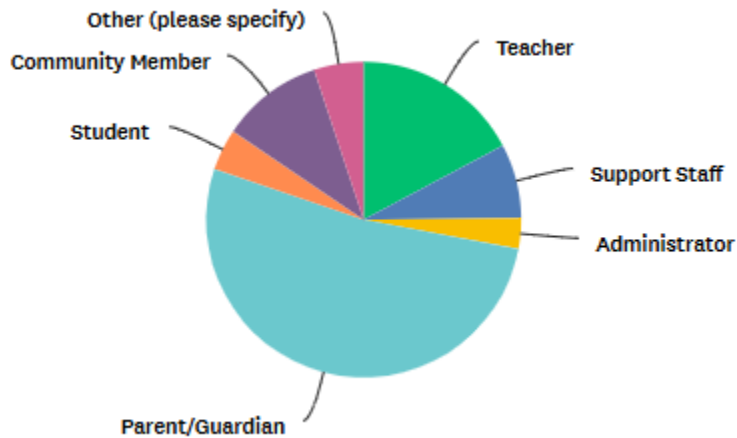
### **PLEASE NOTE:**

The views offered by the respondents to this needs assessment do not necessarily represent the views of the Falmouth School Board or its individual members, school district officials, or the New England School Development Council (NESDEC). Neither the Falmouth School Board nor NESDEC make any claims as to the accuracy or propriety of any of the views expressed by the respondents. The respondents are solely responsible for their views.

The data compiled in this Section were provided by parents/guardians, students, teachers, administrators, support staff, community members, and individuals who elected to respond as "Other".

## Total Respondents to Survey: 355

Which ONE of the following best describes your role in the school system?



ANSWER CHOICES	RESPONSES
Teacher	17.23% 61
Support Staff	7.63% 27
Administrator	3.11% 11
Parent/Guardian	52.26% 185
Student	4.24% 15
Community Member	10.45% 37
Other (please specify)	5.08% 18
<b>TOTAL</b>	<b>354</b>

## QUESTION 1:

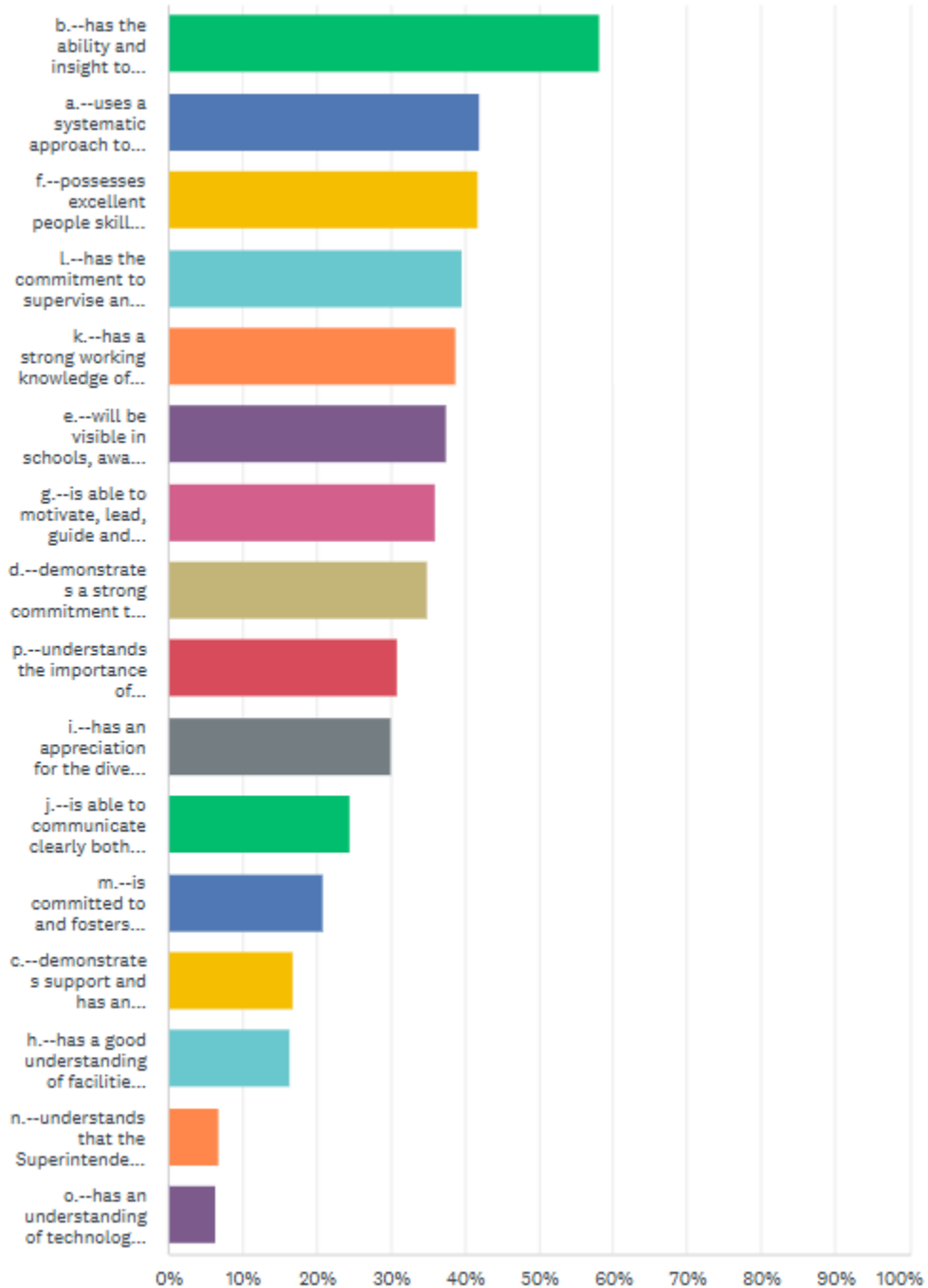
**All of the below qualities/skills/attributes are deemed necessary for a superintendent's success in leading school districts. Of the choices listed below, choose the FIVE (5) you think are the most important for the new superintendent to embody. I would like a leader who...**

