




**SARASOTA
County Schools**

Office of the Deputy Superintendent
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941-927-9000, ext. 31103 • fax 941-927-2539
SarasotaCountySchools.net

To: Superintendent
Board Members

From: Deputy Superintendent 

Date: May 12, 2016

Subject: May 17, 2016 Work Session—Superintendent Search

Board Members,

As you know, we have some time on your May 17, 2016 Work Session agenda to talk about our progress in our efforts to assist you with the recruitment and hiring of the next Superintendent of Schools. Attached to this memo are several items we'd like to either update you on or solicit your feedback. Specifically, they are:

Tab 1 is simply an updated calendar of key milestones. Note that we've added the words "if needed" to the work session on June 7, 2016. You wouldn't typically have a work session on this date and if we can accomplish what we hope to at this (May 17, 2016) work session we may not need to add the June 7, 2016 session.

Tabs 2-4 are components of the search itself. Tab 2 represents a draft of the advertisement we'd recommend we use in national venues to solicit interest in the position. Tab 3 is a recommended list of the venues we use, and Tab 4 represents a draft of the search brochure. We'd like your feedback on each of these documents before we finalize them.

Tabs 5-7 represent community feedback or feedback mechanisms. Tab 5 is a clean copy of the on-line survey that has been available for about a month (provided just as information). Tab 6 is the raw data that has been collected by the survey to date. Tab 7 represents the feedback from the first Community Forum hosted at North Port High School. For both of these mechanisms we'd like your thoughts on how you'd like to see this feedback in the future.

Tabs 8 & 9 relate to the process to narrow the candidate pool. Tab 8 is a draft of the Roles and Responsibilities we'd like to articulate to the members of Superintendent Search Community Advisory Committee. Note that the last page of this tab presents the final membership of that committee. Tab 9 is just one method that could be used to summarize information on candidates and aid both in the development of the semi-finalist pool on the part of the advisory committee and the development of the finalist list on the part of the Board. There are many ways to gather and summarize this information, this is one way

we feel may work for both groups. We'd like your thoughts on how we can best help you accomplish the process of "screening" candidates.

The second of four community forums is actually scheduled for this evening, May 12, 2016. While we won't have feedback from this forum compiled before this packet goes in the mail we'll plan to bring it to the work session next week.

Overall, the team assembled to help you oversee and conduct this search feels like we are about where we need to be relative to key milestones. The next key milestone will be to actually post the position. That is scheduled to happen June 9, 2016. We look forward to your candid feedback on the attached documents, the process itself, and anything we can do to aid you in this vitally important decision process. Please let me know if you have any questions or comments.

TAB 1



Florida School Boards Association

The voice of education in Florida.

Sarasota County School Board Superintendent Search Timeline

April 5, 2016	Board Meeting - Address Phase 1&2 Items, and Superintendent Search Advisory Committee membership, on-line survey, etc. (Time 6:30)
Week of April 11, 2016	District website "Superintendent Search" online portal goes live and Press Release announcing community forums, on-line survey and on-line portal
April 18, 2016	On-line survey goes live
April 19, 2016	Board Meeting - Pre-search conversation with Superintendent and update on Phase I and II items (9:00 a.m.)
April 26, 2016	Community Forum – North Port High School, 7:00 PM– 9:00 PM (<i>Note: Community forums are open to any community members and district employees who wish to provide input with regard to the qualities and characteristics needed in the next superintendent</i>)
May 12, 2016	Community Forum - Booker High School, 7:00 PM– 9:00 PM
May 17, 2016	Board Work Session (10:00 a.m.) Superintendent Search Update Community Forum - Venice High School, 7:00 PM – 9:00 PM
May 26, 2016	Employee Forum – Riverview High School, 7:00 PM– 9:00 PM
May 30, 2016	On-line survey closes
June 3, 2016	Board receives on-line survey results
June 7, 2016	Board Work Session - Discuss qualifications, qualities, characteristics, advertising, and brochure. Address Phase 2 / 3 items as needed (4:00 p.m.) if needed
June 9, 2016	Advertisements posted (Application period begins)

June 21, 2016	Board Meeting - Superintendent Search Update (10:00 a.m.)
July 19, 2016	Board Meeting – Address remaining items as needed (6:30 p.m.)
August 12, 2016	Advertisements close (Application deadline - midnight)
August 18, 2016	Superintendent Search Community Advisory Committee Meeting (6:00 p.m.) (Time and Location TBD)
August 25, 2016	Superintendent Search Community Advisory Committee Meeting (6:00 p.m.) (Time and Location TBD)
September 1, 2016	Superintendent Search Community Advisory Committee Meeting (6:00 p.m.) (Time and Location TBD)
September 6, 2016	Board Meeting - Identify semi-finalists - <u>No ranking</u> Develop question(s) for semi-finalists' response if desired by the Board. (4:00 p.m. and 6:30 p.m.)
October 4, 2016	Board Meeting - Select finalists for interview - <u>No ranking</u> (4:00 p.m. & 6:30 p.m.)
October 11-14, 2016	Special Board Meeting - Finalist interviews. <u>NOTE:</u> Number of finalists will determine days needed. Finalists arrive on 11 th , full Board interviews, community tours (escorted by senior staff), and Reception on 12 th , individual Board conversations on the 13 th , finalists depart 14 th .
October 18, 2016	Board Meeting - Select new superintendent with discussion regarding contract and Phase 4 items as needed (3:00 p.m.)
October 19, 2016	Begin contract development
November 1, 2016	Board Meeting - Approve contract with effective start date TBD (6:30 p.m.)
December 5, 2017	Transition preparation period begins
TBD	Start date of next Superintendent
February 28, 2017	Superintendent White retires

Board Approved: _____
Revised: _____

TAB 2

SUPERINTENDENT

Sarasota County School District, Sarasota, Florida

The Sarasota County School District is an exceptionally high performing school system of 42,600 students in 52 schools on the Southwest Florida Coast. The area includes some of the finest beaches in the world, virtually unlimited opportunities for outdoor activities year round, a thriving cultural community and a dynamic economy.

The retiring superintendent has in her eight-year tenure forged strong collaborative partnerships and enjoys the abiding trust of the School Board, parents, students, faculty, staff and voters. The Sarasota County Schools are known to be successful, innovative and dedicated to helping every student reach his or her full potential. They are a source of deep community pride.

The district has received an A grade every year since the state grading system was introduced. Its reading scores were the second-highest in the state in 2016. The district has been recognized by the Kennedy center for the Performing Arts for its exemplary work in integrating arts and academics.

Combined SAT scores are 104 points above the state average and 64 points above the national average. High schools offer IB and AICE diplomas as well as AP and dual enrollment classes. The Pine View School for gifted students is ranked the sixth-best high school in the U.S.

The annual general fund budget is \$417 million. The district enjoys a strong bond rating and has received multiple awards for excellence in financial management.

The district is the largest employer in Sarasota County and an important element of the area economy. Several major foundations grant millions of dollars a year for special projects and professional development. Local voters support a one-mill budget referendum that provides \$48 million a year in operating funds and a county sales tax that provides supplemental funding for school infrastructure.

The district has rebuilt all of its traditional high schools, a new technical college and a technical high school. It provides wireless ports in every classroom and secondary classrooms that incorporate state-of-the-art technology into collaborative, project-based learning environments.

For more information about this remarkable school district and community, visit www.sarasotacountyschools.net.

The five-member School Board of Sarasota County seeks a superintendent with the following qualifications:

- a master's degree, doctorate preferred, from an accredited institution,
- Ten years of educational leadership experience with at least five years in an executive leadership position
- Florida experience preferred

The successful candidate must be eager to lead a high-achieving, innovative school district; be familiar with the latest research on educational leadership, student achievement and school effectiveness; and have the vision, energy and financial expertise to manage a complex organization.

The position start date and transition period begins in December, 2106. The Board is prepared to offer a three-year contract with a salary range of \$185,000-\$225,000 plus competitive benefits. Candidates selected as finalists must be available for interviews during the week of Oct. 11, 2016.

