

Stakeholder Input Report for



**Orange County
Public Schools**

Orlando, Florida

submitted by



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McPherson & Jacobson, L.L.C.

Executive Recruitment & Development

Orange County Public Schools Superintendent Search Stakeholder Report October 26, 2011

Stakeholders in the Orange County Public Schools were asked to provide input on the following: 1) the strengths of the Orange County Public Schools; 2) the strengths of the Orange County community; 3) the skills, qualities or characteristics the new superintendent should possess to be successful in the Orange County Public Schools; and 4) the issues facing the Orange County Public Schools.

The focus groups and survey were conducted by consultants for McPherson and Jacobson, L.L.C. who were retained by the School Board of Orange County to assist in their search for a new superintendent.

Thirty-five focus groups were held between September 26 - 28, 2011 and October 3, 2011. There were 288 participants. In addition, 116 people responded to an online survey between September 27 and October 7, 2011.

Based on input from staff, students, parents and community members, this stakeholder report provides the following:

1. a **summary of common themes** expressed multiple times related to the **good things about the Orange County Public Schools**, the **good things about the community**, characteristics required of the new superintendent in order to successfully lead the school district and the **issues** facing the school district (pages 2 through 5);
2. **key words and phrases** from focus group meetings conducted in Orange County September 26-28 and October 3, 2011 (pages 6 through 38);
3. **responses submitted electronically** to McPherson and Jacobson on SurveyMonkey between September 26 and October 7, 2011 that are **not edited** and are **presented as entered** (pages 39 through 66).

The consultants wish to thank the staff, students and community for their willingness to provide input in the important process of selecting the next superintendent for the Orange County Public Schools.

Bill Dean
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Good Things About the Orange County Public Schools: Common Themes

- People -- students, staff and community -- are proud of their schools.
- The building program is strong.
- The curriculum is standardized, but there are also many choices.
- Diversity in the schools is seen as a strength.
- The graduation rate is high.
- There is a good leadership team in place.
- Student achievement is acknowledged as good.
- Teachers are dedicated and involved in the community.
- Technology is seen as a strength and available 24/7.
- Many schools are high achieving A and B schools.
- There are good school/community partnerships.
- Schools are safe and welcoming.
- Many schools have active parent involvement.
- There are many 2nd and 3rd generation students in the schools; families are staying in the county.
- There is a strong vision in the school district -- “one vision, one voice.”

Good Things About Orange County: Common Themes

- The community is described as culturally rich.
- The climate is exceptional.
- There is tremendous potential for growth in the community.
- The theme parks and shopping are an asset.
- There are many arts and cultural events to enjoy.
- The community has been supportive of the schools in support an increase in the mill levy and the one-half cent sales tax initiatives.
- There are many great colleges and universities, both in the county and within a couple of hours driving time.
- The cost of living is good.
- There are many communities within the larger community.
- There is a strong relationship between the schools, business and industry.
- There is pride and spirit in the community.
- There are many outdoor activities, namely fishing and golf.
- There is a lot of wholesome development, particularly in technology and medicine.
- It is a good place to raise a family.
- “Who wouldn’t want to come here?”

Characteristics Necessary for the New Superintendent to be Successful in the Orange County Public Schools: Common Themes

The new superintendent should:

- understand student needs and issues and be an advocate for them;
- always put children first;
- be an experienced educator with knowledge of running a large district and the ability and skill to modify the organization to create efficiencies;
- have a background in union bargaining;
- understand sound business and budgeting practices, and have knowledge of school finance;
- create partnerships in the county;
- be visible, friendly, accessible, charismatic, a good listener, transparent, honest;
- be a person of high integrity;
- treat people fairly;
- have a strong vision and an ability to implement that vision;
- possess great leadership skills;
- have good public relations skills and the ability to talk about the Orange County Public Schools;
- be skilled in lobbying, able to defend and advocate for funding requests in Tallahassee;
- work well with the school board;
- hire good people and delegate appropriately;
- be an effective team builder with a collaborative leadership style;
- possess experience in building construction;
- be politically astute, both internally and externally;
- understand site-based management;
- quickly become familiar with the five learning centers unique to Orange County Public Schools.

Issues Facing the Orange County Public Schools: Common Themes

The issues facing the Orange County Public Schools are:

- the potential for growth in the county;
- unfunded mandates from the state and federal government;
- a serious lack of funding from the state;
- the newly legislated state-required teacher evaluation system;
- the potential for increasing class sizes;
- the current structure of the school board and the respective roles of the board, the board chairman and the superintendent;
- the impact the new superintendent can make to the school district and the county;
- the need to develop trust with constituents;
- poverty, homelessness;
- the need for more parental, community and business engagement;
- the diverse cultural richness in the school district and community;
- the current administrative team that is strong and strong-willed;
- crime and drug problems need continuing prevention programs;
- the impact of changing school zones;
- a local media that is not always friendly;
- facility needs that are constant and underfunded including upgrading and equalizing technology;
- some in the community who feel they're not heard;
- the need to move forward given the lifting of court-ordered desegregation;
- the necessity to broaden the scope and programs of "college ready" to include "job ready" and "life ready."

STAFF/STUDENT: FOCUS GROUP RESULTS

September 26-28, 2011 and October 3, 2011

Tell us the good things about your schools.

- Parent involvement
- Community pride in the schools
- Tradition in spite of mobility--this is a change--everyone used to be a transplant
- Culturally rich areas in county; commitment to keep schools open and some are struggling
- New areas (tourist attractions) forming own history; there is an internationally rich influence of cultural differences
- Well-structured in spite of size--learning community areas give localized support; don't feel isolated
- Focus and well-coordinated; support available
- Good leadership team in place--impressed with superintendent and leadership
- Superintendent has had a good business sense--stayed with us; has trust in the community
- Reaches out to the community
- Good PR department--media, public information, website, now have marketing and sales--get really good information and help in the buildings
- Curriculum is standardized; there is consistency school to school
- Curriculum has pacing guides for benchmarks--much of what is needed is on the website
- Technologically strong; district has a Facebook page; social media guidelines
- Strong building [facilities] program
- Intense focus on instruction and student achievement
- Focus on professional development at the leadership level and at the instructional level
- Diversity is a strength—kids and colleagues
- Commitment among the professionals—leaders work hard to exceed expectations—give their best—committed school leadership
- Superintendent relates well to what is best for the children—understands educational system
- Superintendent is involved statewide and provides positive public relations for district
- The organizational structure for the union groups has worked effectively
- The groups generally deal effectively with issues as they come up
- Access to and a good relationship with the superintendent
- They are involved and have input into critical personnel selection
- Effective communication allows for people to be on the same page on issues
- Administrators are on top of things
- Elementary or middle school – neighborhood based, everyone knows everyone
- Have a cool community that wants the schools to succeed
- Winter Park HS is attractive – sports, academics, clubs
- Student-teacher relationships are strong – feel like we can come to teachers on something personal and feel confident in talking with them
- Drugs are here – but don't see them at school; hard to keep drug use a secret
- Advanced placement classes are excellent
- Dual enrollment—college and high school credit

- Magnet School Program (e.g. visual arts, CIS?)
- Wide variety of sports offered
- Apex—program for accelerated students
- Technology programs are strong throughout district
- Facilities are generally good
- A “B” designation from the state
- One of the higher graduation rates in the state
- Community has supported the district’s request for money (2 revenue increases – sales tax and mill levy)
- People are choosing to stay and teachers are now seeing 2nd and 3rd generation students
- Close relationships between high schools and feeder schools – seamless progression – makes for easier transitions for the kids
- High school kids come in and volunteer in the elementary school
- Good team in place
- Good teachers that really care about their students and teaching
- Good parent involvement
- Good staff overall—administrators and others
- Student achievement is strong, but still need support in the minority student areas (subgroups)
- Progress Book has been fantastic—parents can access 24/7; students can log in as well to look at their own work.
- Facilities look nice—well cared for—need additional space for staff and students. Staff who are part-time will need to share space.
- Loyalty to Orange County
- Relationships and collegiality within the district – OCPS is a family
- Great support
- Purpose is for us to be successful
- Wealth of curriculum knowledge in our district; don’t jump in but review new initiatives before acting on them
- Curriculum dept works collaboratively and professional development and curriculum development work well together
- Lot of pride within the schools
- Lot of history in the schools
- Student centered schools
- Looking at continuous improvement
- Very diverse schools and community
- Excellent leadership in schools
- Highly qualified teaching staff
- Invest a great deal in staff development for all staff
- Collaborative
- Highly mobile, but one vision one voice—great continuity
- Have made a big district into a small world for the children
- Choices for HS students (examples: Magnet schools, variety of offerings curricular and school options)
- High performing district on test scores

- Levels the playing field—meets needs of all students whatever they might be
- RTI—response to intervention
- Communication between the schools and in the community
- Good support from district personnel
- The learning community concept really works well
- Awesome accountability and assessment department
- District has planned well for economic down times
- Very structured
- Schools are very good
- There are goals we try to attain every year--in the district and in our schools
- Our school is more strict every year--this year the dress code got more strict and it does help students be more focused and concentrate
- Pushing AP courses and raising scores
- Schools are also trying to get the lower end of the spectrum working better
- HOT program--Homework Opportunity Time
- Focus is on bottom 25% trying to get them up
- Principals reaching into the community
- Football games
- Teen Express--health clinic with mobile unit
- Active PTSAs
- Amazing teachers and administrators and some not so good
- Programs where honor society students help tutor fellow students in math
- Cares for the need of those who are less fortunate—they cover costs for various programs
- Ample opportunities to succeed and a wide variety of learning experiences
- Dual enrollment program—credit for college courses while in high school
- Wide variety of clubs that allow for community service—caring staff
- Technology is available 24/7
- Wonderful staff
- Large school system can seem cumbersome
- Excellent training program for new staff
- IB Magnet schools are a plus
- AVID schools—aimed at the academic middle
- Do a number of field trips in the fine arts area
- Professional development has been strong in the district
- Facilities—construction of new and the re-construction of facilities happens on a good timeline
- District has fought to keep resources at the building level
- Diversity of schools gives us a uniqueness—goes beyond racial diversity
- A strong commitment to retain high quality personnel (current superintendent does this)
- School based budgeting
- Strong district level support for the Learning community concept (attitude of service)
- Strong focus on learning—achievement has continued to improve—continued focus on what is best for kids
- Magnet programs and other opportunities for kids

- A strong commitment to staff development over the years to keep staff educated on the new trends of learning and teaching
- Business partnerships and faith based partnerships are strong and contribute to the educational experience
- Good teams for collaboration between school leaders
- Advanced Placement classes
- Dual enrollment program
- Career Education and Technical School
- Open communication between students and teachers/administration
- Viable student government
- Great school spirit
- IB program
- Teachers are very involved with the students
- College prep program--AVID program
- Community service opportunities
- Sports available in the schools
- Dedicated teachers committed to kids
- Good relations with unions
- Emergency management is strong
- Good relationships with law enforcement
- Most of buildings newer
- Magnet schools
- Strong career program
- Safe schools
- Forward thinking
- Schools aren't overly large in population
- Half of schools built or renovated in last 10 years
- Lots of technology
- Funding is still manageable – even during the tough times at adequate level
- Best wellness policy in the US
- Virtual school options
- Internal and external communications good
- Strong academic rigor
- Well recognized – awards locally, state and nationally – model district with people and program
- Can't imagine anyone not wanting to come here
- Public-private partnerships
- Strong vision – “one vision once voice “
- Do very well with grant revenues; have programs couldn't otherwise provide
- Large variety of extracurricular and athletic programs; students perform at higher level competing against other districts
- Effective leadership and organizational structure
- Latest security to keep schools safe
- Parents are supportive

- Operations run like a business
- Exceptionally high bond rating – one of best in Florida
- Provide a lot of academic opportunities for non-traditional students
- Give kids opportunity to graduate – district has a high graduate rate
- Proactive district
- Leader among Fla. school districts
- Large talent pool here because of a large university and community college; people can work on advanced degrees

Tell us the good things about your community.