- a. uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.
- b. has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.
- c. demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.
- d. demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.
- e. will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.
- f. possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.
- g. is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.
- h. has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.
- i. has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.
- j. is able to communicate clearly both verbally and in writing.
- k. has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.
- l. has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.
- m. is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.
- n. understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.
- o. has an understanding of technology as it applies to teaching and learning.
- p. understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.

## ALL RESPONDENTS

N=355

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...

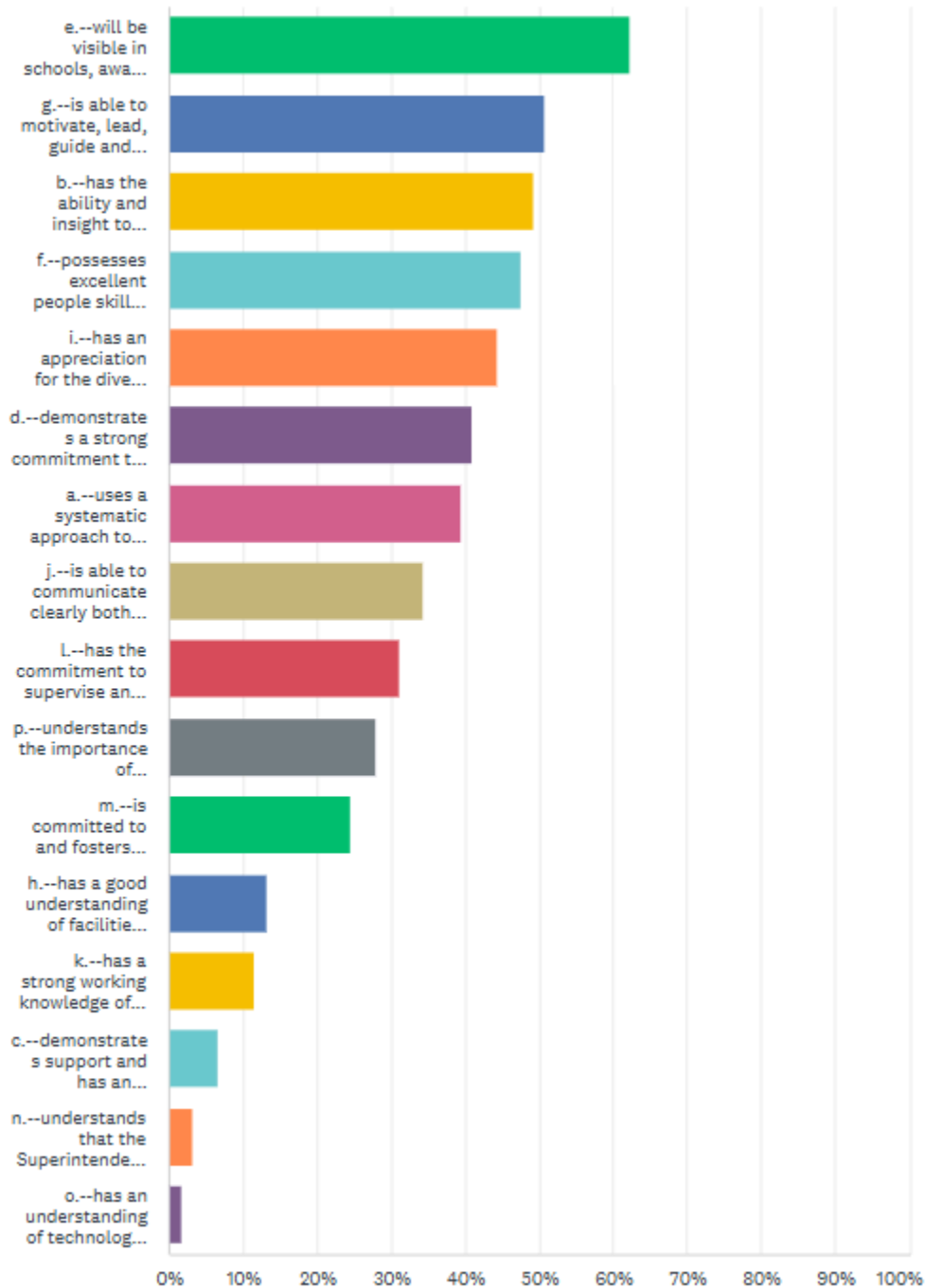


ANSWER CHOICES	RESPONSES
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	58.31% 207
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	41.97% 149
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	41.69% 148
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	39.72% 141
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	38.87% 138
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	37.46% 133
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	36.06% 128
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	34.93% 124
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	30.99% 110