Application Process and Deadline - Candidates must submit the following information:

- ✓ A resume with a signed cover letter
- ✓ Documents verifying credentials, including college transcripts and any current certifications
- ✓ Letters of recommendation
- ✓ A completed electronic application (accessible at www.sarasotacountyschools.net/departments/hr)

All supporting information referenced above must be emailed to Bonnie Bell at Bonnie.Bell@sarasotacountyschools.net

****Submissions must be received no later than the deadline of midnight on August 12, 2016****

For more information related to the Sarasota County School District or the application process contact:

Andrea Messina, Executive Director
Florida School Boards Association
850.414.2578 or Cell 850.566.1860
messina@fsba.org

Dr. Bill Vogel, FSBA Consultant
321.299.2452
b2vogel@gmail.com

John Reichert, FSBA Consultant
321.363.7909
jreichert9@gmail.com

*** IMPORTANT NOTICE *** All resumes, applications, and other materials submitted for this position are subject to the Florida Public Records Act and "Government in the Sunshine" provisions of Florida law. Resumes, applications, and other materials cannot be held in confidence.

TAB 3

Superintendent Search Advertisement

Venues	Time Period	Cost
American Association of School Administrators	30 days +	\$690
American Association of School Personnel Administrators	30 days	\$200
Association of Latino Administrators and Superintendents	6 weeks	\$150
Career Builder	30 days	\$419
Chronicle of Higher Educations	30 days	\$310
Education Week "Top School Jobs"	60 days	\$785
Florida Association of School Administrators		\$300
National Alliance of Black School Educators	30 days	\$250

State Association of School Superintendents	FREE
Broad Center	FREE
Council of Urban Boards of Education	FREE
Indeed	FREE
National Affiliation of Superintendent Searches	FREE
National Council of School Attorneys	FREE
National School Boards Association	FREE

Announcement and Brochure to:

- Every State Scholl Boards Associations Executive Director
- All Florida School Board Members
- Florida School Superintendents
- Florida Legislative Liaisons
- Florida Educations Negotiators

Florida School Boards Association Main Web page and announcement at FADSS conference – September

203 S. Monroe Street, Tallahassee, FL 32301

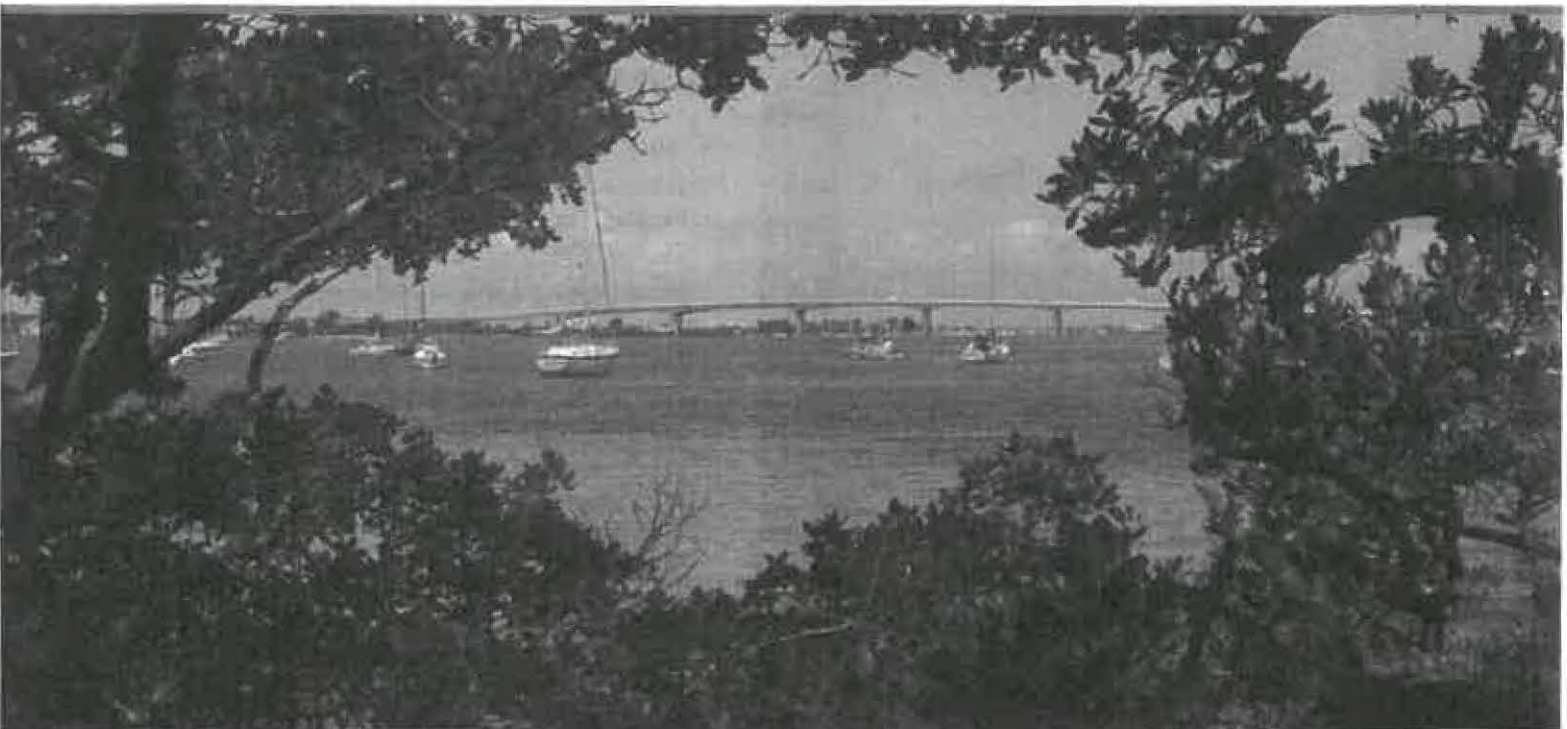
850-414-2578

TAB 4

DRAFT

SUPERINTENDENT SEARCH

YOUR CAREER IN PARADISE



Great school district seeks visionary leader

One of the most successful school districts in Florida is seeking a visionary, dynamic, innovative superintendent to lead the district in helping every student reach his or her full academic and personal potential.

Mission

The Sarasota County School District prepares students to achieve the highest learning standards by engaging a high-quality staff, involving parents, and earning the support of the community.

Vision

The Sarasota County School District places learning at the center of its activities to enable all learners to lead productive, responsible and healthful lives.

District facts

- 42,600 students
- 5,000 staff
- 39 traditional schools
- 12 charter schools
- One alternative school
- Graduation rate 79.2 percent
- 64 percent of teachers have advanced degrees
- \$417 million annual operating budget
- 52 percent of students eligible for subsidized meals
- 9,000 active volunteers
- 250,000 volunteer hours valued at \$5.8 million
- 40 Five Star schools



Superintendent Search website:
www.sarasotacountyschools.net

DRAFT

About the district

- The Sarasota County School District is an exceptionally high-performing school system of 42,600 students on the Southwest Florida Coast, where a sub-tropical climate, a thriving cultural community and a dynamic economy form one of the most livable cities in America.
- The Sarasota County Schools are known locally and across Florida to be high-achieving, innovative and student-centered. They are a source of deep community pride.
- The district enjoys strong support and trust from parents, students, faculty, staff and voters.
- An independent study by MGT of America concluded that Sarasota is "one of the best-run school systems the company has reviewed," citing high performance and innovative practices.
- Sarasota County is one of only five Florida districts to receive an A grade every year since the state grading system was introduced.
- Reading scores were the second-highest in the state in 2016.
- The district has been recognized by the Kennedy Center for the Performing Arts for its exemplary work in integrating the arts and academics.
- Combined SAT scores are 104 points above the state average and 64 points above the national average.
- The district enjoys a strong bond rating and has received multiple awards for excellence in financial management.
- Local voters support a one-mill budget referendum that provides \$48 million a year in operating funds and a county sales tax that provides supplemental funding for school infrastructure.
- The district enjoys outstanding school facilities, including four newly rebuilt high schools, a new technical high school and a new technical college.
- District technology is state-of-the-art, with wireless ports in every classroom and secondary classrooms using innovative technology in collaborative, project-based learning environments.