- Disney
- Climate
- Beaches not too far
- The weather
- Lot of outdoor activities
- Community involvement--lots of things going on
- Cost of living reasonable
- Southern hospitality
- Up and coming metro area--influx of medical, technical, research--attracting business
- UCF--growing and growing; good programs
- Winter Springs one of top 100 places to live by Time magazine
- Great weather, beaches, theme parks
- No state income tax
- Excellent place to raise children
- Shopping is great
- Excellent University system, Community Colleges, and vocational schools (Rollins College, Univ. of Central Florida, Valencia College)
- Different denominations of churches
- Great health care
- People will always want to visit you here
- Good market to buy a home
- Great schools
- Half penny sales tax just for schools
- Support for schools in voting in millage increase
- Arts and cultural centers
- Sports and other entertainment
- International airport
- Outdoors activities and recreation, fishing
- Five star hotels
- Community is very diverse
- Community has supported and voted for infrastructure needs (sales tax/property tax)
- Good community support and trust for the school district
- Reasonably good relationship between other governmental agencies and the school district
- Growing area; lot of people moving here

- Lots of second generation students; family-oriented
- Winter Park community supportive of student fundraising
- Safe community
- Theme parks
- Beaches and lakes
- Community pride and spirit are excellent
- Excellent entertainment opportunities (performing arts and creative arts)
- Shopping
- Sports teams
- Science center and museums
- A lot of night life (concerts, high profile entertainers)
- Many sports and recreation opportunities, like YMCA
- Kennedy Space Center
- Variety of opportunity of things to do; within 2 hours can see theme parks, cultural things, be at the beach--especially good for all ages
- Diverse community--a little bit of everything; churches, museums, activities that will cater to different groups; fairly recent phenomenon
- Universities supportive of district
- UCF and Rollins College add value
- Full Sail University is a multimedia production school--students can attend
- University of Miami to the south, University of Florida is two hours north
- Young community; welcoming to people from the outside
- Orlando is a nice size for private life and still has great access to a bigger community
- Universities are available
- Always something to do
- Parks, recreation, museums, social entertainment
- Parents are hearing great things about Orange County Schools—OCPS has a very positive reputation
- People move here to go to a particular school in Orange County
- Very diverse, people from all walks of life and so kids come to school with all kinds of different needs
- Opportunity for growth and change
- Accepting of change; doesn't fight change
- Weather is nice; fishing is great
- 4 major colleges within driving distances
- Communities within the larger community; schools create a community
- Family friendly (recreation)
- Great schools
- Great market place
- Universities and other higher education schools along with partnerships
- Diversity within the community
- Significant community involvement in the schools
- Support for schools (referendum)
- Rich in resources and support because of the diversity

- Florida retirement system is doing well
- Strong arts community—opportunities for involvement and a very nice partnership with the school system
- Lots of community involvement
- Track Shack: running store, put on 5 K runs for families
- Activities for families, community centers with summer and afternoon programs
- Many attractions to be a part of (Disney Park, etc.)
- Not a boring place to live
- Not so populated that it is overcrowded
- A city with a town feeling
- Weather—no snow
- Crime happens less here; it is a safe place to live
- Diversity is a positive and enriches the community
- Online classes
- Many great colleges
- Free public education
- A clean community and well kept
- Shopping is abundant
- Beaches close by
- Scholarships—bright futures
- A calm and serene city
- People feel welcome here
- A lot of resources in the performing arts area
- Orlando is predominantly a service employment area
- Theme parks and tourism
- Diverse community
- Size is an advantage—more available resources
- Businesses are wonderful and work well with the schools
- Theme parks
- Recreation opportunities—lakes, beaches
- Progressive community
- Weather
- Affordable housing
- Big city with a small town feeling
- Orlando is continuing to grow—it is new and vibrant
- Progressive community
- Orlando is a service oriented community
- Fine arts—athletic teams
- Outstanding medical facilities and health research centers
- Centrally located in Florida
- UCF—top notch University and other high education schools as well
- Significant cultural events are present in Orlando. Strong presence of fine arts as well.
- Disney and the theme parks—international flavor and exposure
- Boys and girls clubs

- Wonderful community support for schools
- Parks and recreation
- Theme parks/Disney
- Weather
- Professional sports
- Beaches
- Partnerships with the many businesses in the area
- Univ. of Cent. Florida and other schools of higher education
- Large district; lots of diversity
- Community supports district – mill levy
- Excellent life style
- Cost of living
- No state income tax
- Accessibility to airport
- Diversity in neighborhoods
- Not like a lot of southern cities – tourist and entertainment cause people to move here from all over country and world
- Expanding higher ed
- Tri-county interaction
- Airport provides a travel hub
- Partnerships with business; higher ed in general
- Big population but not a big city
- Good shopping
- Upward trend in a reputation for good schools
- Many think we have only theme parks – but have a film festival, Orlando Magic – there is much culture that is overlooked – have a good quality of life
- Not at a loss for something neat to do

What skills, qualities or characteristics should the new superintendent possess to be successful here?

- Have an educational background--needs to understand what we do on a day-to-day basis
- Unwavering focus on kids and learning and on kids being successful
- Needs to know what’s going on in the schools--be visible
- Lot of strength, fortitude to take the heat that will come--nature of the job
- Be resilient
- Manage internal relations and external--lots of industry and business pressure; needs a balance between the two
- Interpersonal skills--strong and effective
- Be able to hire strong people
- Proven track record--show what they’ve done in other districts
- Need a strong vision and articulate it and rally people around it; then see it through and stay on track
- Background in Orange County Public Schools (i.e. organizational memory is a factor)

- Somebody with superintendent experience would be desirable
- Listens to the principals within the system
- Extremely important that they have dealt with a district that is similar in size and character to OCPS
- Someone with both an educational and business background that helps them grasp the big picture—we are so large—need someone who is visionary
- Someone who responds to the need of this district and does not necessarily bring in their own change ideas
- Senior level experience in a large district—balances instructional, financial and operational issues in a district
- Empowers principals to make school level decisions
- Allows creative, progressive ideas
- Be here for the long haul
- Allows and encourages site based budgeting
- Do not want someone to come in and turn it upside down—tweak to improve
- Makes decisions for children and does not allow political and/or community organizations to overpower decisions--it is a complex organization
- Can take the hard stand when necessary
- Consider the long term implications of a decision
- Find the best person who fits our needs (profile)
- Learn the culture of the system and help it grow
- Strong communication skills-verbal, written, marketing, listening
- Sense of humor
- Appreciation for how hard the principal's job is
- Someone from a large diverse district
- Charismatic—good with people and build strong necessary relationships
- Be in the schools and visible—access to parents and staff
- Must be able to understand and to do a variety of things well (not an expert)
- Be a good listener and identify accurately what is going on in the district
- Be available to staff and the community—people can meet and visit with them
- Adaptability-look at what need to be done and address the issues
- Experience in a larger district
- A commitment to stay in the district
- A good business sense, but not necessarily from the business world
- Needs to see what kids are seeing and understanding how life's going for us – see how our school day is going
- Students haven't seen the superintendent or know what they do
- Rather than trying to please parents, should try to please students “because we're the ones who matter”
- See what's important to us--like the technology that makes learning easier
- Think about how the world is constantly changing and look at ways to keep thinking of new methods to help us learn
- Open-minded
- Patient

- Sets goals and follows through
- Be able to manage the financial issues in the district
- Connects with the public—excellent communication skills
- Persistent-committed to the tasks that are crucial within the educational environment
- Involved in the total community--visible
- Respectful of the communities
- Connects with and respects diversity
- Experience with a large district; ideas that work in a smaller district may not work here
- Florida's district's are county-wide so they present a different experience if someone is not familiar with this
- Would be good if the person is from Florida and OCPS if possible
- We don't want someone to come in and dismantle and rebuild
- Want someone who is in it for the long haul
- Want someone who wants to be here and not use this as a stepping stone
- Want someone who asks questions and asks "why"--not necessarily to change but to understand
- Student advocate; top question should be "is it good for the student"
- Communicator ; must be able to talk to the community; be our advocate
- Visible and visit schools and make themselves known
- Able to communicate with various groups of people—economically and socially
- If they happen to speak another language that would be great
- A visible superintendent—out with teachers and students—do it randomly—just drop in on a class and a school
- Be flexible, accessible and approachable
- Strong leadership skills—a presence
- Sense of humor
- Know how to lead and communicate effectively with a diverse population
- One who understands the importance of guidance and counseling at all levels—up-to-date on the current duties of a school counselor—show up in a guidance office from time to time
- An appreciation for support programs in schools for students and teaching staff
- A person who is ethical and of high integrity
- Strong motivator--because we are so diverse
- There is a lot of pressure on teachers so need "cheerleader" especially when you add economic woes
- Very transparent; communicate to employees, students, parents but the community as a whole as to what's going on
- Very clear vision of where we are headed and that we're all a part of it
- Needs to know us, engage us, don't just change--needs to hear our voices
- Be visible; out in the schools, at community events
- Accessible
- Not from business; needs to have been in the trenches; to have had experiences in a variety of circumstances; needs to have the experience of working in poverty
- Someone who can work with the school board
- Fight for what's best for kids and not what's politically correct

- Need to be able to focus on all kids
- Highly skilled politically—can connect with the business community and politicians (certainly do not want to alienate)
- Visionary and anticipate what is coming down the line
- Charismatic person who can connect with all the groups in the community
- Honor the past but bring in good things for the future
- In it for the long haul
- Sees Orlando as a place they want to be and stay
- Innovative
- Heart for children—understands what the bottom line is and supports that mission
- All decisions made with kids best in mind
- Continues to support programs that are currently in place
- Does not change for the sake of change
- Good listener—communicator
- Strong instructional background and can provide that vision
- Understands the needs of a diverse population
- Believes in-site based leadership (not top down)
- Honors input from their staff
- Understands the big picture and has people in place to run the side that is not directly instruction (the operational side of the district)
- Friendly and outgoing, easy to talk to
- Involved with and visible to students
- Organized; prepared
- Communicator
- Education background
- Someone who can help us keep improving
- Knows something about education even if they are not from an education background
- Open minded—willing to listen
- Involved—outgoing
- Accept and embrace a diverse school system. Willing to change
- Observe and see how the current system works and honor current ways of doing things
- Excellent interpersonal skills—visible in the community
- Caring and committed to the community
- Stable and ready to deal with any and all circumstances
- A strong person—on top of things—stand up for what is good for kids
- Educated and experience in education setting
- Gets to know people in the community—outgoing, visible and available
- Very professional on the job—focus on the needs of children
- Honorable; ethical
- Create a good relationship with business community so it easier for business to partner with schools
- People skills so they can work well with the community—relate to people outside of education
- Collaborative
- Excellent communication skills

- Manage a large system (resources/people, etc.)
- Willing to delegate the areas that they may not be strong in to staff who have that strength
- Be strong in education but also is strong in understanding business
- Leadership style that will feel things out before making significant changes
- Ability to establish relationships with the community, staff, leadership—needs to learn the culture and history of the community and district
- Strong collaborative skills
- Politically savvy—represent the district very strongly—be proactive regarding the school district—be able to influence the decision makers both inside and outside the district
- Ability to listen to the key stakeholders in the district and the community
- Can enhance and improve
- Can tell the district story and sell the district
- Treat people fairly—one who develops trust with the people that work for them
- A person who has strong family values and a person of integrity
- If they are a servant leader—the rest of the team will follow
- Resilient and has a thick skin
- Becomes deeply involved in the community
- Develops a strong sense of team—will back up their building leaders
- Surround themselves with great associates
- Would be a benefit if they had high school experience
- Experience with a decentralized district
- Determined to keep moving forward
- Open minded to new ideas
- Kids first—above everything else
- Risk taker and knowledgeable about educational issues
- Embraces diversity and knows the audience they serve
- Focus on things beyond education (totally immersed in the community)
- Positive attitude
- Experience as a superintendent
- A person who is honest and of high integrity
- Communicate a positive image and create a direction for the district (purpose and vision). Create the vision in cooperation with the stakeholders of the district
- Must be fair—equal for all the schools
- Be involved and visible in the schools and beyond (state level)
- Interact with students—get in the buildings and at events
- Like to see person who has taught – been in the trenches
- Strong vision they can promulgate
- Proven leadership – similar size if possible
- Integrity – want to be able to say “I’m proud that person is my boss”
- Can make decisions
- Personable
- Accessible
- Thick-skinned
- Not afraid to make changes when changes are needed but not change for change sake

- Experienced with large complex budget
- Like to see current vision kept in place and not destroyed – just tweak it
- Committed to be here for a while
- Supporter of K-12 but also adult education
- Passion for the arts
- Should have a doctorate
- Politically savvy but not political
- Downward loyalty to staff and upward loyalty to the board
- Someone who understands the nuances of working the media
- A listener
- Someone who puts students first
- Someone who can move us beyond brick and mortar to learn anytime anywhere
- Understand we are moving from ag to tech age
- Sense of humor
- Open-minded
- Embraces diversity
- Recognizes that we are proud of district, have done great things, are open to change – take us to next level
- Communicator – internal and external
- Ability to work with a large board
- Ability to network
- From the first day is familiar with the state political system and how Orange County fits into overall education system
- Experience in terms of years as superintendent (maybe 5 years)
- A deputy from a mega district is okay
- No blemishes on record
- More and more we are being asked to give good news stories – so needs to be an ambassador for district; needs to arm self and talk about good stuff
- Needs to give parents accessibility and provide 21st century vision
- Work on developing future talent among staff in district
- Provide continued opportunity for growth within the district
- Caution about bringing staff with him/her; look locally

What issues should the superintendent be aware of as he/she comes into the district?