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	30.14% 107
▼ j.--is able to communicate clearly both verbally and in writing.	24.51% 87
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	20.85% 74
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	16.90% 60
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	16.34% 58
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	6.76% 24
▼ o.--has an understanding of technology as it applies to teaching and learning.	6.48% 23
<b>Total Respondents: 355</b>	

## TEACHERS

N=61

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...

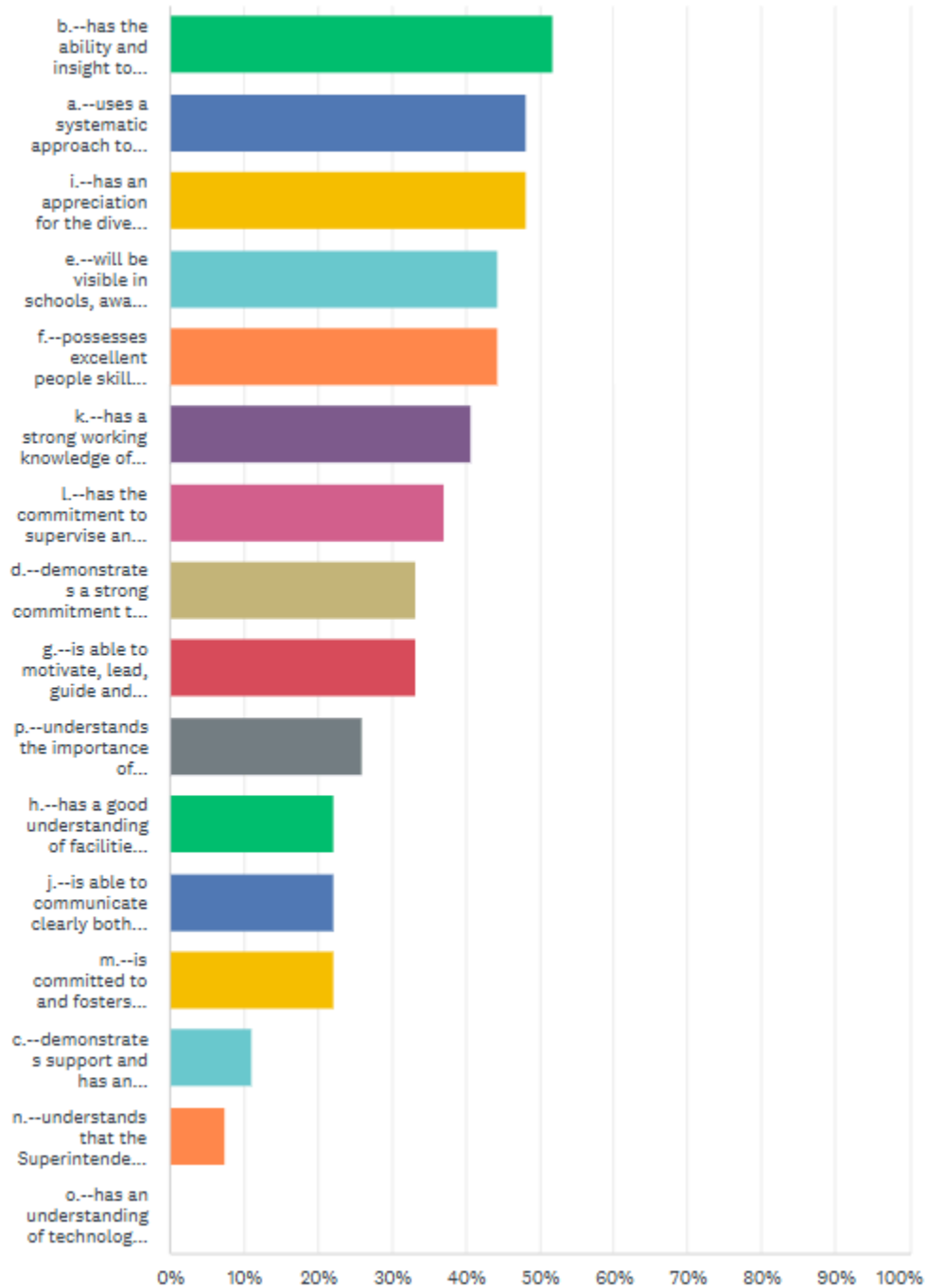


ANSWER CHOICES	RESPONSES
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	62.30% 38
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	50.82% 31
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	49.18% 30
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	47.54% 29
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	44.26% 27
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	40.98% 25
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	39.34% 24
▼ j.--is able to communicate clearly both verbally and in writing.	34.43% 21
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	31.15% 19
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	27.87% 17
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	24.59% 15
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	13.11% 8
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	11.48% 7
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	6.56% 4
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	3.28% 2
▼ o.--has an understanding of technology as it applies to teaching and learning.	1.64% 1
<b>Total Respondents: 61</b>	

## SUPPORT STAFF

N=27

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...