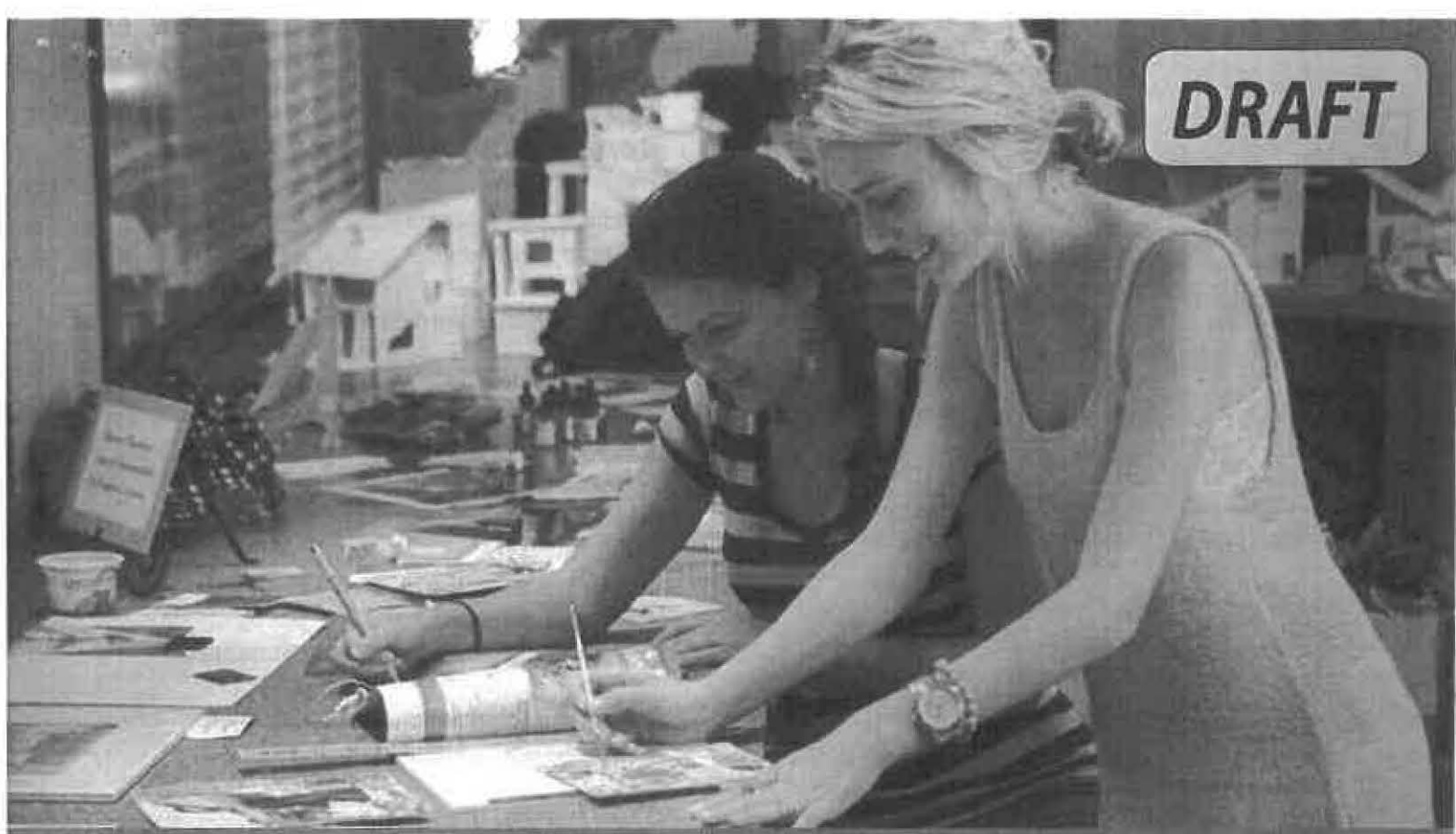


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Candidate must demonstrate the following leadership qualities

- Is eager to lead a high-achieving, innovative school district
- Studies current research on educational leadership, student achievement, instruction and use of data
- Has the vision, energy and financial expertise to manage a complex organization
- Puts students first, is open to student opinions and makes decisions that are fair for all students

- Understands the value of community support and appreciates the contributions of business, government and the arts community to the success of schools
- Displays open communication and positive working relationships with staff, community and School Board
- Builds trust and respect; models high standards of integrity
- Has extensive classroom teacher experience; understands, supports and respects teachers
- Is a visionary who can drive short-term improvements leading to long-term success of the district
- Appreciates cultural differences and celebrates diversity
- Is approachable, listens effectively, incorporates multiple perspectives in making decisions
- Displays passion for learning and helping students reach their full potential



SUPERINTENDENT SEARCH



SARASOTA
County Schools

Qualifications

Master's degree, doctorate preferred, from an accredited institution

Ten years of educational leadership experience with at least five years in an executive leadership position

Florida experience preferred

Contract terms

The position start date and transition period begins in December 2016. The School Board is prepared to offer a three-year contract with a salary range of \$185,000-\$225,000, plus competitive benefits.



The School Board of Sarasota County prohibits discrimination in its educational programs, services, activities, or employment conditions or practices on the basis of race, color, religion, gender, sexual orientation, age, ethnic or national origin, disability information, marital status, or other disability defined under the Americans with Disabilities Act Amendments Act, or on the basis of the use of a language other than English, except as provided by law. The School Board also ensures equal access to school facilities for the Boy Scouts of America and other patriotic youth groups. Any person who believes he or she has experienced any such prohibited discrimination may file a complaint with the elected Equity Coordinator by calling 941-527-9900, ext. 23235, or by writing to Equity Coordinator, 1900 Kingside Blvd., Sarasota, FL 34237.

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Application Process and Deadline

Candidates must submit the following documents:

A resume with a signed cover letter

Documents verifying credentials, college transcripts and any current certifications

Letters of recommendation

A completed electronic application (forms are accessible at sarasotacountyschools.net/departments/hr)

Supporting documents must be emailed to bonnie.bell@sarasotacountyschools.net

Submissions must be received no later than Friday, Aug. 12, 2016

Candidates selected as finalists must be available for interviews during the week of Oct. 11, 2016.

All resumes, applications and other materials submitted for this position are subject to the Florida Public Records Act.

Resumes, applications and other materials cannot be held in confidence.

Questions should be directed to FSBA

Andrea Messina, Executive Director
Florida School Boards Association
messina@fsba.org
850.414.2578

Dr. Bill Vogel, FSBA Consultant
b2vogel@gmail.com
321.299.2452

John Reichert, FSBA Consultant
jreichert9@gmail.com
321.363.7909 or cell 850.566.1860



TAB 5



The Sarasota County School District is working with the Education Foundation of Sarasota County and the Florida School Boards Association to conduct a national search for a successor to Superintendent Lori White, who is retiring in February, 2017. It is essential that applicants for the position understand the values and expectations of the Sarasota County community regarding their public schools. That information also will be an important consideration for the screening committee and the School Board as they determine which candidate is the most qualified and best suited to lead our highly successful district to even greater achievement in the coming years.

The survey is structured to reflect the five key concepts that guide district planning:

1. **Quality:** Maintaining intense focus on measured results for student achievement
2. **People:** Maximizing the value of our staff, partners and stakeholders
3. **Service:** Promoting courteous, professional, efficient and productive interactions among our staff, students, parents and visitors
4. **Resources:** Ensuring full and equitable use of our facilities, systems and funding
5. **Safety:** Protecting our resources, staff, students, parents and visitors

The more information the search committee receives from every possible group of stakeholders in the community, the more helpful the survey will be in guiding the selection of a new superintendent that will be the best possible fit for the students, parents, staff, and community members. The Sarasota County School Board and the students they serve very much appreciate your time and willingness to help find an outstanding leader for an outstanding school district.

Please check the group that you represent.