- Lack of funding from the state
- Budget
- Unfunded, legislative mandates
- State mandated teacher evaluation program
- 50% of teacher pay will be based on student performance
- Value-added formula (pay for performance) has been added to the evaluation program and will be to pay in 2013-14
- Parts of district growing; parts of district declining
- Charter schools having just a small impact so far

- Strong building [facilities] program--still renovating; lot of rebuilding to meet needs of growth and to renovate older buildings
- Facilities issues have been the Achilles heel of superintendents over time
- COVE committee provides lots of transparency--public knows what's going on
- Needs to know that the key way to communicate with kids is through technology
- The five learning communities are an organizational structure--PLC's being practiced is still in the process of getting there
- Instructional side needs to communicate with financial side, i.e. communication between various departments needs to improve
- Hiring practices—open process for positions in the district at all levels
- Class size amendment for Florida schools and budget implications
- Funding will continue to be an issue
- Political arena of the school board—i.e. elected county-wide board chairperson; powerful position—has two votes in order to break ties
- Aware of utilization of district staff
- Desegregation order—understand impact
- Be aware of the diversity of Orange County—people from all over the world; 130 languages are spoken in Orange County
- Need to know what the state legislature's agenda is and how that impacts Orange County Public Schools
- Three percent of salary will go to retirement—new this year
- Building program for new schools—funded by property tax and half cent sales tax. The half cent sales tax will expire in the next few years (was 10 year program)
- New hiring process that is cumbersome--it takes a long time to get someone hired
- Significant number of portable buildings are currently in use (cost of portables)
- Organizational processes need to be reviewed in order to make them function efficiently and effectively
- New process for teacher evaluation (Race to the top)
- Understands the different needs of different learning levels i.e. (high schools, middle schools, elementary schools etc.)
- The organizational structure of the district-- the learning communities
- Challenges regarding infrastructure (technology, aging schools etc.)
- There is a need for a master plan for technology upgrading
- Sharing of technology support is not working
- Unique needs of schools are not considered when resources are allocated. One size does not fit all.
- The number of principals that are going to retire in the next five years is sizeable. A considerable amount of organizational history will be lost.
- There are people the new person must connect with
- Media relations are critical (has been critical in the past)
- Must be able to work effectively in the political arena
- Identify who the critical players are and learn to work effectively with them
- A good understanding of existing relations and build on them
- Websites are not up-to-date for students, especially at the beginning of the year, and they crash

- Would be nice if all the teachers used the same web pages for information
- Need to have reliable access to information on the website, especially grades
- School calendar should recognize Jewish holidays
- Lack of funding—we have had to cut back on paper and other educational necessities
- Dress code—interpret consistently and fairly
- School Spirit—look for ways to improve student school spirit
- School rules and holding students accountable for their behavior needs to become more strict and consistent—re-evaluate the discipline rules and enforce them consistently
- Enforce the rules district wide and not just at individual schools—creates inconsistency of enforcement. At times various schools take on their own interpretation of the rules or regulations which are often quite different
- Finance and budget
- Don't just assume the old way is the right way, but look at what works
- Poverty will continue to be an issue
- Curriculum is much more rigorous; do we have the support for the teacher to be the best they can be?
- Preparing the students we have for our economy and our way of life; we have different learners, learning differently and we have to adapt
- Need for professional development
- Retaining the good administrative team in place
- Maintain and grow closeness and improvement within and across the (5) areas
- Size is a challenge--geographically and numerically
- Challenge is that we have a lot of industry that pays on the lower wage scale so have a lot of poverty--hotels, Disney, etc. are minimum wage positions
- This is no longer a “good ole boy” network; because of growth and influx in the district you no longer have to be in certain schools to move up in the district
- A person could become so busy addressing immediate issues that there is little time to be proactive in establishing better programs
- Disconnect between programming—little continuity; sometimes a new program comes before an existing program has a chance to be developed
- Basic needs of students need to be met before the educational issues can be met (food, clothing)
- Retention of students—rationale and procedures for promotion—everyone needs to be on the same page
- The size of the district is a significant challenge—meeting all the needs and being consistent across such a large district
- It's not a good thing or bad thing but the team that surrounds the current superintendent is strong-willed in support of the vision; they helped develop it
- Willing to take the flak and stand up for what they believe in; have a very vocal community and because we're so big we all fight for attention to get our needs met
- Strong sense of finance as well as education; can prioritize limited resources
- Press is not friendly
- Pride in OCPS can be an issue because it is so important here
- Working with the school board
- Will need to be comfortable working in the County because of the diversity and the variety of Spanish languages spoken and because of all the small communities within the County

- Attendance is an issue in some areas
- Must honor the curricular framework that has been initiated and enrich it
- Recognize that each school is different and at different places in the implementation process and provide support
- Budget—how does the person balance the revenues against the expenditures and the limitations that may come from various revenue sources—most resources are at the school level (good balance)
- Class size amendment—has been a non-negotiable—leads to financial challenges
- Facility needs—new and renewed—associated funding
- Technology and the need to remain current and meet the needs of the students and district
- Unfunded mandates and the impact on the budget
- Florida and the new teacher evaluation program (potential union response)
- School zoning; transfers
- Look at all schools equally; what are schools lacking
- Transportation as a problem for the school day and after-school activities
- More financial support for after school activities
- Need help in going on to something beyond high school
- Performing arts and culinary arts cut back
- Some students would rather stay in honors than AP and they should not be in AP anyway
- Elimination of funding of extracurricular activities would be an issue if it were to happen
- Dropout rates should be addressed
- Transportation—associated with the magnet school programs—limiting opportunities to be successful
- Not fair for some schools to have transportation and others not—fairness and equity
- Funding is an issue and not equitable—especially for those in great need
- The amount of testing is excessive--FCAT—too much focus on this exam—when they fail they are forced into classes that are not beneficial—over emphasis on testing
- End of course exams can damage students grades and opportunities
- Base testing on what we are going to do in the future
- Success should be based on what you do throughout the year—not on what you do on one day (a test)
- Need to look for ways to build students up
- Student/teacher and community (parents) relations could be improved
- Teachers should be qualified and experienced
- Budget and how to spend it—smartest allocation of those funds
- How to best embrace the multicultural nature of the community
- Encourage parent involvement in the schools and with their children’s education
- Schools in need of renovation and repair—the physical needs of the district
- Experience in working with a facilities department—not gone so well recently
- IT—needs to be addressed—an area we are really struggling with right now—this includes both hardware and personnel
- Immediately establish a strong relationship with other area superintendents
- Inequity of Technology in the schools needs to be addressed—some still have blackboards and chalk

- Ability to work with unfunded mandates
- When the district goes back to renew millage's that were voted on by the county—the person will need to go back and prove that what the district said it would do actually was done-develop a strong marketing plan
- Ability to collaborate with all the other educational leaders and community leaders
- Desegregation plan
- Deal with the fastest growing population—Latino population and their needs
- Special education and the funding trail and how to fund adequately as well as in house barriers that prevent services from being provided
- Class size amendment and how it impacts the budget
- Charter schools and virtual schools
- State attitude towards public education
- New teacher evaluation
- School board configuration and equity of board voting
- This is a diverse community and the person will need to embrace every aspect of that diversity
- Needs to be aware of the economic environment that exists and how that impacts the school system
- Need to garner and embrace parental support
- Make decisions that are best for kids
- Redistricting
- Shrinking funding
- Homeless students
- High mobility
- High poverty
- Is following superintendent that is well-liked, effective
- Effect of technology that is changing and how to apply to schools, parents, kids, staff
- Merging and closing of schools
- Trend of charter school
- Understanding and working with politics at state level
- Diverse school board and effort to bring to consensus
- If from out of state will need to adjust to Florida politics
- Salaries haven't kept pace with inflation
- New teacher evaluation system
- Physical size of the district
- Tough economic environment in raising money from community
- Great depth of bilingual education – hundreds of different languages in district – need for money to run programs
- Familiar with Broad Foundation and it's work--we want to be the next [Broad winner] --want to get to the next level and it is achievable
- Work back toward A grade
- We may not yet know whether lack of funding has really hit here yet
- Need a balance of professional development for instructional and non-instructional staff; training opportunity for advancement
- If new person comes from non-union state, unions will be a big issue

- Lack of support of media
- Growing Hispanic community and often feel they are not heard
- Will be a problem maintaining schools without staff and money
- Lot of talent in the district and consider talent that is already here
- Micro managing is not done; important not to allow it

COMMUNITY: FOCUS GROUP RESULTS

September 26-28, 2011 and October 3, 2011

Tell us the good things about your schools.

- Homebuilders adopted a school – experience was good
- Everyone knows who’s who – we have each other’s backs
- Can e-mail teachers, can get on the website
- Virtual classes
- Quality of teachers is excellent
- Teachers are looking ahead to what the future should look like
- Willing to learn new ways to do things
- Staff engage the kids
- State of the art methods of teaching are demonstrated regularly
- Family-oriented
- Schools are like another family
- Pretty well-funded as relates to capital
- Majority of schools are “A” and “B”--high achieving
- Working on construction for overcrowded schools
- Beautiful schools; good-looking schools
- Very hard working faculty
- 10th largest district in the US
- Reasonable stability as far as the overall management of the district
- A great theater department in many of the schools (performing arts, band, etc.)
- Each school feels like a community considering how large the district is as a whole
- Magnet programs are strong and excellent Advanced Placement courses
- Active parent communities; joint involvement throughout the school with staff
- Open door policy
- Strong ASD program (autism) Also a strong ESE inclusionary program
- Many community leaders work with the public schools
- Willingness to think outside the box
- A strong community feeling at many of the schools. Parents are encouraged to be a part of the school
- School choice and charter schools and virtual schools are available
- Leadership is a strong asset in the schools
- By and large pretty good
- Jones turned around because people saw a need and embraced it; community came together
- Good school/community partnerships
- Competitive and diverse
- A very cultural and diverse school system which is a strength
- Schools tend to be large but are good and there are wonderful programs for the kids
- Strong theater program
- High degree of community involvement
- Willingness to work with the faith community and see them as a positive on campus

- A good partnership with the schools and the faith community in the area of volunteering
- Faith community has been allowed to use the schools for their meetings
- Teachers have a great love for the kids
- Expectations are very high for schools—kids get a great education
- Strong support from the faith community for the schools
- Teacher unions are less impactful here than in other areas which allows the superintendent to lead
- Some of the most dedicated teachers and faculty and they need the support of the new superintendent
- Deep tradition and pride in the schools
- Students are prepared for college or the workplace when they graduate from high school
- Schools reflect the diversity of the world (a great plus, but also challenges)
- Potential for businesses to partnership with schools is enormous
- The world comes to Orlando in so many ways which provides wonderful opportunities
- Wonderful facilities that are for the most new
- Parents of kids are so involved
- PTAs have worked hard to have a voice in Tallahassee/30,000 PTA voices in Orange County
- Very diverse; we celebrate every culture
- ESC program: any child with an IEP--gifted, learning disabled, emotional, mental, physical and developmental disabilities as part of inclusion
- Growing graduation rate
- Dual enrollment
- Four strong technical centers—500 to 600 students in one of those centers doing dual enrollment
- Supportive of career tech. curriculum
- Good support for the teachers
- Strength in the size of the district which provides leverage
- Facilities are excellent
- Parents believe in the district and people care about this system
- Staff are current professionally and staff development is usually free to staff
- System where communication with parents can occur every day through the technology that is used
- Wonderful educational opportunities for students
- Schools provide advanced placement classes
- Vast amount of new construction--new schools and ones slated to be built; remodels
- Pride in buildings; kids will learn better in environment that they're proud of
- Elementary schools are still small neighborhood schools and kids can walk to them
- Consistency school to school
- High schools own unique cities driven by the principals
- Achievements in the performing arts, recognized around the world that is not even know to the local community
- Good school board members
- Seeing 2nd and 3rd generation students

- Among the major school districts in the country, most hopeful for this one; made progress and best is yet to come; no fundamental obstacles
- If someone wants to do good work and take a district to the top we're positioned to do this
- Extraordinary opportunity with higher education
- Having all the languages and teachers to teach the English to educate our children is a plus
- History and tradition creates a real pride
- New person will have an opportunity to define who we are as a community
- Diversity; a true melting pot
- Teachers teach because it's a true calling
- Wonderful challenge for someone
- Wanted my kids to go to a school that has diversity
- Teachers doing all kinds of things other than just their job
- Dedicated staff

Tell us the good things about your community.