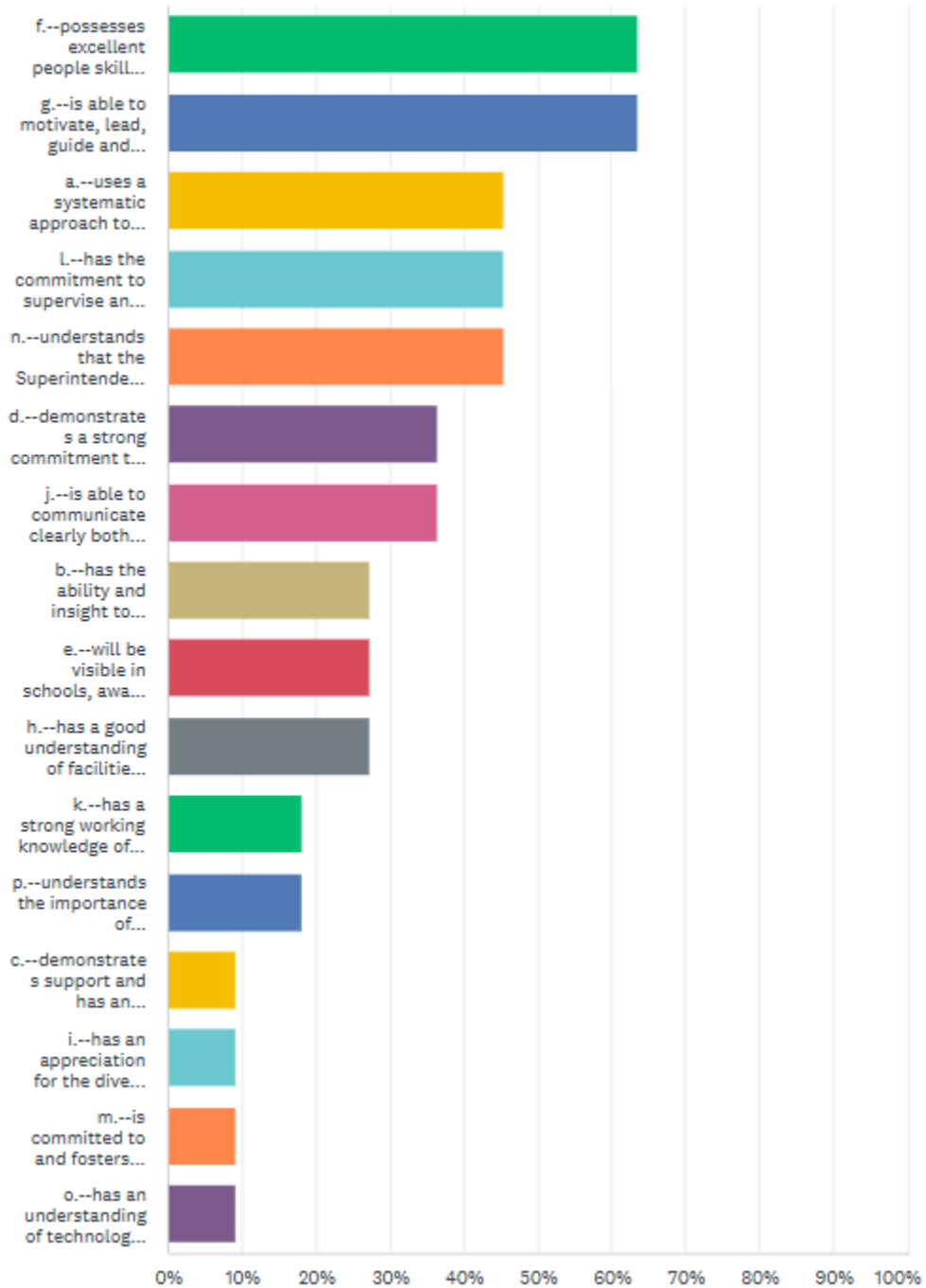


ANSWER CHOICES	RESPONSES
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	51.85% 14
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	48.15% 13
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	48.15% 13
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	44.44% 12
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	44.44% 12
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	40.74% 11
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	37.04% 10
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	33.33% 9
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	33.33% 9
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	25.93% 7
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	22.22% 6
▼ j.--is able to communicate clearly both verbally and in writing.	22.22% 6
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	22.22% 6
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	11.11% 3
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	7.41% 2
▼ o.--has an understanding of technology as it applies to teaching and learning.	0.00% 0
<b>Total Respondents: 27</b>	

## ADMINISTRATORS

N=11

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...