- Community Member
- Parent
- Student
- School District Employee

A. Quality – Maintaining intense focus on measured results for student achievement

	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important
Committed to improving performance of all students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knows educational issues, trends and research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incorporates current data in planning and decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced in leading an organization of diverse cultures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active and visible in classrooms and student activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B. People – Maximizing the value of our staff, partners and stakeholders

	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important
Respects and embraces input from diverse community groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens carefully to all points of view before making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Works with community leaders to integrate education and economic development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates openly and works collaboratively with the School Board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aggressively recruits high-quality staff who reflect the diversity of the student body	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes staff morale through support, respect and recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced in leading a large organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C. Service – Promoting courteous, professional, efficient and productive interactions among our staff, students, parents and visitors

	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important
Builds successful relationships with all stakeholder groups, including the media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible to the School Board, students, parents, staff and community members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides extraordinary internal and external customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates clearly face-to-face, in writing and with technological tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiates creative interaction among staff, students and the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a positive work environment that attracts and retains high-quality staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D. Resources – Ensuring full and equitable use of our facilities, systems and funding

	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important
Demonstrates a strong knowledge of business and finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employs sound fiscal practices to maximize efficient use of district resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Articulates a clear vision for the use of technology in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced in leading or supporting tax initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands planning and managing facility needs in a growing district	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E. Safety – Protecting our resources, staff, students, parents and visitors

	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important
Ensures a safe and secure environment free from hazards, harassment and hostility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes healthy habits and attitudes among students and staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced in collaborating with law enforcement and managing emergencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F. Personal Leadership Qualities

	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important
Willing to make tough decisions that may not be popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative leadership style	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holds self and others accountable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sets high expectations for self and the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to build high-performing teams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds trust and respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serves as a role model for staff, students and the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leads with vision for the future and respect for the past	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates courage and honesty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engages others in problem solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Models high standards of integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unifies diverse cultures and ideologies to achieve common goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leads with humble compassion of a servant leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibits excitement, energy and joy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a sense of humor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please list any additional characteristics that you believe are important for the next Superintendent of Sarasota County School District.

What do you consider to be two or three strengths of the Sarasota School District?

What do you consider to be the two or three most important challenges or issues facing the Sarasota County School District?

Thank you for taking the time to complete this survey.

TAB 6

Superintendent Search Community Survey – Report

Last Updated: 05/12/2016

1. Please check the group that you represent.

Answer	Response	%
Community Member	46	41%
Parent	26	23%
Student	4	4%
School District Employee	37	33%
Total	113	100%

Response choices are rated on a scale where Essential, Critically Important = 5, Very Important = 4, Important but Not Essential = 3, Somewhat Important = 2, Not at all Important = 1.

2. A. Quality – Maintaining intense focus on measured results for student achievement

#	Question	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important	Total Responses	Mean
1	Committed to improving performance of all students	1.8%	2.7%	5.4%	19.8%	70.3%	111	4.5
2	Knows educational issues, trends and research	1.8%	2.7%	10.9%	36.4%	48.2%	110	4.3
3	Incorporates current data in planning and decision-making	4.5%	2.7%	10.8%	46.8%	35.1%	111	4.1
4	Experienced in leading an organization of diverse cultures	3.6%	2.7%	10.8%	27.9%	55.0%	111	4.3
5	Active and visible in classrooms and student activities	1.8%	7.3%	22.0%	33.0%	35.8%	109	3.9

3. B. People – Maximizing the value of our staff, partners and stakeholders

#	Question	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important	Total Responses	Mean
1	Respects and embraces input from diverse community groups	1.8%	2.7%	11.8%	36.4%	47.3%	110	4.2
2	Listens carefully to all points of view before making decisions.	0.9%	0.9%	3.6%	29.1%	65.5%	110	4.6
3	Works with community leaders to integrate education and economic development	2.8%	4.6%	19.3%	32.1%	41.3%	109	4.0
4	Communicates openly and works collaboratively with the School Board	0.9%	0.9%	5.5%	28.4%	64.2%	109	4.5
5	Aggressively recruits high-quality staff who reflect the diversity of the student body	3.6%	0.9%	8.2%	30.0%	57.3%	110	4.4
6	Promotes staff morale through support, respect and recognition	0.9%	0.0%	0.9%	31.8%	66.4%	110	4.6
7	Experienced in leading a large organization	1.8%	2.8%	14.7%	34.9%	45.9%	109	4.2

4. C. Service – Promoting courteous, professional, efficient and productive interactions among our staff, students, parents and visitors

#	Question	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important	Total Responses	Mean
1	Builds successful relationships with all stakeholder groups, including the media	0.9%	0.9%	20.0%	44.5%	33.6%	110	4.1
2	Accessible to the School Board, students, parents, staff and community members	0.0%	0.9%	5.5%	47.3%	46.4%	110	4.4
3	Provides extraordinary internal and external customer service	0.9%	0.0%	10.9%	50.0%	38.2%	110	4.2
4	Communicates clearly face-to-face, in writing and with technological tools	0.0%	0.0%	4.5%	41.8%	53.6%	110	4.5
5	Initiates creative interaction among staff, students and the community	1.8%	3.7%	11.0%	40.4%	43.1%	109	4.2
6	Creates a positive work environment that attracts and retains high-quality staff	0.0%	0.0%	0.9%	19.1%	80.0%	110	4.8

5. D. Resources – Ensuring full and equitable use of our facilities, systems and funding

#	Question	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important	Total Responses	Mean
1	Demonstrates a strong knowledge of business and finance	0.0%	3.6%	19.1%	45.5%	31.8%	110	4.1
2	Employs sound fiscal practices to maximize efficient use of district resources	0.0%	1.8%	7.3%	39.4%	51.4%	109	4.4
3	Articulates a clear vision for the use of technology in the future	0.0%	0.9%	16.4%	52.7%	30.0%	110	4.1
4	Experienced in leading or supporting tax initiatives	3.7%	3.7%	21.1%	37.6%	33.9%	109	3.9
5	Understands planning and managing facility needs in a growing district	0.0%	2.7%	13.6%	38.2%	45.5%	110	4.3

6. E. Safety – Protecting our resources, staff, students, parents and visitors

#	Question	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important	Total Responses	Mean
1	Ensures a safe and secure environment free from hazards, harassment and hostility	0.0%	0.9%	5.5%	28.2%	65.5%	110	4.6
2	Promotes healthy habits and attitudes among students and staff	1.8%	1.8%	18.2%	38.2%	40.0%	110	4.1
3	Experienced in collaborating with law enforcement and managing emergencies	0.0%	3.6%	19.1%	37.3%	40.0%	110	4.1

7. F. Personal Leadership Qualities

#	Question	Not at all Important	Somewhat Important	Important, but Not Essential	Very Important	Essential, Critically Important	Total Responses	Mean
1	Willing to make tough decisions that may not be popular	0.0%	0.9%	6.4%	40.9%	51.8%	110	4.4
2	Collaborative leadership style	0.9%	0.9%	5.5%	47.3%	45.5%	110	4.4
3	Holds self and others accountable	0.0%	0.0%	0.0%	32.4%	67.6%	108	4.7
4	Sets high expectations for self and the organization	0.0%	0.0%	1.8%	32.7%	65.5%	110	4.6
5	Ability to build high-performing teams	0.0%	0.9%	2.7%	37.3%	59.1%	110	4.5
6	Builds trust and respect	0.0%	0.0%	0.0%	23.6%	76.4%	110	4.8
7	Serves as a role model for staff, students and the community	0.0%	0.0%	1.8%	27.3%	70.9%	110	4.7
8	Leads with vision for the future and respect for the past	0.0%	0.9%	9.1%	32.7%	57.3%	110	4.5
9	Demonstrates courage and honesty	0.0%	0.0%	3.6%	24.5%	71.8%	110	4.7
10	Engages others in problem solving	0.0%	0.9%	3.6%	50.0%	45.5%	110	4.4
11	Models high standards of integrity	0.0%	0.0%	0.9%	25.5%	73.6%	110	4.7
12	Unifies diverse cultures and ideologies to achieve common goals	1.8%	1.8%	11.0%	45.0%	40.4%	109	4.2
13	Leads with humble compassion of a servant leader	2.7%	2.7%	21.8%	35.5%	37.3%	110	4.0
14	Exhibits excitement, energy and joy	0.9%	2.7%	16.4%	42.7%	37.3%	110	4.1
15	Has a sense of humor	3.6%	6.4%	16.4%	35.5%	38.2%	110	4.0

8. Please list any additional characteristics that you believe are important for the next Superintendent of Sarasota County School District.

Additional Characteristics

Must be HONEST, STRONG, and Work for ALL District students, staff, and families. Ethical. This is so important and so highly needed.

Visionary- Not a "micro manager"!

Lori White is from Sarasota and built her career here. I'd hope we could find someone that knows this community and is established here too. I love that she is calm/professional, while also being tenacious/assertive. Personality is very important!