- Orlando was described as the LA of the 1960's; you can be a big fish in a small pond here
- Opportunity to become an active part of the community
- People will be very open and welcoming; because a lot of people are not from here
- Can have significant impact
- Very diverse; have everything here, a little mini New York
- Not "cliquey" with Hispanics in one corner and African Americans in another clique
- A place where kids can be kids
- Lots of parents who do care
- Great richness culturally
- Very diverse; wonderful variety culturally
- Parks are wonderful and a display of the rich culture that is Orange County
- Technology is strong in Orlando
- Very attractive spot as it relates to the United States
- Wonderful opportunities exist in Orange County (work and play)
- Beautiful place—many trees and parks that entice visitors
- Beautiful city, beautiful neighborhoods, diversity, lot of professional jobs here
- Medical city that's coming
- Not a hostile community
- Good weather all year except for tonight
- Many things for children and families to enjoy (theme parks, rich with history)
- Weather
- Beaches on each side of the state
- Growing artistic community--performing arts center is going to be built
- Great natural beauty abounds in Florida
- Wonderful sports and recreation areas
- Plenty of golf courses
- Multicultural community—rich African-American community, growing Hispanic community, Haitians, Asians
- Growing commerce with Latin American

- A sizeable religious population
- A tremendous amount of support for the disabled student
- Community just passed a millage increase for schools
- Compared to other counties have a collegial county
- Martinez Doctrine--can't have development without accommodating space for schools
- Work well together
- One mill increase for school tax
- Growing community--not dead--in lots of positive ways; diverse culturally, jobs, university; growing tourism; technology industry is growth industry
- Still have agriculture but moving from citrus to ornamentals
- Medical complex--with medical school, VA hospital
- Airport is a destination airport not a pass-through
- Entertainment industry--basketball; cricket, soccer, football
- Education plays a role in all of this
- Has an international flavor
- A clean place where you would want to raise your family
- A growing community
- A community that wants to be the best—seeks excellence
- People come from all over to live in Orlando and it is a very friendly community
- Orlando has offerings of a large city but feels smaller. Also appears to be new and is new and has a fresh face to it
- A progressive mind set in Orlando
- New arts center is being built
- Orlando is becoming an urban place
- Center of the I-4 corridor—the place to be
- A place where people want to come and enjoy the offerings
- Orlando has an impact on the world stage
- Diversity has contributed to the progress that has been made over the past years
- Great leadership exists in Orlando—spirit of cooperation and respect
- Level of higher education is available—Univ. of Central Florida, Technology school etc.
- People are choosing to stay in Orlando
- Orlando is a large town!
- Many different communities and cultures within the greater Orlando community
- Amusement capitol of the world
- Family-oriented
- Historical, both places and events
- NBA team
- Access to football and basketball pro teams
- New teams added--soccer
- Good colleges
- Weather
- Nice golfing
- Career & Tech. Ed. program has advisors from the community who provide input and provide their expertise

- Strong relationship between schools and business and industry
- A broad base of industry—can find anything you want
- Small town life/big city life—can have both
- Tremendous opportunities exist in Orange County
- Parents are more than willing to volunteer
- Various businesses are willing to create partnerships with the school
- Progressive community
- A very diverse community
- No state income tax
- Lots of development
- New Medical City: largest VA hospital, UCF medical school, children’s hospital
- Creative Village (technology)
- UCF plugged into the growth; wanting to become a leading research university
- Very diverse from industry perspective
- Hospitality industry is huge
- Downtown revitalization: restaurants, theatre
- Magic with new arena
- In midst of all that’s going on in Orlando, there are all these great neighborhoods: good parks; Small communities within a city
- Programs within these communities for kids
- 160 languages spoken by kids
- Weather
- Crime is decreasing
- Good place to raise a family; good place to retire
- Diversity
- Culture
- Young community--still emerging--in act of growing up
- Very challenging; in process of evolving
- Emerging melting pot
- This area to die for; not worried about who wants to come here
- Business supports 2 high schools [in the North area]
- Sense of community; blue collar workers really into their kids
- Apopka has its own little newspaper
- Conveniences
- Communities within a community
- You know your neighbors
- All the attractions
- Golf courses
- Came here because of my grandchildren
- Natural beauty

What skills, qualities or characteristics should the new superintendent possess to be successful here?

- Manage a large, complex organization – sees this as a challenge
- Evaluate spending – need a business background
- Sensitive to educational components
- Must communicate with the business community
- Can have a simple conversation
- Needs to be inclusive
- Listener
- Open book
- Education background
- Inclusive
- Not afraid of accountability
- Must be a strong leader
- Knowledgeable in the area in which you are leading [education]
- Education background is a given
- Understanding the economics of education—have a business sense
- Be futuristic and planning for the future
- A person who is well-spoken—needs to be the face of the school system
- Committed to serving the community and the school district
- Be a lobbyist for district interests at the state level
- Need to come from some educational background to understand education here
- Collaborative bargainer; be familiar with benefits of collaborative bargaining
- Strong experience in local government
- Needs to understand ethnicity--Orlando is a melting pot--everyone gets involved
- Needs to understand public policy at the local and state level
- Strong leader who understands cultural and ethnic backgrounds
- High ESL population; needs know about these kids
- Inclusive and someone who brings inclusion in the community
- Has teaching experience and willing to put the students first
- Make good, but tough, decisions that fit the children
- Must be able to build trust--and quickly--internally and externally
- Communication isn't as strong as it should be; set a tone for a lot of community outreach and interaction; goes to school sites on a weekly basis; goes into car pool lanes; is engaged and encourages staff as well
- To be able to move our schools to the next level, needs to be able to select strong principals
- Needs to define what we need to do to elevate common knowledge across the county
- Would help to be bilingual
- Needs to be aware of crime and drugs in the schools and aware of programs to prevent crime and drugs
- Needs to be able to work well with a school board and differentiate board problem solving versus state problem solving
- Broaden the scope of college-ready to “life ready” student to include vocational training

- Work with parents to encourage those who are so busy making a living to help them get involved
- Pursue a program to work with parents to become partners in schools; Family Leadership Institute was started and then withdrawn
- Strong background in economics as well as social work; needs to be able to take the 2 aspects and meld together to make Orange County better
- Visit and know the difference between Title I and non-Title I schools
- Needs to encourage--especially principals--to create a strong school advisory council that is required by Florida statute and meant to deal with school improvement program
- Aware of cultural traits and differences because the area is so diverse
- Strong in team building
- Creative in building SAC and PTSAs in the schools along with bringing in businesses
- Would like to see a commercial on TV at the start of every school year to show parents how to participate in the schools
- An advocate who has the guts to defend education in Tallahassee; someone with an agenda for our teachers and students
- One who can surround themselves with quality people
- An advocate for professional development
- Be a leader and not a politician; be willing to make the hard tough decisions for the right reason—kids should be first
- Willing to think outside of the box with the child’s needs at the forefront of their thinking (example: nutrition)
- Strong at budgeting—managing a budget and determining priorities
- Position is very important in the area of economic development—add vibrancy to the community
- Balanced business person and academician
- Visible and available in and throughout the community (all communities—meaning minority population areas as well and in the disabled student arena)
- Go to a wide variety of events in the district and the community (sports/cultural etc.)
- Enlist colleagues to enhance visibility of district personnel
- A person that can learn from what has been successful elsewhere and bring those ideas here (best practices in inclusion)
- Continue the Magnet School concept and build on it
- High ethic and moral character
- Experience as a superintendent would be preferred
- Strong experience in fiscal responsibility
- Blend their ideas with what are current strong practices in the district
- A strong public education supporter and lobbies for the district interests
- Good communicator
- Visionary, especially to manage growth
- Stay out of public policy issues; leave that to the board of education
- Needs to be a good academic
- No substitute for training and experience; need experience in large district
- Managerial experience

- Understands how to work with a diverse population
- Open door for the teachers (one-on-one)
- Network beyond the school system to enhance both the schools and the community
- Balance culture and family
- Can accurately assess the needs of the schools in the district and work to meet those needs
- Develop relationships which will enhance the schools
- Transparent—honest and someone who will fair and honest with the community
- Collaborative (with the parochial schools). Willing to have good dialogue with the private schools
- Effective communicator with total community
- Be able to understand the political culture of the community and navigate within it
- Values parents and parent control over their child’s education; believes in local control
- Not someone from the educational elite, but one who works to understand the community’s needs above everything else.
- Not top down
- Knows the teachers and who is out and about in the schools
- Build on the accomplishments of the past
- Keep us on track and manage the system well
- Open to the leadership in the community and will listen to the leaders in the community
- Someone who is compassionate
- Must become a part of the community
- A person of insight and knowledge
- Must have a vision of what they want, but also support the exiting vision
- Has kids at the core of their beliefs
- A consensus builder
- Politically astute and can navigate and have influence in that arena
- Advocate for Pre-K; needs to be in the Title I schools
- Need to understand diversity; every school needs to reflect its neighborhood
- Need to have a good understanding of the inclusion law of disabled kids
- Some construction background
- Open-minded/open door/communicator/visible ; needs to visit the areas
- Someone who understands the needs of being a teacher, a principal
- Don’t bring someone from the corporate world
- Educational background
- Needs to understand Title I and federal dollars
- Must be willing and able to talk to teachers
- Understand unions
- Put children first, not politics, not money, not favoritism, not ethnicity
- Be creative fiscally—creative ways to solve budget issues
- Manage the school budget
- Has had experience in facility improvements
- An instructional leader
- Has had experience in a similar type of system
- Open minded and willing to work effectively with a diverse population

- A personable and approachable individual
- Willing to go out into the district and be willing to sit and listen to staff, parents and other community individuals
- A cheerleader for teachers and students
- Needs to have excellent negotiating skills
- Leads with integrity and conviction
- Skill to work with diverse communities and understand how to deal with the variations that exist between communities
- Connects well with the community and communicates the needs of the district to public (renewal of a tax)
- Be able to delegate and not micro manage
- A visionary who understands and supports music and art education
- Tough, strong backbone
- Keen understanding/quick learner on diversity in the county--geographic as well as people
- Ability to meet the needs of broad group of students; give students a vision of what they can do locally
- Prepare for life, not necessarily college
- Economic base is more diverse, so new superintendent needs to understand how to develop vocational programs as well as helping kids prepare for college
- Sales person--someone who can tap into businesses to support specific programs--someone who can go to the businesses to ask for specific help
- World's best politician; stainless steel backbone to stand up for kids and what they need
- Low ego--high self esteem
- Someone capable of creating end-to-end system redesign
- Not necessarily educational but has organizational design skill
- Trustworthy
- Kids come first
- Skilled in guiding how people think about the schools
- Board management skills; help board focus on helping schools become better
- Business skills needed but with an educational background
- Community-oriented
- Open-minded; able to think outside the box; we've done the same for so long
- Experienced where there is a lot of parental involvement; district has great commitment from parents
- Experienced in education
- Vision for educational system
- Hold quarterly town hall meetings
- Proven track record wherever they are from
- Executive leadership with business skills
- Big mouth
- A visionary team approach with the superintendent out in front implementing a vision and an operations person he brings with him to implement, manage the business; a tag-team approach
- Alternative is to come in, then pull someone from the community to be the operations person
- People person

- Need a hybrid superintendent: good leader, manager, business person; patriotic; prepares our kids to be good citizens; is a good community servant; participate in community
- Learning is a problem; always be involved in learning
- Consensus builder
- Intelligent, creative, problem solver
- Education background
- Sales person for the school district; committed to public education
- Support training for kids to go to work if not going to college
- Understands fiscal crisis; needs to be able to work through the next couple of years
- Continue to look at special needs
- Middle school is where we lose our children; need to recognize needs at this level
- Effective communicator at state level
- Multi degrees in many subjects
- Stand behind principals so principals can stand behind teachers
- Aspire to be the best
- Good communicator
- Smart enough to hire good people
- Good people skills ; “our” not “your”
- Don’t be aloof from faculty and schools
- Good at recognizing the good contributions of individuals or groups; tell the good news
- Would love to see a woman in the position
- Thick-skinned
- Honest : “I ask you something, don’t give me education jargon.”
- Realize we learn from each other; your strength might be my weakness
- Mindful of racial balance; monitor; someone who is paying attention
- Believe in education of our children
- Need a person who is problem-solver, creative
- Need someone up for a challenge and wants to make a difference
- Wants someone to come here who wants to straightened out the mess – more than 50% minority
- Must have experience working in communities, inner-city children with a diverse background
- Creative and has internalized the idea of diversity and needs that are not being met
- Someone who will be real
- Commitment to integration
- Understands the bigger picture; train all of our students to be competitive in the job market and is global
- Has a national or international perspective where globalization is 1st priority; move that vision along
- Understand community has a role in education
- Creative administrator; maximize the few dollars to get more services for kids
- Prepare all kids for global economy
- Great leader able to inspire, to work in more complex world and system and able to unite very divided community
- Tremendous business sense; huge employer and need someone who is fiscally sound

- Understands business of running a business
- Surround kids to empower kids to do great things
- Want someone who will bring people in from the arts, create partners with Magic, Disney
- Transparent
- Honesty (if had trouble in previous job, just be honest)
- Accountability
- Open
- Not afraid to make change, but has an explanation for validity of change
- Proven track record of parent involvement
- Good listener; sit down; assimilate; prioritize--can't put issues under the rug
- Be a visionary
- Focus on diverse needs of children
- Understands best practices of kids who come from Haiti [or some other country]; believe in it; be champion for it
- Pastoral; leader must love people regardless of where they come from or how they got here
- Compassionate
- Empathy
- Community-oriented
- Equalizer
- Needs to come from a community with same attributes as here
- Astute rather than being political
- Will listen to the political issues, but is pastoral enough to understand where the board is coming from, where the community is coming from
- Hold people accountable on behalf of the children
- Completely transparent
- If problem with some populations, and not doing well, don't dress it up and say everything is okay
- Would like a candidate that will be an educator as well as with a business background; would like to see a combination of both
- Bring in arts, music, culture into the system
- Bridge-builder with the chairman, with principals, teachers, families, children; doesn't need to be king in a feudal castle
- Good listener
- Lot of issues so will come down to bringing a school superintendent who is a good administrator or a hybrid of someone who is an educator and has compassion
- Like to see a superintendent push parent involvement; have support and participation from current supt.
- Good communicator
- Deal with issues that need to be dealt with
- Advocates for education
- Stand up with an educational thought
- An advocator who will help get parents involved
- Patience
- Want them to be a chameleon

- Know community and step right in and be a part of community; immerse themselves
- Don't want someone to hide in their office
- Very visible, active, approachable
- Fair especially given the budget
- Leader to get things done that need doing
- Is respected
- Deliver a tough decision with kind heart
- Have to be able to listen
- Polite; accessible
- Superintendent who can talk to legislators
- Understands today's social media; be creative in using it
- Communicator
- Need someone trustworthy
- Engage not dictate
- Sees parents as valuable
- Encourages teachers to be independent teachers
- Sincere and explanation for why wants to make a move
- Understands that students are not just FCAT scores
- Don't want rubber stamping
- Familiarity with ESC students/programs
- Should have a listening ear from how does he bring the parents (the child's first teacher) to inspire them not to lose that role in a child's life
- Encourage and foster and involve parents being partners with the teacher, the school, the kids
- Great communicator
- Good listener
- Uplift morale with employees
- Desire to work within the community

What issues should the superintendent be aware of as he/she comes into the district?