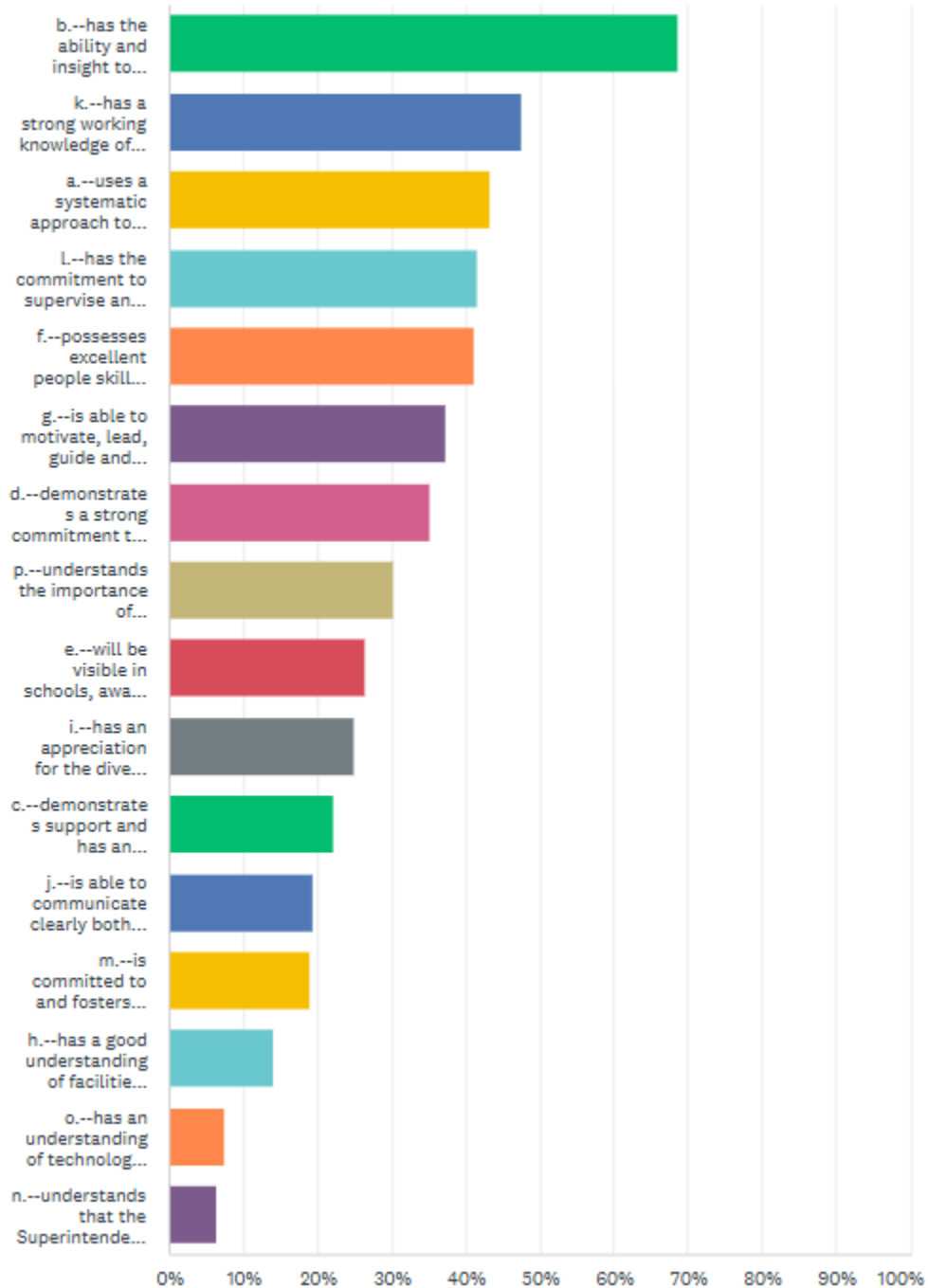


ANSWER CHOICES	RESPONSES
f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	63.64% 7
g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	63.64% 7
a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	45.45% 5
l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	45.45% 5
n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	45.45% 5
d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	36.36% 4
j.--is able to communicate clearly both verbally and in writing.	36.36% 4
b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	27.27% 3
e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	27.27% 3
h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	27.27% 3
k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	18.18% 2
p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	18.18% 2
c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	9.09% 1
i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	9.09% 1
m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	9.09% 1
o.--has an understanding of technology as it applies to teaching and learning.	9.09% 1
<b>Total Respondents: 11</b>	

## PARENTS/GUARDIANS

N=185

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...