Be honest, do not use taxpayers' money for your own benefit, do NOT use favoritism when dealing with employees, do NOT damage employees' reputations because they know what your character is really like...in other words, LOOK OUTSIDE OF THE DISTRICT !!

The next superintendent, like our last, should be from the county, have experience in Sarasota County. I believe that we have qualified people on board now who should be considered before we went ahead and spent tax dollars on a national search.

Let the teachers teach and keep fighting for the rights of teachers and students against standardized testing.

Against Common Core and committed to working with Legislators to end it Against the FSA and committed to working with Legislators to end it. Supportive of Teachers and allows Teachers to Teach

Our next superintendent should understand and support the efforts of teachers as they participate in an ever-changing curriculum, evaluation process, and computer based assessments. The superintendent, ideally, should have been a classroom teacher.

I am an educator of nearly 20 year that is looking to relocate to Venice. I am attracted to Sarasota County Schools because of the outstanding leadership and excellent education that is provided to students. Hiring the proper leader is essential.

Willing to listen to new ideas. Willing to maximize instructional time. Willing to share leadership.

Uphold core values and traditions of schools within the district. Support teachers and students needs over administrative staff egos and do what's right for students over what is politically correct for district.

As a district employee and instructor, I hope our leader and next Superintendent will be a person who exhibits moral ethical integrity and character that does not compromise his or her principles due to political pressures, ed trends state or federal

Additional Characteristics

the next superintendent needs to have experience as a teacher, principal, and some level of central office leadership. Experience with special needs students all the way to working with gifted students is important, too.

Just find us another Lori White and we'll be good! She has been absolutely amazing. I'm a former Sarasota District teacher and grandparent of current students in our schools, so I might have some bias. I still consider our schools top rate.

The new person MUST be an out of district person as there is too much politics going on in-district. person MUST actually DO something NOT just ask others to report back and then always agree with them. must be IN the low level classes and try to teach

Someone who has been in the classroom as an educator, has follow through, isn't afraid to stand up to teachers or the community when necessary . Someone very similar to the one we currently have in Lori White!

I believe that familiarity with Sarasota County and having strong relationships with community leaders in Sarasota County should be considered as a very important positive characteristic.

Has a knowledge and respect for the value of the arts to empower students and staff to reach their potential and to ensure a positive school and district moral.

As a parent of 2 elementary age children, I see the effects of excessive testing in the school system. I sincerely hope that our superintendent will keep an open mind to differing opinions regarding the testing policies in our schools.

The superintendent must care about the public school system and be committed to promoting public schools and not promoting private charter schools.

Every school is different. Operations that worked well before may not work here. Be sure you know and understand our differences before making changes.

The Superintendent should embrace the arts as part of the basic education of all students in the public school system.

There are some outstanding Instructional leaders in this organization that can continue the work and bring their own style of leadership to continue guiding this district as the Best in Florida. Do not waste money and time bringing outsiders.

Find someone highly familiar with our community – business, non-profit, arts and cultural; someone with a deep knowledge of curriculum content and teaching/learning strategies. Look for a strong in-house candidate. Find someone like Lori White.

We need someone who believes that teachers in this district are the strength of our schools. We need a leader who does not buy the first curriculum product on the market that offers us a deal.

Additional Characteristics

Sarasota has pride in its schools -- need someone who recognizes excellence and can build upon it. too many places see education as downtrodden and poor performing

some of the previous statements might not be critical for the Superintendent--he/she should have knowledge of technology or fiscal issues, but would not have to be the expert--that's what building a good team is about

We must embrace technology. Learn to use it effectively and plan accordingly. Kids need to learn about sustainable communities; using technology to advise and teach.

Courageous, fearsome, willing to go the extra mile.

Knowledge of subject matter taught in the schools; logical thinking; experienced in having been a classroom teacher or hands-on media/technology manager

Has a background in, understanding of, and enthusiasm for gifted education. Ensures that the unique landscape of gifted resources in Sarasota County remain or even grow over the next decade for its students, in collaboration with gifted schools.

I think we should consider selecting a current employee of the Sarasota School System.

Promote an arts based curriculum as a reflection of Sarasota community values. This develops team work, ingenuity, and creativity, all qualities prized by employers. STOP TESTING!!! USE LESS JARGON. Cherish the uniqueness of students. Thank you

A passion for meeting the educational needs of a wide diversity of students in our community, including those needing additional support and resources i.e. special needs, gifted.

Relates and understands the issues facing classroom teachers today. Protects educators incomes and benefits as well as their standing in the community I am a retired teacher

someone from outside the district who has been successful in a similar environment in the past and who is not just a mouthpiece for the teachers union, strong enough to stand up to a union controlled school board , and improvement oriented.

Encourage school board / administrators to investigate, be open to, incorporate curriculum to meet the needs of students (other than STEM) to better face the future through problem solving: teach them not just what to think, but rather HOW.

We need a person who values and understands the ARTS.

Additional Characteristics

Be real with no hidden agenda. Our last two superintendents, Wilma Hamilton and Lori White will be hard acts to follow.

Demonstrated ability to keep Union from diminishing student-centered education focus. No significant prior relationship with Union. Not committed to Unionized teachers. Will maintain unique facets of SRQ Schools (ie. Pine View; Booker VPA, etc).

A builder and renovator of what is here and not demolish to his/her image. A person that will deliberate and study before moving to a drastic change. Have an understanding of the community and its history.

He or she must have a strong commitment to the arts and integrating arts into the curriculum. Less focus on standized tests as the main judgement of students, teachers and scools.

All of the qualities mentioned in the questionnaire are essential for a school district leader. An attitude of fairness is important as well as exuberance for the position. Teachers should feel empowered in their positions.

Stop the obsession with "diversity" and just hire the most qualified candidate for the position. Stop wasting time and money on standardized testing and educate the children balancing intellect, arts, and physical ed. Respect and reward teachers.

Someone who respects the fact that they are spending taxpayers dollars and deals with all contractors in an honest and open manner, not showing favor for no sound reason! A superintendent needs to listen to teachers and parents - not students!

Someone who is able to lead our district to excellence within existing structures and mandates, as well as demonstrating how much more is possible with our community's unique assets.

Someone who will be the voice against Common Core and against teaching to the standardized test.

Is a curious learner...models that learning is a lifelong process. Embraces failure...failing forward, learning from experiences
Measures success by much more than test scores

Historically, past superintendents selected from within the organization have served longer than those selected from outside the organization. Extra consideration should be given to internal candidates to ensure consistency and continuity.

Do not hire someone who is a member of the "good ole boy's club" that spends time on our e-mail system running a football/ baseball pool with certain male administrators. They know who they are!! Also someone who does not tolerate sexual harassment!

I think that it is crucial that we begin the search for a new superintendent in our own back yard. Scott Lempe has been an integral part of the team for many years and would be the perfect choice to replace Lori White.

Additional Characteristics

Initiates Attendance Policy for all students and parents to be held accountable. Ours is an abysmal joke. Initiates teachers surveys about each administrator on campus. Their evaluations do not reflect a true evaluation. Hire more security.

An individual with a comprehensive understanding of the Sarasota County school system. An individual with the same general traits as our last two superintendents: Wilma Hamilton and Lori White!

Strong leader with strong customer service skills and ability to set the agency's goals, culture, and expectations by leading through example.

Should be from this community or at the very least from Florida.

I believe that knowledge of researched based curriculum as well as exceptional student best practices and programming will help bring Sarasota county forward.

Compassion

Respects teachers as professionals and allows them input into decisions that affect them. Enables students and parents input into decisions that affect them. Does not merely follow the latest fads, but chooses what is best for students.

Possible Someone with Military Experience

To be spiritual.

Genuine interest in community as opposed to using position as stepping stone..where do they see themselves in 5 years? Needs some level of continuity 4 success? Experience with challenges facing Sarasota county & example of problem solving abilities.

Able to reorganize a central/district office that due to referendum pressures, over-emphasis on state accountability measurements, and their professional incompetencies lead by command-control management, leading to poor morale in schools

Must have a willingness to fight for the integrity, health, and growth of PUBLIC schools over charter and private schools. Continued importance and respect of ARTS education for all students.

I grew up attending public schools in SRQ, as my son does now. I've experienced Superintendents from "Up North" who were supposed to be "the best".But the best have all been local.We need someone to build upon our success, not recreate it.Look within

Additional Characteristics

The Superintendent needs to be an experienced leader! So many tax dollars are wasted with the 'we always did it this way' attitude, which needs to change. Many people in power were 'promoted' who should not be in leadership roles. Embrace change!