- Political environment; very conservative; no additional money coming;
- School choice argument will be ongoing ; new board chair wants to regulate; governor wants to open them up
- Have a no-tax legislature
- Growing diversity due to a growing Hispanic population
- Management will be key; understand assets
- Single newspaper town; very vicious; schools under scrutiny so needs to be thick skinned
- Roles of the new board chair, school board and superintendent not well understood, especially by the parents and the community
- People are very suspicious of government and the legislature; superintendent will need to restore trust and faith
- Will need to know what the superintendent's role is--will it be external or internal
- How the superintendent does business will be important, especially with procurements
- Pockets of poverty and diverse student population
- Getting the parents engaged

- Budget ; balance between high income and low income schools
- Get the kids engaged; they know what they need
- Bullying
- Teen domestic violence
- Homelessness; living in hotels
- Principals hands are tied in handling things in their own schools—allow them the freedom as to how they manage their funds
- Encourage a site based management style
- Unfunded mandates—from the state
- Bring a more common sense approach to leadership
- Class size amendment; a state legislative issue which has caused considerable funding and logistical issues
- There are facility issues as a result of required class sizes
- Protect the students learning environment; a priority
- When more funds are needed be sure to examine current uses of funds first and look for ways to reallocate
- Push on getting schools built to address overcrowded schools
- Retention of the five learning communities should be looked at
- Drugs and crime; a bigger problem in some schools than others
- Growing Latino population
- Must address district financial health and impact on district
- Been an A/B system—must maintain
- The union does not have a majority vote—make decisions based on what is best for kids
- Facilities and planning for the most effective use of facilities and having the necessary educational materials when schools open
- Work on equalizing parent involvement across the schools
- Zoning changes have affected consistency in offering programs especially for children with disabilities
- Preplanning is critical when considering the long term impact on the community
- Class size amendment and unfunded mandates
- NCLB—testing—possible negative impact on district
- Strong community, but the non-community impact is at times negative (legislation)
- Desegregation agreement that was signed last year—needs to be aware of the impact of that agreement
- Large number of poor people in public schools; school may be the only place where kids get fed
- Facilities are biggest negative issue
- School district unionized; issues with pay, pay incentives, how do you pay the best and brightest to come in and teach our kids to be the best and brightest
- Safe and secure schools is important; in underprivileged areas with high crime, unemployment, law enforcement is working on prevention-related programs
- Contractual relationship with schools; deputy sheriff in each building to deal with bullying, crime, drugs--program is intervention, prevention based; school pays about ¼ of the cost so it's an expensive program for the sheriff's department

- MAGIC program being taught, 2nd year; need a superintendent believes in crime prevention and intervention
- Juvenile program that's active in truancy; one stop shop for kids prior to getting into serious trouble;
- Community partnerships for good of kids
- Demographics make some of schools struggle
- Some cities in Orange County bent on having their own school systems
- Melting pot: students from other countries; other languages
- Strong challenge to meet the needs of a diverse community
- Economic issues associated with the schools--less funding will create significant additional challenges
- How to maximize student achievement no matter what their level of skill
- How to deal with the size of the district and the schools and yet meet the needs of individual students (Create stability for kids)
- Funding of education is a tremendous challenge
- Challenge of seeing gangs coming into the community (creeping in)
- Big issue as it relates to the immigration issue (parents are illegal and yet the students are citizens)
- Mentality of the long haul—invest personally and socially in the community
- Must respond to the youth violence that exists in Orlando
- Poor kids have a sense of hopelessness—big city makings of crime
- Must meet the needs of the communities that exist in Orange County Public Schools-there are significant differences that exist between areas in Orange County. One size does not fit all. Must be creative in meeting the needs of the various communities
- Surround themselves with the right people who can provide the necessary help for the size of the district and community
- Gaining the confidence of the staff will be a significant challenge
- Must be able to deal with all of Orange County—a major task
- The person must identify the people of influence in the community and gain their confidence
- A person who does the right thing can expect resistance
- Must work for equal opportunity for all for the American dream
- Know about Step up for Students program for students of poverty
- There is a growing sector of those who are going to possibly leave the public schools and thus take money from the public schools and take their children where they believe they will get a better education
- Must demonstrate that they can compete with the private schools in the area of quality
- Schools have been A or B schools and there is an expectation for that to continue
- Jones would like its own football field
- There are a lot of old facilities and question safety; older schools need to be moved up the list
- No renovation until get the older schools taken care of
- Merit pay for teachers
- Class size amendment and the budget impact of this legislation
- It is a huge district with huge challenges
- Facilities need to continue to be monitored and upgraded

- Understanding and have dealt with career tech education
- Deal with equality of facilities and equality of technology available to all schools and keeping the funding for technology
- Half-cent sales tax is soon on the horizon to expire. Must address and decide if the district should go back to the public to renew
- Dealing with unfunded mandates
- Mobility of kids creates a challenge
- Need to be “out there” with the good news
- New teacher assessment program--creating fear in the schools for teachers
- Need to help teachers understand how they best work
- Poverty; get kids fed when they are hungry
- Zoning divides schools; needs to be looked at
- Large scale reform needed
- Slow, ponderous and systems don't work very well
- Need to redesign system to support student learning
- School board politics
- Insular
- Engaging partners in the community is a challenge
- Teaching to the test for FCAT scores
- Teachers don't feel have support of the board
- Board is unwilling to work with the community
- Focus on retaining teachers
- Must be able to manage the budget and still have tutoring, extracurricular available to all students
- Implement the same focus on a C school as a school in affluent neighborhood
- Parents don't feel their voices are heard
- An elected board chair is dysfunctional to the system
- People don't come to meetings because they know it won't make a difference and the system won't listen
- Need to figure out the relationship with board chair
- Issue of high tech to train kids to go to work, not college
- Budget crisis/unfunded mandates
- Virtual school and with money already a problem, how will virtual school be funded
- Address bullying
- Important to stick to the rules, like class size and if you can't let the community know
- Important that there is staff support for board members on tough decisions
- Some of the old buildings have mold, and need to be aware of the impact on health
- Discipline is not equitable
- Do not want information to be filtered to superintendent
- Parents feel disenfranchised; one reason is a language barrier
- Language barriers creates problems; need a better assessment and needs of kids
- Governance affects on whole process; need a definition of the role of the [school board] chairman
- Issue is dealing with mandates and achievement; make sure principals abide by regulations

- System is no good; kids are thrown out and no due process; system is run like a separate system from the rest of the community and parents should have a liaison, a parent advocate
- Stop thinking that families and kids have to adapt to the schools and not see families as troublemakers
- To be competitive; need mind shift that we do best for all children
- Have a chairman for the 1st time selected by the people
- Largest minority are kids who don't speak English as first language
- Each ethnic group is part of melting pot and trying to define their place; want youth to understand where they are coming from
- Budget
- Disrespectful kids
- Crime downtown
- Safety
- High pregnancy rate
- Parents aren't involved; what can be done
- Size; will take a confident person
- Because of budget some of the issue of concerns for safety
- Salaries
- Strong person with backbone made of titanium
- Need after school tutoring
- Bright Future scholarship program is gone
- Help people understand role of the superintendent; not all people do
- Possibility of uniforms in some schools
- To communicate with the kids may have to do spamming; communicate with ghetto words
- Need education that targets people for jobs
- School schedule: flipped middle and high school and was a disaster; current superintendent didn't listen or seem to care; couldn't make a dent; voices not heard
- Look at efficiencies that can result in various ways to save money (e.g. transportation)

ON-LINE SURVEY (SURVEY MONKEY) RESULTS September/October, 2011

**(NOTE: These responses have not been edited; they
are printed as entered by the stakeholders.)**

Administrators

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

- Its academics are great Are athletics are fantastic Good spirit Great atmosphere
- Caring faculty and staff; magnet programs
- I grew up in OCPS schools, raised four successful children who grew up through OCPS schools, and I work for OCPS schools. Our district is doing a great job. Our superintendent continues to strive for ongoing improvement and has made it clear that, even when we were an A district, he wouldn't be satisfied with a low graduation rate. His emphasis on taking our efforts up a few notches each year is paying off. I'm proud to work with the OCPS team in support of our teachers and students.
- Quality teachers and administrators, parent and community involvement, extended programs to help develop a well-rounded child
- Great Community Involvement. Students work hard
- Teacher, administrators and other staff are trying hard to do what is best for kids. Deep down the majority of employees in OCPS are putting in 150% or more.
- Dedicated staff; good student behavior; very low staff turnover from year to year
- Our students and teachers love to Read. We have excellent participation in the Accelerated Reader Program and the Media Center is the center of Literacy. Teachers and parents work together to ensure students succeed by keeping communication open and supporting the curriculum. We have an active PTA, SAC, Parent Focus Group and PLC to guide school improvement and assist the teachers and administration.
- We have a strong focus on student achievement. The implementation of the five goals, 11 essentials and the One Vision, One Voice Plan has started to pull schools into closer alignment and consistency. We need to continue on this path.
- Our schools are in the midst of a massive cultural change brought about by Race to the Top and the systemic educational reform that it is bringing to the district. For the most part, the schools - - their principals and teachers -- are moving forward with these reforms with courage and commitment.

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

- Safe welcoming Has lots cultural variety
- Good weather; year round outdoor activites; something for everyone; international airport

- Central Florida is in the heart of the Sunshine State. Our school district---OCPS---has a long and engaging history dating back to 1869. We enjoy being within an hour and fifteen minutes from the beaches and the Kennedy Space Center, love the numerous lakes and waterways, the cleanliness of the City Beautiful filled with greenways, parks, bikepaths and spectacular architecture, the Orlando Science Center, Orlando Museum of Art, and so much more. The community has a myriad of nonprofit organizations that work with the district in support of our high need students and their families. Business and industry thrives as well, even in this troubled economy. Part of the High Tech Corridor, which runs along I-4 (and one of only four in the nation), the region is the epicenter for simulation in the world. After the first Gulf War, the military reduced the number of troops and gathered those who left the military to participate in the federally-funded Institute for Simulation and Training (IST), trying to capture their intellectual capital, specifically of those who were knowledgeable about simulation through their military experience. The only such institute funded at that time in the nation, IST has generated a boom in Central Florida's simulation industry and developing resources in support of the community, business and industry. The University of Central Florida not only is a partner in the IST initiatives, but also boasts a new medical school and is now the second largest university in the country. It is an exciting time to be a Central Floridian. Science, Technology, Engineering and Mathematics Education (STEM) will flourish over these upcoming years, as OCPS prepares our students to fill positions in the high tech industries. As a grant professional with the district, we look forward to embracing community partnerships with business and industry through our grant initiatives in support of career academies (that meet high standards), magnet programs and other integrated learning opportunities. This will help educators to better prepare our students for the 21st Century workforce. By including our partners in helping us prepare our students, this will also help to meet their needs for well-trained and highly qualified employees. A walk around Lake Eola on a fall Saturday will sell our new superintendent on the community. We are highly diverse (the richness that counts), endlessly creative in art, music, technology, and in finding solutions to educational and community challenges as needed. These thoughts are based on the experience of an Orlando native who has observed a bedroom community grow into a thriving metropolitan community...with a heart.
- Well organized community activities and a popular school feeder pattern which will allow children to have a good group of friends from ES to HS.
- Care about their kids education
- Orange County is a very diverse community, we never lack excitement, and when driving around it feels like a big city but you never realize until a crisis how small town Orlando is. It is amazing how many people in Orlando are connected. It is a great place to live and many opportunities for families and people of all ages. And great places to eat.
- Parent involvement is improving; supportive of school events
- Our school has excellent parent participation. Parents and community members volunteer in the school to assist students and teachers. We are a community school and community businesses support the school with needed services and supplies for families. Parents attend evening events and help their children with homework.
- Diverse communities--this is a strength. The superintendent should be able to relate to a broad spectrum of cultures and communities.
- Our community has responded with enthusiasm to our requests for input about Race to the Top. They are answering our call for support for City Year in our lowest performing schools by committing thousands of dollars to ensure its viability. It is clear that the community desires to be more active and informed so that they can help our schools get better.