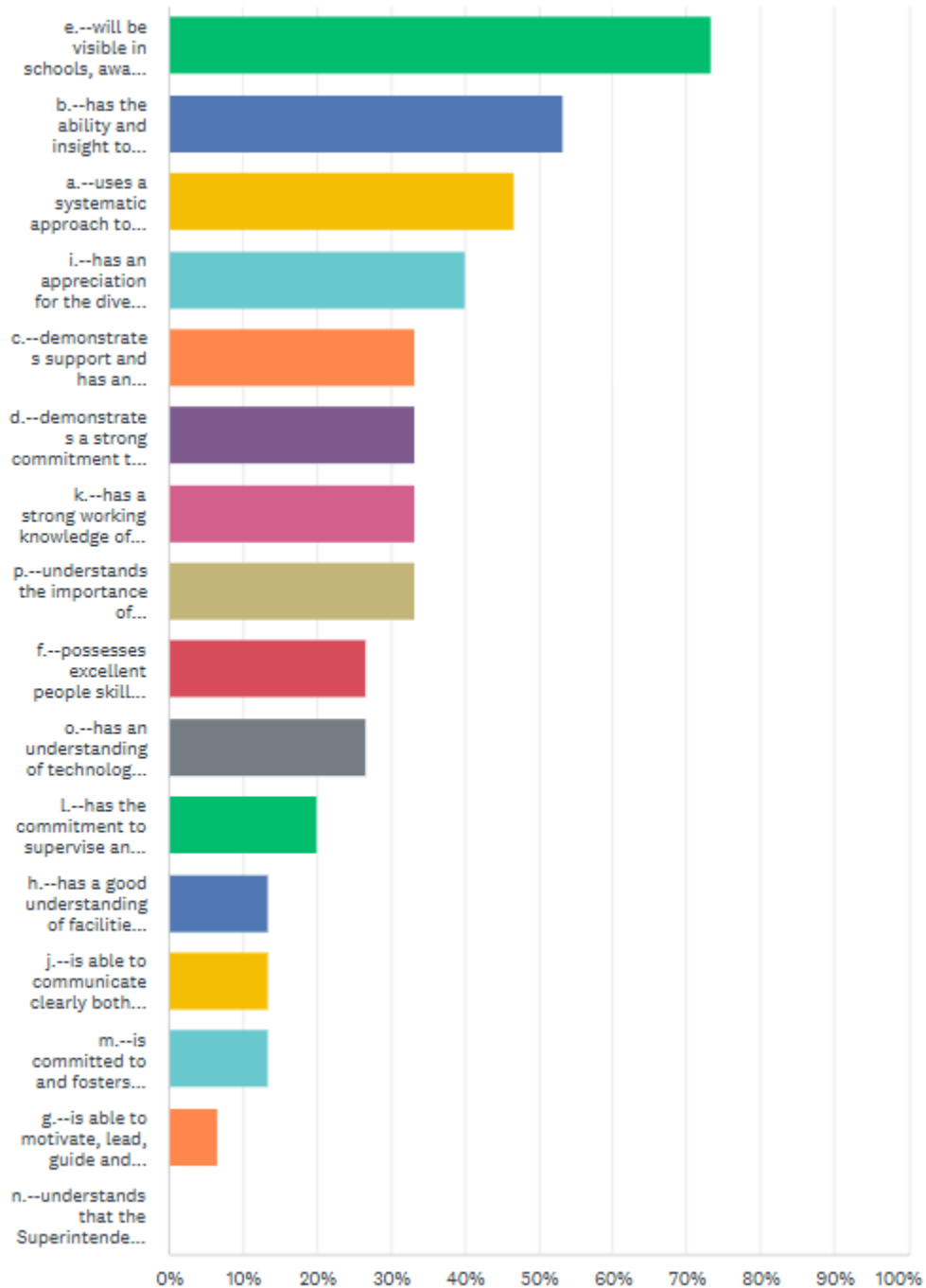


ANSWER CHOICES	RESPONSES
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	68.65% 127
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	47.57% 88
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	43.24% 80
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	41.62% 77
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	41.08% 76
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	37.30% 69
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	35.14% 65
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	30.27% 56
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	26.49% 49
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	24.86% 46
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	22.16% 41
▼ j.--is able to communicate clearly both verbally and in writing.	19.46% 36
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	18.92% 35
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	14.05% 26
▼ o.--has an understanding of technology as it applies to teaching and learning.	7.57% 14
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	6.49% 12
<b>Total Respondents: 185</b>	

## STUDENTS

N=15

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...