Must have taught (NOT dictated to others) LOW level and one high level courses for several years so they can KNOW the difference and how difficult it is to teach low level and how easy it is to teach the gifted classes

Leads with integrity, makes sound decisions, understands Sarasota's culture, someone like your current Associate Superintendent, Scott Lempe

Understands the value of the arts in educating the whole child; appreciates and encourages arts integration; supports, encourages and promotes all of the arts programs in the Sarasota County School District.

9. What do you consider to be two or three strengths of the Sarasota School District?

Strengths of the District

School District's three main strengths. The community that continually supports it. All the students and families, and a hard working, and unvalued staff base.

Great community support & partnerships. Excellent reputation as a high quality school district.

1. Quality and experience of teachers 2. Record of student achievement 3. Diverse & numerous student choices regarding schools, activities and academics

Consistent, clear, creative.

The bottom of the pyramid is strong and is the only thing which keeps this district afloat...they are the ones who have the best interests of the students at heart. If only the top of this pyramid was composed of the same, what a power we would be!

Willing to try new/innovative ideas.

Diverse Community supported

We are supported monetarily by our citizens and taxpayers through the referendum. We have and should continue to promote from within. Outsiders have not been successful.

High Quality Teachers Integrity Care of students

Safe Environment. Teachers & Staff.

positive changes in curriculum department that reflect the needs of teachers in the classroom; an understanding, tell it like it is, even when it is not pretty, superintendent hard working teachers in most classrooms, community support for edu

A couple of strengths of the Sarasota School District are the stakeholders of the community that have supported the schools financially throughout the years and the outstanding opportunities/clubs that are offered to the students.

Community support. Outstanding teachers. Great reputation for excellence.

Strong and Respectful Superintendent (Leadership Begets Attitude) Dedication and Professionalism of Staff (Leaders by Example) Genuine Concern for the Education of Students & Strong Community Involvement

Reputation Academic achievements

Strengths of the District

Students who want to learn. Teachers who want to teach. Community support. Diverse school choices for diverse student population including: Pine View School for the Gifted, Riverview IB, etc., full-time & part-time gifted programs, Oak Park.

commitment to excellence in staff, support of arts and maintaining current salaries positions with hopes of rewarding all staff economically as a real incentive that affects their quality of lives. expansion of technology; seeing character essential

options for students and parents, inclusiveness

The size The diversity

Staff, curricula, community support, great quality (Sorry - more than 3)

breaking up classes to high level and average....unfortunately the low level student is then threaded into these classes and teacher is told "YOU MUST GIVE the low levels an A or a B grade"... Great sports choice....but let's pay these coaches more

Well run financially. Educators care about their students for the most part.

I have little knowledge of the Sarasota School District - I am a snow bird-cannot answer this question fairly.

Best pay scale for educators, fantastic community involvement (Englewood Elem.), caring and engaged teachers and administrators

Quality schools and education, maximizing dollars for education through efficient operations

Future vision

Being an A rated school district. High level of community support

Our good facilities and a responsive community

Having a strong sense of the needs that our school system fulfills. ie We have a variety of schools that are committed to the needs of some of our children. Pineview school for the gifted is an example of a successful school reconized nationly.

Quality staff Supportive administration

1. The high quality of the teaching staff 2. The supportive roles that are displayed by the non-instructional staff 3. The support of the diversified arts being offered to all levels

Strengths of the District:

Strong Instructional leadership with consistent respect to all teachers and staff. A community that values education and support the Superintendent by passing referendum. The evident partnership between business and instruction.

1) High student achievement, 2) strong arts education, 3) strong community partnerships that bring many extra services/opportunities to our teachers and students. A community that will vote for the referendum is another strong strength.

High achievement, quality well-paid teachers, plethora of programs for all learners.

the teachers, the community support for the arts, the teachers

success of low income schools like Alta Vista Community connections through partnerships strength of arts and cultural experiences at school and with community

committed school board except for one member strong superintendent and staff having enough resources to prepare students for careers

Consistency Attention to duty Willing to listen to all sides

Teachers; communication

Willing to fix what's wrong.

Adequate teaching resources Active participation of parents and other community people Openness

Pine View School is a jewel in the crown of the Sarasota School District and its high expectations and resources should be grown over the next decade. All the gifted programs in Sarasota Co. support all students and this emphasis sets us apart.

Good teaching staff Technology Support of the community

Pine view Sarasota middle school gifted program Booker arts and music River view IB program

1) Top notch schools. 2) Wide variety of educational options within public school system including Pine View School, which draws parents to this community from around the world, adding a rich tapestry of diversity. 3) Education Foundation.

We are able to meet the needs of a diverse population. The superintendent is a dedicated role model school facilities are clean and well maintain e f

much better results than most of the state. good community support. stable environment

Strengths of the District

Diverse student population and strong focused staff, not top heavy with administrators, MGT studies confirm solid fiscal management

Highly effective teachers, supportive parents.

Honesty in dealing with hard situations. Fairness.

Pine View (though slipping in quality due to pressure from Union and other schools); Booker VPA; Great, unique charter schools (SMA, SSAS, Cyesis).

Strong parent support in many of the schools. A large percentage of excellent teachers.

Strong leadership; committed faculty; community support.

Attention given to arts, arts integration and funding

Ability to deal with the multi-ethnic community. Striving for excellence in the school district.

Integration of technology and arts and cultural opportunities, both in and out of the classroom

Pine View School Booker Performing Arts

Excellent professional development; the educators and leaders feel supported; willing to pioneer innovative programs

Involvement of the broad community Quality of specific programs such as Booker's VPA

Great Staff Quality Education Community focused

The highly experienced and skilled staff. The funding of career related programs at the high schools.

There is nothing unique about this district more so than others. Dedicated people are in every system throughout Florida.

Integrity, since Lori White replaced Gary Norris. Sincere consideration for parents, students and shareholders.

Strengths of the District

Lori does not follow and believe all the political crap. She is wise and values us. She is candid and doesn't speak the party-line rhetoric of all these brainwashed admins.

- Commitment to helping all students succeed - Ability to change and adapt to needs of learners - Variety of school choice available to meet student needs

1. Diverse programs designed to educate all children...not just most children. 2. Highly qualified and dedicated administrators, teachers, and staff at all levels and in all department. 3. Outstanding academic and extracurricular facilities.

Enthusiasm of staff and principals; high ratings and educational value

(1) input from the community (2) student scores (3) up to date technology

Quality general education expectations Technology

Tax revenue income, business community collaboration,

Successful schools. Maintains Pine View and other gifted school programs. Is mindful of the local educational and social climate.

The charter schools, teachers, and students are the strengths of this district.

Teacher Salary Culturally diverse

They have remarkable programs for both art and gifted. How they have involve the community to support them.

Higher budget than many Florida counties, thus ability to hire better teachers.

Great leadership Skilled Teacers

Resources Legacy Lack of state competition

Arts education Community involvement in education

Educational knowledge of adminstrators, excellent teachers, commitment to students

Strengths of the District

Student test scores and elite schools.

1. caring about the gifted and special classes.....but ignoring the low level....no help given to these teachers. 2. great athletic teams...but give these students MORE credit for their time and talents.

The diversity of students that the school system services. My daughter is a Pine View graduate. It was a terrific experience.

High student achievement, positive reputation in the community, dedicated staff

The quality of the teachers and staff, and the arts programs/growing use of arts integration

10. What do you consider to be the two or three most important challenges or issues facing the Sarasota County School District?

Most Important Challenges Facing the District

Strong Leadership. Wide Spread Vision, Clear, Strong, Problem Solving. Emphasis on student and family needs and not just appearance. Honesty, Candor, and Ethical Show by the leadership.

Meeting the needs of at risk students (low SES, ESE, ESOL, etc). Balancing student populations across the district - low enrollments, low performing, etc. Maintaining financial resources.

1. Providing facilities to accommodating population changes/shifts 2. Student Achievement/graduation rate/reading at grade level 3. Maintaining quality staff & teachers

The district is "greening". Recruiting and retaining quality teachers and staff in the next few years will be critical to continued success. There is an undercurrent of need to prepare our students for life after school as well.