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

- Determination, perseverance, leadership skills, honesty intelligence
- willingness to accept the expertise of his/her staff -
- I hope the new superintendent builds on successes of our current superintendent. I would love to see them actively embrace grant opportunities in support of strategic planning and, as we did with Race to the Top and other grant initiatives, include all key stakeholders at the table--- beyond just school district employees---to actively pursue business and industry partners in our initiatives. This same process led to the Evans Community School, a new 25 year partnership among OCPS, the College of Health and Public Affairs, the Children's Home Society and generous funders to help remove barriers to learning for our high need students. Hopefully, the new superintendent will keep the lines of communication open with the teachers and principals and with their learning community and district staff. This is important to maintain the progress that we have made and continue to improve in all areas. I wish the new superintendent would meet with each department and hear what they do, what works, what could be done better, working toward even more solutions.
- Intelligent, well educated, honest, accessible to the media and school events, articulate, approachable by staff and community. Willing to get involved in a kindergarten class as well as an honors AP class.
- People Person Able to communicate Understand what happens at the school level
- The ideal superintendent will have mix experience when it comes to dealing with the management side and best educational practices. Orlando is unique to smaller districts in the balance of cultures, languages, learning styles, income levels, and disability related issues. But what the superintendent really needs to be able to do is make sure he/she can put in place a strong and respected core advisory team who can help him build a stronger district and navigate the big issues as budgets get smaller.
- Experience is the key. Since we are such a large school district, I believe it is imperative to have a superintendent that has prior successful experience and a proven record as a superintendent in another school district. With our new teacher evaluation system, the philosophy is a teacher will improve in instruction and therefore student gains will increase from year to year. We need a superintendent that can hit the ground running and the only way to do that is with prior successful experience in this field.
- Desire to reduce paperwork that is keeping staff from working with children rather than WRITING about working with children; strong political will, since we seem to be the cause of everything that's wrong with society and need support from above
- The new superintendent must be well versed in School Leadership and have a clear vision for the district. The new superintendent must continue to lead with One Vision, One Voice just as Mr. Blocker has done. The new superintendent must communicate well and think fast on his/her feet in order to move the district forward and maintain the respect of the community. Honesty is very important characteristic to gain the trust of the employees as well as the community!
- Strong familiarity with OCPS. The last time we recruited someone from across the country who came in cold and did not know the schools nor the community. A great deal of valuable time was lost. It is possible to hire a "home-grown" superintendent who has a clear view of where we are and where we need to go.

- The new superintendent should be willing to seek community input and support, open to dialog about the schools, and able to provide strong facilitative leadership to bring all the best ideas to our schools. The superintendent should be a strong proponent of community engagement, and have a track record of walking that talk. This will require frequent communication and a willingness to be a visible champion for our schools and our community.

What are the issues the new superintendent should be aware of to be able to “hit the ground running?” (This information is shared with the final candidates.)

- money management
- redistricting; funding- doing more with less; closing of smaller schools
- The district has worked hard to reduce the tendency for departments to work in silos, but this continues to be a challenge. From the grants perspective, we see a microcosm of how departments work together. Improvements can still be made. Much of these challenges have to do with the volume of work and limited time to truly network. Also, though we have a low administrator to teacher ratio, some of our administrators tend to be so busy doing the work of several, that they view grants as extra work and avoid them. I hope the new superintendent will see grants as an opportunity, with good advanced planning, to supplement district funding in support of more clearly defined strategic plans. When that is done, any extra work associated with the grant can help bring additional resources to support desired results.
- How large and diverse the district is. The inequality that some people feel exist. How demanding the Orlando media is for accessibility to the superintendent.
- As our students become more diverse in their learning needs, some how we need to provide teachers, administrators, and others with more support. We are asking all levels of employees to work harder and accomplish more, but there is only so much any one individual can accomplish and be responsible for. He/SHe needs to figure out what is really important and focus there and put other task/projects on hold. If it is not done, we will be losing individuals who have a lot to give to the students of OCPS. For an example, if we want all teachers to teach all students then we need to find ways to provide them with the support, materials and time to do so.
- Current superintendent will be hard to replace; must have positive attitude and rapport with teachers and staff; we need defending in the media - most of us are doing a great job and working as hard as we can, but our jobs have become impossible!
- Student performance has slipped in light of the new high standards and teachers are working to catch up to speed in order to improve students' achievement. Teachers need support for technology if we expect them to be the number one producers of high performing students in the nation! Teachers need more planning and training time to make required improvements in instruction.
- OCPS goals, strong understanding of the non-negotiables, Orange County communities, a history with the district
- The deep system changes that are underway with Race to the Top, the Student Success Act, and the impending reauthorization of the the Elementary and Secondary Education Act will take a steady hand in guiding the district. The superintendent must not shrink from taking a very strong and decisive leadership role, and make expectations very clear to all. The chain of command will need to be strengthened to ensure that all are aware of their responsibilities and have the requisite authority do accomplish their tasks.

Classified Staff

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

- The good things about our school is how much spirit we have!
- People that work for OCPS are very resourceful, we have to be.

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

- One good thing about our community is that they always help us out with anything we need.
- The parents in my community simply want a quality education for their children. It is very frustrating when they have to bus their children across town to attend school when there are schools right in their own back yards.
- Works together for a cause when needed.

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

- To be more involved with the school, and get to know us.
- the new supt. must operate with honesty and integrity. He or she must be willing to fight for those employees that are competent and have exceptional work ethics. Fairness should be at the forefront when considering promotions.
- OCPS needs a candidate with a strong business background to get the county budget back on track, especially facilities.
- I believe the new superintendent should have a business background. OCPS is unfortunately "educator heavy" seemingly believing that all good teachers/principals make good administrators; which is simply not true, just as a good singer wouldn't necessarily make a good swimmer. The new superintendent should be calm, be logical, be fair (preferably an outsider who doesn't feel as tho he/she "owes" anyone here anything).

What are the issues the new superintendent should be aware of to be able to “hit the ground running?” (This information is shared with the final candidates.)

- How many rules we have for safety.
- The morale of the classified staff has been extremely low for the past three/four years, there must be a better attitude towards those who really make things happen at the ELC.
- The schools are not all operating from the same page. There are huge differences in the way schools handle situations and learning.
- Lots of poor managers here - about 90% of managers do not know how to manage people, even tho they attend all the superintendent's summits. Mine, and most I've come in contact with, cannot separate their personal feelings from their work..for instance, I cannot suggest to my supervisor an alternate approach to things, nor can I question him/her..it makes this person livid. Managers here do not mentor their staff..they just BOSS! I believe that some leadership is under the assumption that only the non-white children are potentially living in poverty or poor conditions..not true. Another thing is that a person cannot get a promotion to management unless they have a degree, which is sad...some people were not able to attend college, but a degree does not make a good employee!!! Hire people, promote people based on knowledge, skill, loyalty..regardless of where they gained their info! Sadly, most jobs here are filled even before they are advertised, which means that all who apply and interview are really wasting their time...this system here is definitely a "who you know" system. There needs to be some serious accountability on all levels..not just the worker bees!

Community Members

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

- I know that my school is a place where i can feel safe. I go there every day to get the education i deserve, and become the best student possible.
- We have nice spirit for school
- We're an A school, good at everything.
- I feel safe at school. FHS promotes a healthy learning environment. Different events such as Pep Rallies and Home Comming Week promote school unification and spirit. The academic aspects of school (Mu Alpha Theta, NHS) are supported just as much as some sports. :)
- our school is really clean and we have an amazing principal. there are so many teachers and staff that are helpful and inspiring!
- The good things about our school, is the high education provided and the great teachers we have that give quality learning skills to each and ever student.
- Our school had such good role models and teachers. we have an amazing principal and our school is clean and spirited!
- Some things that I think are good about my school would be that it doesnt matter what you like, you will still have friends and all the teachers seem to be extremely caring for my education.
- Nice teachers and fair administrators.
- We have a really good sports team. We also have a very organized janitorial staff that is very willing to work with the students. Our students are very diverse, giving us a very wide range of different cultures.
- We have a really good sports team. We also have a very organized janitorial staff that is very willing to work with the students. Our students are very diverse, giving us a very wide range of different cultures.
- Our school is very clean. We have great teachers that I think we do actually learn from. And our school is very active within school and the community.
- the school is kept pretty clean. most of the faculty is nice and helpful.
- Student diversity Quality teachers and administrators Large district Alternative education options
- Freedom high school is very clean, very organized, very strict, very dedicated.
- We have plenty of sport programs and electives to choose from. Our chorus program is excellent.
- the staff is very caring.
- our school is extremly spirited all in and many people always attend our friday night games. we take extreme care of our school making sure it is always clean a good place to learn.
- The good things about my school is that it is well disciplined and kept in order. Also its a safe environment for any student.
- The good things about my school is that it is well disciplined and kept in order. Also its a safe environment for any student.
- Clean campus, school spirit, not much bullying.
- Some good things about the school is that were an A school and we have alot of spirit, and we have some really kind and trustworthy students who work really hard.
- Our schools are clean and have considerate rules.

- -positive, diverse community -in the past 8-10 years, the school system has developed a reputation for providing quality education -new and re-building of physical plants (school buildings)
- Our schools are rich in diversity which is a beautiful thing. Our schools have a lot of potential, but need the right leadership to motivate them, not threaten them.
- Most of the students are respectful and nice, and the school is organized.
- My school is very clean, spirited, and is an A school.
- I love my school. The only think that sometimes dont like are all the rules and restrictions. But i know they are in place to keep us safe.
- My school (Freedom High) is very diverse and our students do not neccassarily fall under one classification they like to be in multiple group environment. Our school is also very clean and we make sure that we do the best we can to make it a place of good learning as well as a place where everyone gets involved. I also like how the deans in my school actually talk to us and want to know our opinions and don't just treat us like students who get in trouble and/ or just another face.
- School has an overall welcoming vibe. No one would really have a reason to be scared or offended enough not to come to school.
- My school has a safe and clean environment. Teacheres try thier best to help students by taking thier time a side my helping you in the mornings or after school to get you up to speed with the other students.
- Our school is very united this year and our campus is kept very clean. School spirit is emphasized on a daily basis.
- We have school spirit and it is very clean.
- It is safe and a great environment to learn in.
- The teachers have are best interest and they push us to do our best and there is a lot of classes offered.
- The good things about our school is that we are very spirited and hardworking in everything that we do. We are also an A school and we are all proud of that.
- very safe enviroment and is very organized w.th good teachers
- We have great teachers and principals. We have many, many outstanding teachers. The building program has resulted in well-updated schools. Our academic program offerings are good. I have checked community member as my stakeholder group, but I have four children who went K-12 in OCPS with the youngest graduating in 2009. I have been actively involved since 1994, and I have volunteered for many committees through the years and know a great deal about the district.
- we have good academics
- Staffed by dedicated and well prepared educators at every level. Striving for excellence and improvement.
- Are providing a good education. But, more needs to be done to include improving the Anti-Bullying Program; developing a sense of community service and patriotism in our students--the future leaders ot tommorrow...
- Great teachers, hard working but under paid

- The Orange County Public Schools have consistently improved the quality of education provided to students over the last decade. The process has involved tens of thousands of hours of effort by the people on the line, teachers primarily, under the pressure of a difficult legislative budget and a hugely difficult economy.
- Top quality teachers
- Vast array of options for students, considering the large diversity within the school district's population.
- Principals seem to have control of their staff and buildings.
- Test

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

- Our community is always somewhat engaged in the same activities. For example, Hunters Creek Running Club is an amazing place where families can get fit and have a good time! It is also very safe and beautiful!
- In my community it is a good place to live. Also, we have a lot of places for us to have opportunity and develop in the real world.
- Hunters Creek is a great place to live.
- There is a lot of community involvement in Hunter's Creek. Hunter's Creep Nights, 4th of July Parade and other events are family friendly events which create memories. Lots of events such as Free Movie Night at Osprey Park help keep teens off the streets and out of crime, by providing them with something safe and fun to do.
- We can be spirited and organized. A lot of people know each other in my community and there is a lot of nice people.
- Good things about my community are that we are unified and very developed. We also have a lot of events and activities that occur.
- It's a clean community that doesn't have a lot of crime. A lot of people know each other within the community and are all friends :)
- My community is full of extra-curricular activities that I can use for community service hours and keep me on track with my life by encouraging donating, resisting drugs and living healthy.
- Beautiful weather and students who need to succeed.
- Our community is very willing to help out a family in need and very supportive of our schools. They plant trees around the area, pick up trash, and try to maintain nice-looking neighborhoods.
- Our community is very willing to help out a family in need and very supportive of our schools. They plant trees around the area, pick up trash, and try to maintain nice-looking neighborhoods.
- Our community is very helpful.
- Everyone is involved and people are friendly.
- Diverse community Outdoor play areas for families/residents Access to beaches, rivers, lakes Supportive business community - major employers College and university
- beautiful, low crime rate, united.
- Hunter's Creek for the most part is safe.
- There's always something to do.