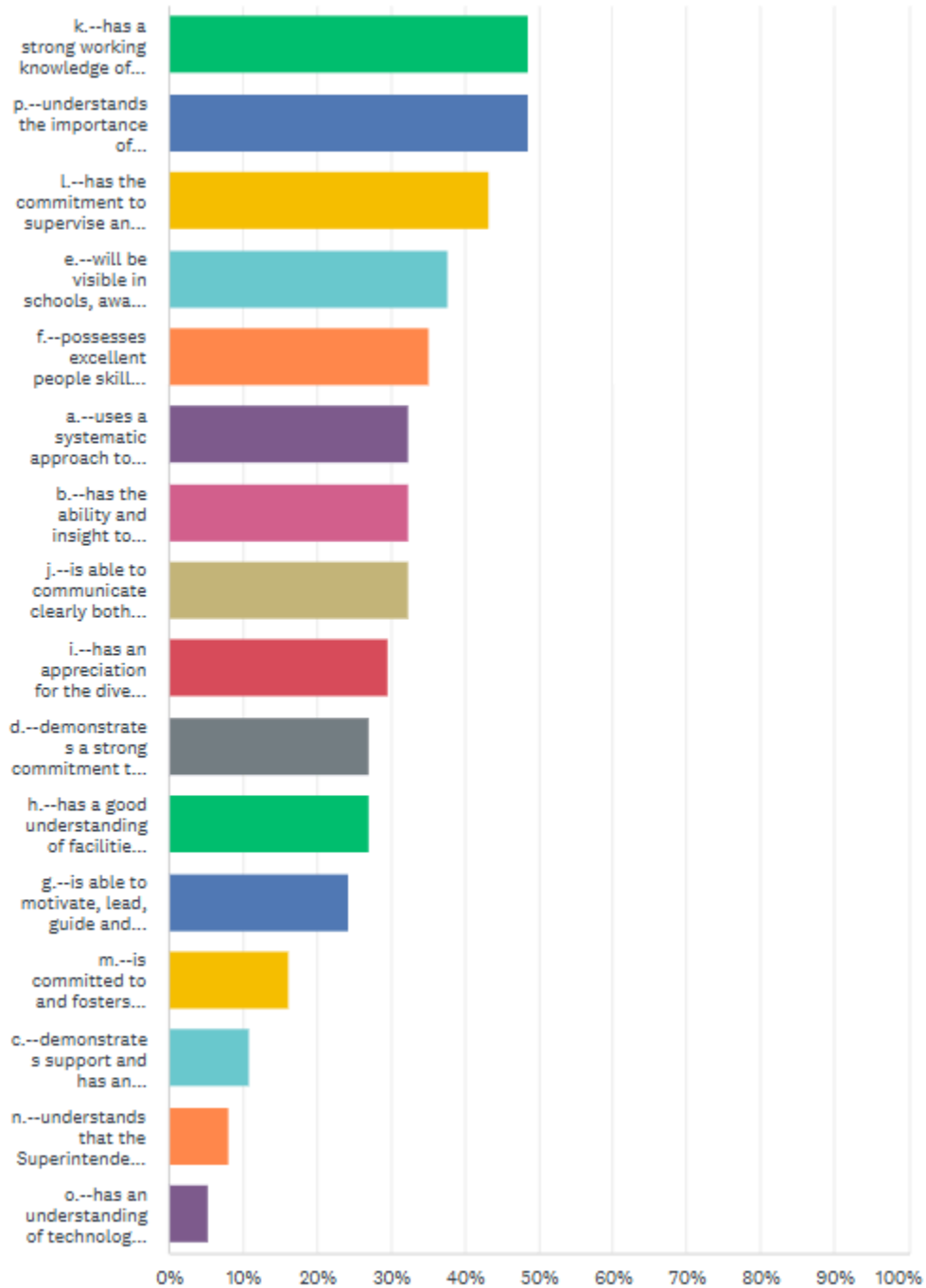


ANSWER CHOICES	RESPONSES
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	73.33% 11
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	53.33% 8
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	46.67% 7
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	40.00% 6
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	33.33% 5
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	33.33% 5
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	33.33% 5
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	33.33% 5
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	26.67% 4
▼ o.--has an understanding of technology as it applies to teaching and learning.	26.67% 4
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	20.00% 3
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	13.33% 2
▼ j.--is able to communicate clearly both verbally and in writing.	13.33% 2
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	13.33% 2
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	6.67% 1
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	0.00% 0
<b>Total Respondents: 15</b>	