Right now, finding the new superintendent who will uplift morale and makes people proud to work for this district. Someone who has real knowledge, not someone who obtains easy degrees so that they can make others believe that they are knowledgeable!

Increased attendance levels; increased focus on career awareness pathways and poverty.

growing district high teacher turnover high teacher retirement

We should considered closing Pine View. Gifted and honors programs are available at all our schools. Pine View is an academic segregation that handicaps the rest of our schools regarding student achievement.

Testing Teachers leaving

Common Core, FSA, Transportation

maintaining A district status; retaining excellent teachers; improving communication between administration and staff; inclusion model for all ESE; reduce specific positions or hold said staff accountable so kids are first; parent participation

Most Important Challenges Facing the District

Maintaining the integrity of the school district and its leadership are extremely important. Supporting the teachers who are the face of the district are vitally important to the success of our schools as well.

Perception that central office/schools are overstaffed. Increased demands and requirements from state without funding.

Balancing testing vs instruction Passing future referendums

The Landing's selective application & interpretation of FLDOE laws. Honesty & transparency with parents & community. The Landings (aka SRQ Cty School District) has lost faith & trust from a significant percent of students, parents, and community.

Economic political pressures to conform. more swinging back and forth educational trends. Dissatisfaction of staff with common core and test driven data. No change in pay for core staff despite great economic pressures.

unwillingness to take a stand and fight for anything- there is a fine line between being a collaborative district or leader, and being paralyzed by committee or analysis. Sometimes you have to make your values known- the challenge is knowing when!

Working to include the southern part of the district (Englewood) on decisions, funding, and all aspects

Maintaining great schools, changing as necessary to serve our clients well as the population changes

non -English speaking students and NO hires who can speak two languages in each subject. convincing the IB and Dual enrollment teachers that they MUST teach one low level subject each day so they really know what teaching is all about.

Scrutiny from the public on financial issues (raises, referendum, etc) and growth

Helping students appreciate students who come from cultures and backgrounds different from them. Keeping the moral of staff high.

Lack of teachers' control over the new curriculum and exactly what they teach, disturbing loss of class time due to testing and preparation for testing, too much pressure on young children. They are being pushed to perform more than ever.

Economic equality when it comes to education

Most Important Challenges Facing the District

Renewal of the voted operating referendum in 2018. Maintaining high student achievement

Growth and supporting good teachers willing to stay in the classroom. Our teachers are our most important resource; they are often unappreciated, ignored, and not fully compensated for their hard work and time commitment.

Maintaining the excellent teachers, low class size and the strong sense of doing the right thing.

1. The transient student population 2. The challenges of students who are non-English speaking 3. The number of students from low income families with extra needs

Keeping politics away from interfering with school board members which will reflect on decisions being made. funding to support quality instruction

1) Increasing the achievement of lower socio-economic students. 2) Managing funds in a state that traditionally funds education poorly. 3) Bringing balance/equity in content areas, including arts to the school district, students, staff, community.

Too much standardized testing, loss of qualified teachers, maintaining gifted standards.

testing, testing, testing

recruitment and retention of education talent continuing to grow future leadership cadre attending to more diverse especially latino students and parents

money finding qualified teachers right wing politicians

Growth in numbers Advancement I technology

naysayers; those who lead and think in the past. Too much emphasis on individual donors and meeting their needs rather than the student's needs. Preparing kids for college is the number one set back. There needs to be more resources to kids.

Common core, transgender, kids needing more recess time so there not labeled in kindergarten as trouble makers. They are only 5 and 6 and having one 15 minute recess all day is bad for these children.

Most Important Challenges Facing the District

Diversity without virtually producing segregation Using technology but not overusing it Curriculum that is timeless as well as timely

We must strive to be pro-active in the state legislature rather than waiting for those less informed to impose restrictions and limit resources to our teachers and students. There should be a Legislative Committee that leads all parents to action.

Encouraging employees to take leadership positions and use their experience to help our system grow. Providing positive feedback to teachers for their work.

School board may become too ideological, hence not making decisions on the facts of children's intellectual development, but rather on beliefs.

1) Funding. 2) Continued demands from standardized testing. 3) Recruiting outstanding teachers.

The way teachers are graded and schools are rated testing the number of students with issues charter schools diverting funding from district schools

lack of funds, a board that won't let true educators run the individual schools, too much testing, too little teaching

Salaries not keeping up with the cost of living or increased demands, expectation that teachers can make up for socioeconomic inequities, teachers not respected as professionals

Pay for teachers (evaluation systems)

The rapid growth of our population which means more schools will need to be built.

Pressure to make every school "the same" by union activists and others; Persistent discrimination against children of color at Southside Elementary; Violence and security; The City of Sarasota's refusal to change the violent ghetto around Booker.

Not enough money to maintain and support the buildings and fund support staff and programs adequately. Return vice-principals and management to 12 months.

Funding, solving testing issue, recruiting competent teachers,

Most Important Challenges Facing the District

How to handle growth and facilities while maintaining quality education

Working with students who have reading disabilities at an earlier age. Identifying them in the earliest stages of their difficulties.

Too much time wasted on standardized testing

The students who think they can bring personal issues to bear on the entire school district - work out your problems outside of school! The insistence that Algebra MUST be passed to obtain graduation and/or GED - labeling them failures!

Over-emphasis on whole-class instruction; need to individualize education more

Growth Transgender bathroom Common Core

Changing demographics Politics within the School Board...over focusing on issues such as the use of restrooms

Students in elementary schools need to be more prepared, in reading, reading comprehension & listening skills. Parents need to be informed/reminded/educated about the importance of healthy eating habits and the impact it has in a child's development.

Too much testing that interrupts instruction. School safety. A collaborative school board.

Finding someone who has ethics and values which they use in their everyday lives. Also, finding someone who is diversified in that they have worked in education in several states, including Florida, so they can pick what works best for our students.

Continuing to fund our schools and programs - and finding ways to increase funding. Continuing to address and improve drop-out rates. Making sure that the needs of students at opposite ends of the spectrum - remedial and gifted - are met.

Campus security. Attendance Staffing: critical teaching shortage.

- Poverty - Lack of collaboration between different schools and teachers - Lack of affordable housing for teachers

Most Important Challenges Facing the District

1. Maintaining highly qualified staff/recruiting. 2. Maintaining government and community fiscal support to meet future needs. 3. Maintaining the community support/volunteering necessary to meet school and classroom needs.

The differences in the children and their learning abilities - from highs to lows; autism and other challenges and being able to meet those types of needs; the growing national epidemic of prescription drug use (middle and high school level)

(1) renewing the local referendum (2) teacher bonus pay

ESE programming Behavior management Suspension rates

School Choice, redistricting, gentrification

Maintaining standards and excellence. Providing for the top students while continuing to raise the level of students at the other end of the spectrum.

Funding

The district must prepare to focus more on north port

Growing population FSA/Testing

The financial challenge as the community is growing. This will increase the amount of children attending public schools. Also, the challenge of the diversity in demographics.

Continuing to stay on top of the list of education districts in Florida & aiming to do better competing with Northeast districts as well. Shooting for all schools to be at same level as Pine View.

Stop taking pride in being #3, or being one of the 15% 'A' districts and start addressing a vision of education outside Florida...regional, national, global. Be a change agent...

The erosion of the public school system due to vouchers and charter schools. The disparity of educational growth within the low socio-economic students

Most Important Challenges Facing the District

Lack of resources for staff positions & programs (like school libraries and librarians, reading coaches, etc), teacher recruitment & turn over for high-poverty schools, increased demand placed on schools to meet social service needs, but no resources

Create equality for staff, regardless of 'tenure' or 'longevity'. New staff are at a disadvantage and not compensated fair with accumulation of time and pay. Understand expenditures are derived from tax dollars. Change "I want" to "I need".

1. challenge: why does the County head of ESOL demand all teachers GIVE ESOL students their grades instead of having them earn their grades.

Balancing the budget, improving reading scores, keeping high quality staff

Enabling all children to be able to read to learn after third grade; filling the large number of teacher-retiring vacancies with other highly qualified teachers.