- my community is very warm and loving. many of us come together to be able to accomplish many things. we always try to keep everything clean and safe for a good environment to live in.
- The good things about my community are that people can feel safe when they are out doing their daily activities and its also a very friendly place.
- The good things about my community are that people can feel safe when they are out doing their daily activities and its also a very friendly place.
- Everyone lives close by, many "malls" and hangout areas to go to, many different churches.
- Some good things about our community is we have alot of helpful people everyone is willing to lend a hand. Also we have a quiet peaceful safe community.
- Our community is united.
- -Orlando, Florida (tourism capital of the world) -an engaged Business Community -new Events Center, soon to be a new Performing Arts Center -SunRail -UCF/VCC -Sunshine - relatively strong school tax rate
- Our community is also rich in diversity and our leadership should reflect that. We need open minded leaders of all races and backgrounds.
- I don't see violence and I know the people where I live.
- We are all really unified and clean. We all come together and have a good time.
- Our community is very close knit. I think that we try to help each other out as much as we can.
- My community as well is very diverse. It's quiet even though there is a lot going you still feel like you are in a calm environment. I also like the fact that a lot of the stores and food places by my school help us fundraise and are apart of our school spirit as well!
- People are well-informed at times, although not always. We stay up to date, using the news and other smaller resources.
- My community is a very friendly and welcoming place. There, it is kept clean and people are always looking out for one another.
- Our community is also very giving and united.
- My community is very safe and inviting to outsiders.
- It is also safe and very involved.
- It's a well rounded area with a lot of things to do.
- Good things about our community is that there is no violence and it is pretty clean. We also all get along very well.
- very safe
- Our community cares about its schools. We have a large number of kids who could afford private schooling who attend public schools. This community wants to be proud of its schools and feel at though they are a part of our children's education. That desire to be involved goes well beyond parents of kids currently in schools.
- we our big
- Friendly people. Helpful people.
- Our Community must strive for Education Excellence (be #1 in the Nation); craft a Partnership (Students, Parents & Community); develop properly the good Leaders, Citizens, and Patriots of tomorrow; be inclusive as we educate all (to include our diverse students); also, teach our Students Community Service and what effective government is all about; have an anti-bullying program that brings students together; honor our Country (pledge of allegiance; voluntary prayer in school...); work for the good of all!

- The community is dynamic, growing despite the economic downturn and filled with diverse and potentially engaged citizens.
- Great school board members who care about children
- Very mobile - Orange County continues to have many people moving to the community for work and school. It is an easy to navigate community and most information about the community is available via internet.
- I live in an area that has a K-5 community school, YMCA and is a partner with the city/county government. All schools in the district, not just mine should be a collaboration between city/county/state and their communities. We should not have ties to religious communities, but enable groups who are not for profits and clubs to use the facilities of the schools for a nominal fee.

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

- The New Superintendent should have a great attitude and a lot of patience. Orange County has come such a long way, and i know it will only get better and better.
- Good leader , helpful , and also is not demanding to a point where people hate the superintendent.
- Care about his community and schools, good leader & responsible.
- The new Superindendent should find ways to stop budget cuts in school, so that students to not suffer from bad economic decesions made by politions.
- he should me cool enough to talk with student and not have them be scared of him. he should also be strict enough to enforce laws but then be nice and spirited. not mean and really chill but not over relaxed entirely.
- I think organizations and someone with bright ideas for success would be good characteristics of a new superintendent.
- He has to want to enforce reasonable rules but he has to know the people and be able to talk to them. no one should be scared of him and he should be cool but people should also have alot of respect for him.
- They should really know where all these kids come from, they should be kind, accepting, friendly, and not intimidating so that you can actually talk to them 1 on 1.
- Determination to succeed.
- He has to be able to fight for our local schools and get them the funds that we need. He can't be hasty or rash, we need some one who is level headed and open minded.
- He has to be able to fight for our local schools and get them the funds that we need. He can't be hasty or rash, we need some one who is level headed and open minded.
- The new superintendent should definitely be a leader and very organized and aware of what is going on at all times.
- wanting to make the schools better, eventhough the school i attend is good there is alot room for improvement.
- Strong leadership skills in overseeing a large school district Experienced educator Skilled at interacting with business community and building/sustaining partnerships Creative problem solver
- The same as Dr. Border. Except the new superintendent should be more lenient on dress code especially during the summer/spring time when it's extremely hot outside.

- he should be well organized & be openminded about our new ideas.
- be firm with what they want done in this county. make sure to be warm loving and show that you really care about everyones oppinion.
- Some characteristics and qualities the new superintendent should posses are the quealities of a good leader. They should be ambitious about what they are doing and should also be hardworking and willing to solve conflicts at any notice.
- Some characteristics and qualities the new superintendent should posses are the quealities of a good leader. They should be ambitious about what they are doing and should also be hardworking and willing to solve conflicts at any notice.
- Knows english, and spanish, and other main languages. Is nice and friendly. Able to walk.
- The superintindet should be a quality leader that is willing to do anything to help the schools and the community. He/She should be trustworthy and loyal, as well as being open minded.
- The superintendent should be caring, considerate , responsible, trustworthy , and forgiving.
- -internal and external communications (must be engaged with elected, business, media, and community leaders, as well as the educational community -previous and successful experience serving as a Schools Superintendent, for a large school district
- Supportive of the bilingual and esol programs; motivational to teachers and staff, not threatening; passionate about the students, not the status of being superintendant.
- Organization, knowing what the students needs to be more successful, leadership, and being realistic of the situations.
- Should be very organized, classy, and respectable.
- They need to possess the ability to lead, to listen and understand the parents and students needs, how to communicate well and make sure they have a really good personality.
- He or she should possess a social ability while letting others know that he/she is the boss. I also would like the person to be involved and more or less intrested in what we as the community and students think about. Also a great personality that most everyone would want to talk to!
- Organized, classy, a good speaker, can uphold standards of the OCPS students and staff, and is very punctual to meetings and other goings-on.
- They should be able to keep organize and have a good way of relating to students to help them with any problems or needs,
- They have to have a sense of unity and familiarity and understand that that is a huge part of what builds up a school and keeps it together.
- Welcoming, willing to get the job done.
- He should be friendly and open and make decisions for the greater good not just for themself.
- He has to be a good leader, smart, and put his best effort into everything.
- Skills, qualities or characteristics that the new superintendent should possess are that they should be helpful and kind, as well as being able to lead the school system and take charge.
- needs to be organized, and know exactly whats needed and what needs improvments
- He or she should be open to the community and to teachers. He or she should be able to come in and clean out some of the naysaying middle management district personnel. He or she should insist upon transparent decision making and accountability from district staff. He or she should listen, hard, to the teachers, who are exceptional, in this county. He or she must understand that the village that is our community must be truly engaged--listened to and empowered for real, not just going through the motions.
- equal,smart fair

- Excellent communicator. Good listener. Goal oriented. Realist. Consensus builder. Thinks logically.
- Please, see below some OC Superintendent Selection process suggestions:
 1. Provide all Candidates an OC Schools Main Issues List/Report, and ask Candidates to turn in, with their application, a written outline about their problem solving suggestions; how they would focus on the Students, Parents, ... quality Education; effective, efficient and caring Administration; ...their "vision" for success; bring people/community together to work for the good of all... a. Develop and provide Applicants: a Job Description, KSA Checklist, Interview Main Questions, OC Schools issues/status report...; see their strategy on tackling the problems. Be consistent, but, flexible with all... b. Some outline interview questions to ask: (1) Why do you think you are a good "fit" with our OC Schools (Students, Parents, Staff, Community, Board...)? (2) Have you tackled similar OC School problems in the past; if so: how did you evaluate and resolve them and what were the results? (3) What is your Leadership Style? (4) What is your educational, teaching, and learning styles/ models? (5) What is your management or administration model; decision making process; how do you set and evaluate Strategic and micro Goals, Policies, and Standards? (6) How would you institute positive change? (7) What is your outline to prepare OC Students for College or a Career path-- for success in life? (8) What is an outline of the Staff and your professional development and training plan? (9) What is your proven record...? (10) How will you minimize school bullying; build community servant Leader Citizens... (11) Other
 2. Ask UCF President, Valencia College President, Mayor Jacobs, Mayor Dyer... their formal input on all the above; serve as Senior Advisors in the TEAM selection process...
 3. Train Search Committee on the selection process; ask the right questions...Ensure a "level playing field"; judge on qualifications and fair merit. Some Checklist Candidates' attributes, qualifications, competencies, and KSAs (Knowledge, Skills, & Aptitudes) to consider in the search of a new OC Schools Superintendent are: (Draft Checklist) Knowledge: 1. PhD Education (Supervisory/Administration/Other) 2. MBA or MPA or Master School Administration 3. Superintendent Certified 4. Teacher or Instructor Qualified Skills & Aptitudes: Able/ competent: 1. CEO/ Senior Leader; Moral Character; Inspire, motivate, guide, sets example... Leadership abilities (Team Builder); Government Affairs; find new funding streams; Grants... 2. Senior Education Executive/Manager/Administrator: Curriculum Development, instructional strategies and assessments; plan to deal with Education Diversity: American Hispanics, Blacks, Asian...; Educational Technology...; Distance Learning/ Virtual Schooling...; Learning Styles (Student Focused)... 3. Business Executive/Manager (Oversee: Billion Dollar Budgets, Construction Projects, Facility/ Vehicle Management, Logistics, Property Accountability, Contracts, Cafeterias (Food Management)... establish Checks and Balances...; prevent pilferage...; measurement metric... 4. Communicator/ Build Relationships: Staff, Students, Parents, & Community. 5. Strategic/ Tactical Planner/Doer: get data/facts, plan/analyze, organize, coordinate, supervise/execute, & evaluate: Decision Making; analytical ability to solve problems correctly; Planning (Long, Short, & Near Term); Policy/ SOP Development; Operations (Properly control what is going on; get the job done/ mission accomplished.) 6. Program evaluator and improvement; achieve "A" Schools... 7. Human Resources; Student/ Staff oriented. 8. Legal literate... 9. Positive Change Agent; Benchmark (Borrow/; institute good solutions)... 10. To synergize; bring together... to work for the good of all. Experience: (18+ years) 1. Executive (Education/Business)/Senior Administrator 2. Education Supervisory/School Principle or equivalent 3. Teacher/ Instructor; Mentor We must strive for

Education Excellence (be #1 in the Nation); craft a Partnership (Students, Parents & Community); develop properly the good Leaders, Citizens, and Patriots of tomorrow; be inclusive as we educate all (to include our diverse students); also, teach our Students Community Service and what effective government is all about; have an anti-bullying program that brings students together; honor our Country (pledge of allegiance; voluntary prayer in school...); work for the good of all! It is great to work with distinguished Colleagues in an open process (FL Sunshine Laws) for the good of all! THANKS! One TEAM-for the good of all!

- Some recommended attributes and qualities of a New Superintendent are: (KSA) Knowledge: 1. PhD Education 2. MBA or MPA or Master School Administration 3. Superintendent Certified 4. Teacher or Instructor Qualified Skills & Aptitudes: Able: 1. CEO 2. Senior Education Leader (Inspire, motivate, guide, sets example...) 3. Education Manager/Administrator (Curriculum Development, instructional strategies and assessment) 4. Business Manager 5. Communicator 6. Team Builder 7. Decision Making; Analytical Ability to solve problems correctly 8. Planning (Long, Short/, & Near term) 9. Policy/ SOP Development 10. Operations 11. Program evaluation and improvement 12. Learning Styles 13. Deal with Education Diversity: Hispanic, Black 14. Oversee: Billion Dollar Budgets, Construction Projects, Facility/ Vehicle Management, Logistics, Property Accountability, Contracts, Cafeterias (Food Management)... 15. Human Resources; Student/Staff oriented 16. Parent/Public Relations 17. Government Affairs 18. Legal 19. Establish Checks and Balances 20. Implement necessary change 21. Educational Technology 22. Moral Character 23. Benchmark (Borrow/institute good solutions) 24. Distance Learning/ Virtual Schooling 25. College or Career Path Education Experience: 18 years or higher 1. Teacher/ School Principle or equivalent 2. Supervisory 3. Executive/ Education Administrator
- Positive leadership, not a dictator
- The ability to break out of the bubble and to engage the community in building better schools.
- He/she should be able to carefully screen principals to match them to the faculty and community. They should be evaluated just like teachers in terms of their professional behavior and relationships in school and with the community.
- The new candidate must be engaging, aware of the impact of the community leaders, willing to make changes within the system, really listen to parents, students and teachers to hear their concerns, open minded, strong business background, understands the need for technology and its future.
- Must be a business leader, with executive skills in education and management. Must trust his teams to run the day to day operations of the schools. Must give fiscal autonomy to the local schools and their executives/principals.