## COMMUNITY MEMBERS

N=37

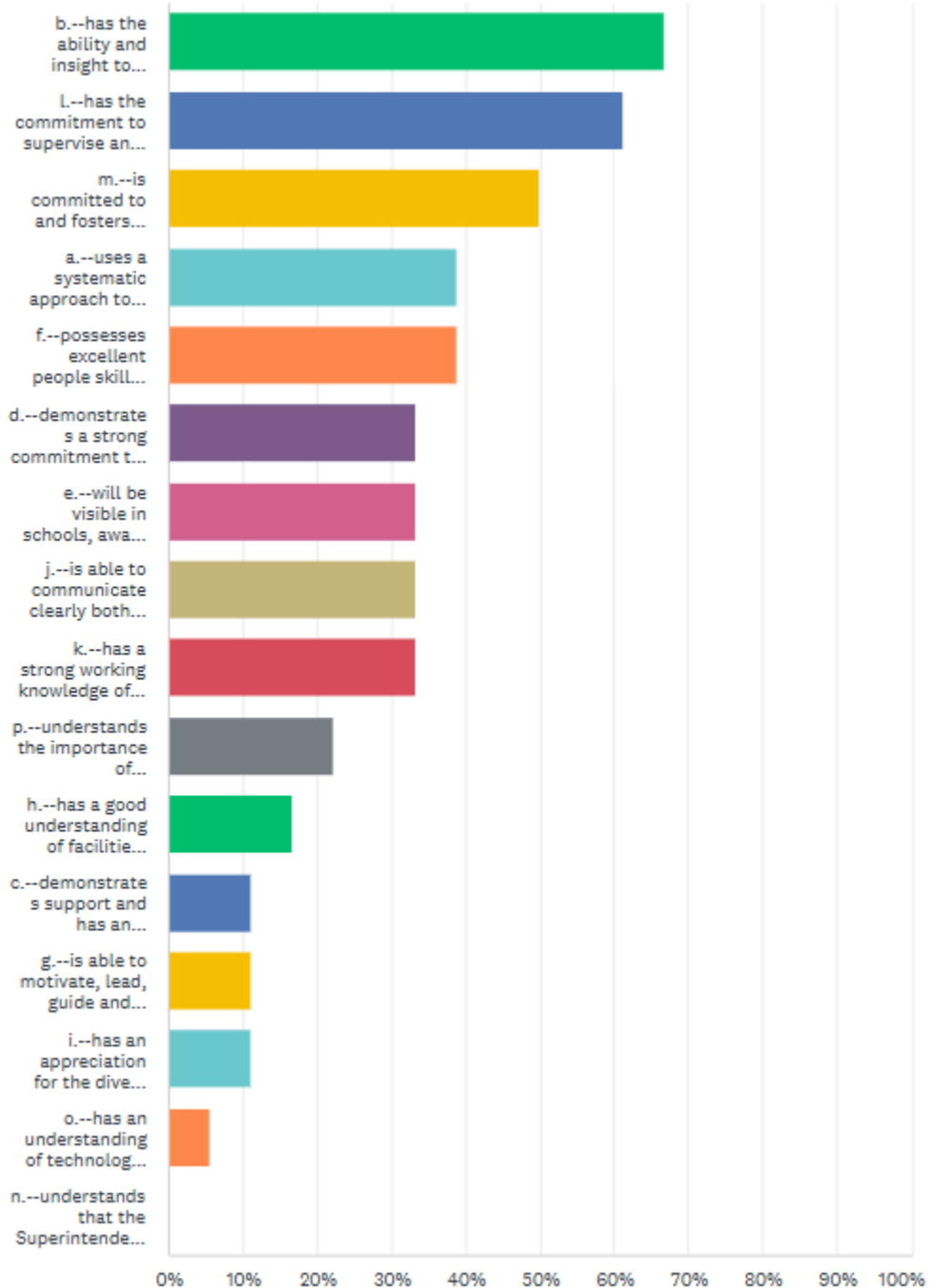
Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...



ANSWER CHOICES	RESPONSES
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	48.65% 18
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	48.65% 18
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	43.24% 16
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	37.84% 14
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	35.14% 13
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	32.43% 12
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	32.43% 12
▼ j.--is able to communicate clearly both verbally and in writing.	32.43% 12
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	29.73% 11
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	27.03% 10
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	27.03% 10
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	24.32% 9
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	16.22% 6
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	10.81% 4
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	8.11% 3
▼ o.--has an understanding of technology as it applies to teaching and learning.	5.41% 2
<b>Total Respondents: 37</b>	

**OTHER  
N=18**

Q1. Of the qualities/skills/attributes listed in "a" - "p" below, choose the FIVE (5) you think are the most important for the new Superintendent's success in this school district. I would like a leader who...



ANSWER CHOICES	RESPONSES
▼ b.--has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of collective bargaining process.	66.67% 12
▼ l.--has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change.	61.11% 11
▼ m.--is committed to and fosters continuous staff development and emphasizes system-wide as well as individual development.	50.00% 9
▼ a.--uses a systematic approach to managing and improving the schools; has excellent organizational skills, working knowledge of school law and proven ability to resolve organizational conflicts.	38.89% 7
▼ f.--possesses excellent people skills; demonstrates the ability to involve the communities in developing and implementing goals; views the community/school relationship as a partnership.	38.89% 7
▼ d.--demonstrates a strong commitment to leading the effort to define and deliver an effective, consistent 21st Century education program for students of all backgrounds and ability levels.	33.33% 6
▼ e.--will be visible in schools, aware of current issues and activities in the schools and shows an interest in community affairs.	33.33% 6
▼ j.--is able to communicate clearly both verbally and in writing.	33.33% 6
▼ k.--has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Board, staff, community and local municipal officials; has clear understanding of federal, state, and local funding issues.	33.33% 6
▼ p.--understands the importance of accountability for staff and self; understands how to design and implement an evaluation process that establishes clear performance standards and follows through to resolve performance issues.	22.22% 4
▼ h.--has a good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.	16.67% 3
▼ c.--demonstrates support and has an appreciation for the role of extra-curricular (co-curricular) activities in the educational experiences of students.	11.11% 2
▼ g.--is able to motivate, lead, guide and direct people; is committed to implementing the mission statement and vision statement of the school system.	11.11% 2
▼ i.--has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs.	11.11% 2
▼ o.--has an understanding of technology as it applies to teaching and learning.	5.56% 1
▼ n.--understands that the Superintendent is responsible for management of the schools in compliance with applicable laws and regulations and also in compliance with the School Board's policies.	0.00% 0
<b>Total Respondents: 18</b>	