TAB 7

Superintendent Search Community Forum
North Port High School
April 26, 2016

Questions:

1. What are the successes and strengths of the Sarasota County Schools?

- Strong commitment to the arts and the STEM program
- Educational programs for diverse students
 - o Pine View
 - o SCF
 - o STC
 - o AICE/IB programs
 - o CTE programs
 - o Polytech
- Positive ESE experiences
- College Classes
- Good use of technology in our district
- Community support of the referendum
- Current research based professional development to staff
- Well trained teachers
- Student access to a variety of sports/activities after school. Access to variety of electives during school
- Good communication between district and schools
- Competitive pays scales
- Community service focused student organizations
- More VPK opportunities than other counties
- High graduation rates
- A rated district shows that students are responding well
- Community relationships/partnerships
- Well maintained and safe schools
- High expectations of the community to drive the school system to excellence
- Strong fiscal management of our school district

- Good scholarship opportunities
- Diverse population of amazing students
- Lots of added resources because of the strong tax base

2. What challenges will the new superintendent will need to manage?

- Balancing population growth with facilities and staffing needs
- More communication between the superintendent and the taxpayers, community members, parents, etc.
- Equalizing the accountability requirements between the students and teachers for education
- Maintain our A status
- Create more learning time/less testing time for our students
- Options for students at risk or for students not maintaining success in a traditional setting
- More visible in the community
- Stop the micromanaging
- More funding for transportation for activities
- Navigate controversial issues
- Continue equitable distribution of resources across the district
- More transportation for school choice
- Clearly define ESE model and maintain certified staff
- Linking graduates to post-secondary educational opportunities
 - o Practical experience
 - o Social and soft skills
- Continue fiscal management
- Support for teachers' first amendment rights
- Reduce bureaucracy
- Maintain quality of technology and keep focus on content
- Work with parents, not against them to protect public education
- Improve attendance and truancy enforcement
- Keeping teacher salaries competitive
- More protection for job security and retaining our teachers

3. What characteristics should the new superintendent have?

- Understands the value of the community relationships-17
- Moral character and conviction, ability to make decisions that are fair for all students and not just a select few-13
- Classroom teacher experience -12
- Does not micro manage-10
- Continue to develop future leaders within our district-10
- Supports the Arts-8
- Willing to fight for what they know is right-7
- Sense of equality-6
- Hiring great principals-5
- Equally involved in all schools-3
- Positive proactive leadership-3
- Always willing to put students first-3
- No hidden agendas-3
- Honesty-3
- Fiscally responsible/able to budget-3
- History of good hiring and delegation ability-3
- Open to student opinions and views-2
- Sense of humor-2
- Very visionary-2
- Accessible-2
- Proven educational accomplishments-2
- Inspire teachers and students -1
- Listening-1
- Knowledgeable of current trends in education 1
- Ability to filter through what really works-1
- Strong communication skills-1
- Longevity/Strong background as instructional leader-1
- Transparency-1
- Hard worker-0
- Ability to think outside the box-0
- Willing to share her/his secretary-0
- Values collaboration-0

TAB 8



Roles and Responsibilities of the Sarasota County Community Superintendent Search Advisory Committee

Primary Purpose of the Committee:

The School Board of Sarasota County, according to 1001.461, Florida Statutes, is tasked with the responsibility and authority to hire a Superintendent of Schools for Sarasota County.

To assist the School Board with this responsibility, the Education Foundation of Sarasota County has been asked to organize a fifteen member Community Superintendent Search Advisory Committee. This committee will represent a cross section of the county, serve in an advisory capacity, and assist the Board with the task of screening applicants who desire to become the next Superintendent. To insure that the committee represents the entire community, each Board member will select two members and the Education Foundation will select five members.

Roles and Responsibilities of Committee Members:

- Attend Community Superintendent Search Advisory Committee meetings as scheduled.
- Ensure that the committee's work maintains pace with the established timelines.
- Ensure that all documents/records created by the committee and individual members are maintained as prescribed under the public records law.
- Ensure that a fair, balanced and respectful environment prevails so all committee members can share knowledge and perspectives.
- Thoughtfully and collectively identify a list of recommended semi-finalist candidates who meet the qualifications and qualities that are needed in the next Superintendent.

General Overview of Committee Activities/Tasks:

1. The committee will be facilitated by an FSBA consultant and the Executive Director of the Education Foundation.
2. During the initial meeting of the Community Superintendent Search Advisory Committee on August 18, 2016, the members will:
 - Review the Florida's Government in the Sunshine Law.
 - Receive information related to acceptable questions associated with reference checks.
 - Receive and review the Superintendent Search Timeline.
 - Receive pertinent information relating to school districts in Florida and the nation.
 - Receive a general overview of the screening process that will be used to reduce the candidate pool to 15-20 individuals, and the subsequent process to reduce that pool to 8-10 candidates for Board consideration.
 - Receive summaries of the public input that was gathered during the Community Forums.



3. Before the second Community Superintendent Search Advisory Committee Meeting, committee members will receive the application packets of each applicant. Each committee member is expected to evaluate the packets of all applicants and be prepared to identify his/her top candidates (unranked), approximately twenty (20), at the second scheduled meeting. It is recognized that the number 20 is an approximation. Additionally, it is not a requirement that each member identify exactly the requested number of candidates.
4. At the second meeting of the Community Superintendent Search Advisory Committee, on August 25, 2016, each member will be asked to identify his/her top candidates. After all members identify their selections, the results will be tabulated to determine which candidates receive the most community support. The membership of the Community Superintendent Search Advisory Committee will then collectively determine the identity of the committee's top candidates (unranked), approximately 20. Following the Community Superintendent Search Advisory Committee's identification of the top candidates (unranked), each committee member will be assigned the task of conducting reference checks on one or more candidates and collect pertinent information relative to that candidate to bring back to share with the full Community Superintendent Search Advisory Committee. The task of conducting reference checks is to be completed prior to the final committee meeting.
5. Prior to the third and final meeting, each committee member should be prepared to identify his/her top 8-10 candidates from the list of top candidates. It is also recognized that the number of top candidates, 8-10, is approximate. FSBA consultants will also be prepared to identify their top 8 – 10 candidates.
6. At the final meeting, on September 1, 2016, of the Community Superintendent Search Advisory Committee, each member will present to the committee the results of their reference checks on the assigned candidate(s) and additional information that may be provided by the FSBA consultants. Following the submission of all information, committee members may adjust their individual list of top candidates. The committee will then collectively determine the identity of the committee's top candidates (unranked), approximately 8 – 10. The facilitators of the Community Superintendent Search Advisory Committee will submit this unranked list of candidates to the School Board.
7. All meetings will be held at The Landings in Conference Room 315 at 6:00 P.M.

NOTE: The Sarasota County School Board may add or remove any applicant to the list that is received from the Community Superintendent Search Advisory Committee.

**Superintendent Search Community Advisory Committee
Membership
May 10, 2016**

Lee Byron	Paula Ippolito, Parent
Dorothy Stuart	Jim Shirley
Trevor Harvey	Scott Pinkerton
Joe Henson	Ken Marsh
Peter Straw	Ping Faulhaber
Steve Largo	Wendy Barroso
Fred Tower	Chief Judge Charles Williams
Leanelis Garcia. Student, NPHS	

This committee is tentatively scheduled to meet at 6:00 PM, at the Landings, Green Awning rom 315, on the following dates:

August 18, 2016;

August 25, 2016;

September 1, 2016.

TAB 9



SUPERINTENDENT SEARCH SCREENING GUIDE
Community Advisory Committee

Applicant Name: _____

No. _____

Reviewer Name: _____

Date: _____

QUALIFICATIONS

Formal Education

Doctorate Degree <i>(preferred)</i>	Master's or Specialist's Degree	Accredited Institution

Administrative Experience

Years in education leadership <i>(10 years required)</i>	Years in executive leadership <i>(5 years required)</i>	Size of district

Florida Experience *(preferred)*

Years	District	Role





Employment		
Current Role	Organization	Responsibilities
Gaps in Employment?		
Time period	Purpose or explanation	
Characteristic 1 (identified as a priority)		
Characteristic 2 (identified as a priority)		
Characteristic 3 (identified as a priority)		
Characteristic 4 (identified as a priority)		





Notable Instructional Leadership Achievements

Notable Business/Finance/Operations Achievements

Notable Board/Community Relations Achievements

Notable Accountability/Goal Attainment Achievements

Other Notable Accomplishments





NOTES:

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Florida School Boards Association

The voice of Florida's public schools