What are the issues the new superintendent should be aware of to be able to “hit the ground running?” (This information is shared with the final candidates.)

- He/She should be aware that some students do not take their education seriously, and will make some mistakes that will really damage their future. So don't be surprised!
- Our school has a lot of rebellious people
- He/she should be aware of the issues on campus with students failing and doing bad things.
- He/she should be aware of diversity of student body of students. Because in Orange County we have a great variety of ethnicities.
- not enough warnings and too many detentions.

- He should be aware of the economic issues that all schools are facing and take that into consideration.
- Some times the reasons they give detention for are pretty harsh.
- They should know about the drug problem, and the vandalism that can rarely happen outside and inside of school.
- What the needs and wants of people will be. Should know about the current political climate and about the ways of the new administration.
- Our school's need more money to keep supporting our arts and athletics. We need more school programs against the use of drugs and violence.
- Our school's need more money to keep supporting our arts and athletics. We need more school programs against the use of drugs and violence.
- I am not aware of any issues so therefore I don't know.
- all the schools are very different from one another.
- Community/State that has a difficult time in funding education at appropriate levels
Community that is quick to criticize and delayed in providing positive comments Many/most teachers and administrators are very dedicated to quality education in their classroom/school and need the support of management to be successful in teaching children to be successful citizens
- There are a lot of ignorant people at our school who don't care about school or getting an education.
- we need more money for clubs and extra curricular activities.
- they should realize that we have a high population of teenagers that are doing things that shouldnt be done. also be aware that theres alot of people who have negative comments on the things done in our community\school.
- The superintendent should be aware of keeping Orange County schools at the highest potential they can be.
- Florida is hot. Orange county has "alright" sports team.
- I believe the superintendent should be aware of the dress codes in school. Because some of these kids dont even know the meaning of hemline.
- None.
- -School building issues (potential loss of the building sales tax in 2014) -relatively new form of governance, relating to the new position of an elected School Board Chair -
- The bilingual and esol programs are very important to the future of our community. I am a produce of the bilingual program and I was devastated to hear it was terminated. I am who I am thanks to that program and was able to succeed college and beyond because of the strategies this program taught me while learning english.
- Raising the normal classes into a higher level for the students to be more successful in life and money issues.

- Student numbers at schools are over crowded while some schools are well below the number of students the school is built for. Re districting of students should be done. Review of layers of employees. There are way too many layers which create an enviroment of miscommunication and information not being shared with the corresponding departments. Schools are individually doing some of the work that down town office is doing but not being shared with the schools. Alot of attention is turned to the West side leaving the East forgotten or not addressed. Accountablitlity for information being sent downtown is not verified, but left to the assumption that it must be true because the school turned in the information. There needs to be follow up, verification and accountability for how things are handled. There needs to be more unity and consistancy in policies and how each school handles situations not leaving it up to the sole discretion of the principal and how they want to run things. I understand each school is unique, but the system for grading and testing is not adjusted to the schools which the teachers and administration gets graded on.
- How the district works and/or any traditions.
- the whole issue on how we are broke.
- The budget cuts and also getting better food in cafeterias. I'm not just saying this as a student I am saying this in general because if I am going to want to eat something at lunch it would be great if I had something that benefitted my health unlike 3 day old chicken strips and bad apples. Maybe something like more salad and vegan choices and more healthy alternatives!
- Children are not always focused on their academics(which would be the normal of any school district) and teachers that are concerned because their pay is based on the concentration and raw test scores of students.
- That the students do not always get along with other students, some of the administration working in the office are hard to understand and are not so welcoming, and that are food is not very good.
- They should be aware of the importance of involvement and how we really need to keep everyone informed and involved within the community.
- We have a lot of oranges. . . .
- Parents who are in everyones business even when it is unnecessary.
- There is a lot of drug use among the students.
- The superintendent should be aware of if the schools are getting better or worse, the current state and health of the schools and which ways they're trending.
- the education system in orange county is very good be we could always improve
- The district has a culture of infighting, territorialness, intrigue, and extreme lack of openness with the public. The school district is the worst local governmental agency in terms of compliance with public records laws. Many of the district's middle managers, some of its top managers, and perhaps more than a few principals got to where they are by playing a game of intrigue and butt-kissing. Efforts at honest, systematic community engagement have been stop and start and there is a sense of skepticism and disillusionment in the community. That is why, IMHO, the community voted overwhelmingly to have an at-large elected school board chair.
- support the arts and equal treatment of sports and school
- Financial challenges. Socio--economic challenges. Changes in the way schools, teachers and students are being evaluated.
- Bulling problem 2. Develop Leaders and Citizens; how government functions...

- NOTES: 1. All Candidates should be told about prioritized specific OC County School issues; ask how they would solve the 5 main ones; make OC Schools the best in the Nation. 2. Application Checklist focused on KSA+ and Experience. (For scoring applications) (Define scoring system) 3. Interview Checklist (For scoring Interviews) 4. Main Questions List (fairly ask all Candidates...) (Be consistent) 5. Follow-up clarifying questions: TBD
- Low moral because of increased pressure from Tallahassee, 3% pay reduction.
- There is much more focus on form than on substance in the giant bureaucracy which is the school system. The new leader must have the ability to engage the entire community, not just parents and teachers, in our schools.
- There are several principals who could use additional training on the evaluation system as well as employee relations.
- Varying levels of education that need to be addressed. Develop a plan for non academic focused students to get on track to jobs of the future. Not all students need/must go to college.
- Concerns about professionalism of the teachers. Training of the principals in management and executive leadership is essential. Hold the teachers and principals accountable and fire/remove people from their positions.

Parents

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

- Excellent facilities overall. Capable administrators. Staff at the county level and in the Area Supt. Offices are skilled.
- Its a top rated school.
- We have great teachers.
- Strong academics. Discipline and accountability is a priority. Parent participation is strongly encouraged. Reasonable allocation of available funds.
- I like the organization of the car line and the media center employee The office staff has been very helpful and has made our transition here very smooth. They have been very patient even when we asked a million questions. I wish the school would do a fall festival for the students; it is a great time to bring families out for family fun.
- The teachers and curriculum.
- My children attend Pine Castle Elementary. I love it because it is a small school, 2 teachers per grade, some with 3. It is such a family atmosphere, that i know my kids are well taken care of and looked out for. It's not just about the mandated class sizes, but size of the school.
- Our school is a Title 1 school, and I like the free tutoring.
- Committed parents and teachers in many schools. Students who excel at a national level in many programs and at many grade levels. Principals that are able to impact positive change when allowed to lead.
- New facilities
- They are like a community, family.
- Good marching band program at University High School where my son is a student. However, costs for band are too high for average student. School desperately needs Latino Studies program (curriculum). There have been no events for Hispanic Heritage Month which is a huge setback in dealing with high drop out rate of Hispanic students. New principal is trying to improve school which was abandoned for a long time and now school is under remodeling (should not have gotten that bad). The school uniforms were finally replaced this year after students had the same worn out uniforms for 14 years and had to be continually sewn and altered. At Legacy Middle school my son was treated horribly by administrative staff. Thank God I was able to work with him or he would be another drop out statistic. His father was sick most of his Middle School days and died while Middle School Student. There was no counseling or contact from staff to family during time of crisis. Luckily I went to the school and asked for counseling which they provided. I find that school staff in general at schools is not in touch with community.
- It's in the neighborhood.
- The magnet programs are good.
- my son likes his Kindergarten teacher
- Our teachers do their very best with the resources that they have. They care about their students. They offer help for struggling students. They want students to succeed.
- They listen to parents and students. They keep the safety of students as utmost importance. They provide opportunity for ALL students regardless of ability.
- Good teachers.

- Openness - information is shared by the Principal at SAC meetings, Open House, and other forum. Focus on Academics - Reading and Enrichment classes
- Diversity; Decent amount of caring teachers; Have some newer buildings and equipment. My daughter has a smartboard in her classroom. Have special areas (Art, Music, Computers, PE) and after school clubs
- Our schools have beautiful structures, are very diverse, have teachers that care of their students, are open to parental involvement and sports/recreation activities for students to get involved.
- We love Blankner. The teaching staff and administration staff genuinely strive to make our kids be successful even in small ways everyday.
- Many positives include: K-8 school. Lower census of middle school students. Same administration for students (deans)throughout 9 years for better accountability. Band, art and music programs, & sports. Uniforms. Quality teachers. Active parents, PTA, and SAC.
- Caring teachers and staff
- Our campus is kept clean and organized. Our sporting events are secure enviroments for parents and children to attend in the evenings. Our faculty is dedicated to the well being of our students. I wish the magnet program was the way it used to be. In its creation, the kids interviewed, dressed in professional dress, the parents went thu interviews. It was more like a college interview with teacher recommendations, school essays and tests and NOT a random draw. It should be a earned prestigious privilidge and not available to any and all students just trying to step aside the district boundaries. That was not what it was created for.
- The school has gave students academic Excellency
- Parent involvement is strong, great teachers.
- Caring staff, clean, welcoming environment.
- Teachers/Students - Orange County has some of the best teachers and the brightest students. Unfortunately both are shackled by a system that is not working and not focused on education. The current system forces students and teachers alike into a one size fits all education model. Teachers cannot teach in a way the is most effective for students individual learning needs and students are fed through a systems that only rewards those who fit the education model and excel simply at improving their data point on a vast collection of data points. The focus is on data, NOT on the children and their education. One Vision One Voice sums it all up nicely; a communist ideology that deters individuality and rewards conformity. This mantra needs to end immediately. Teachers and students alike should be rewarded for their individuality and ingenuity in their approach to education. EVERY child should be given the opportunity to flourish and learn and not be pigeon holed and "tracked".
- Organized, friendly, good teachers and staff
- The parents and staff in our area truly care about our childrens education and security. I am only an elementary parent so I cannot speak for the middle and high schools.
- Clean,music classes, transportation.
- We have a great pto and the staff is great.
- Employees from many different backgrounds, diversity.
- Our principal keeps the safety and well-being of the students as a top-priority. * Elementary school offers extended-day at the school before and after the school day. * Teachers provide quality instruction. * Textbooks are offered online so do not need to carry back-and-forth to/from home.
- Shingle Creek Elementary keeps parents involved and informed.

- That it has the arts. (Boone). That it continues to be an "A" school.
- Our school has high parent involvement. Also, I think it's really important that we continue to have a broad exposure to topics for the kids. I love that our school has PE, music, art, library, math, science and computers that the kids are exposed to on a weekly basis.
- My kids are in Thornebrooke elementary. I am very happy with the principal and the teachers at this school. They have been able to balance the budget requirements with keeping arts in the school and upgrading technology.

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

- It's a great place to live. In many parts of our county there are parents and others who are anxious to be involved in the schools and in the community.
- The kids have good potential but it's not being used.
- Good business participation in supporting school activities. Parents have an active interest in maintaining quality education.
- I am sorry but I do not know much about the community at the moment.
- The "community" of our elementary school has very dedicated parents and community support, unfortunately that is not the case for the middle school and high school.
- Our community is split between our public school and the charter school. Everyone loves the elementary school, but didn't want their kids attending the feeder schools, so moved to the charter school. So our community support (mainly Belle Isle) favors the charter school.
- I'm happy about the Partnership in Education participation at selected our school.
- Great place to live. Small town atmosphere with big town opportunities. Affordable place to live. Center of growth for Florida for the next 25 years.
- people will get involved when they feel the board is not following direction of the people in the county
- We unite in times of good and bad.
- My community has a lot of good cultural programs and centers for Puerto Ricans/Latinos but I don't see school administration/school Board staff working the way they should with these centers.
- Close-knit, friendly, willing to help students who live in the area.
- Come together when needed to achieve a common goal.
- we will continue to fight for better schools and officials
- Our community is friendly. Many care about the future of our children. We have many blue collar workers with big hearts. We have a close community who supports high school events and local charity events.
- Excellent weather and recreation. Diverse community
- Safe, quiet, clean, and family oriented.
- Diversity; Not too big. See teachers, and families at grocery stores, soccer fields, and at school
- My community is made up of Hispanics, the school that my children attended were very diverse in population because it helps the students understand diversity.
- Our community is unique in that there are several families that have been in this district for at least 2 generations some more.
- Electric mix of homes and residents. Close proximity to downtown.
- Our part of the county is very community oriented.

- This is a multi cultural, integrated community focused on quality education and not test scores and meal plans. There is more to our school system than just meeting a gov't standard number that someone outside the community set for ALL to follow. Lets help and teach individuals no teach them whats needed to pass a test. We are a community deeply rooted with families living here for generations and multi generations graduating from the same school. So there is alot of school spirit and participation in such a home life enviroment. My kids go to the same school my parents graduated from. That is three generations of graduates.
- Safe, Clean
- Tight knit, supportive, very fit (lots of people spend time outside). Lots of community activities for families.
- Parents want what is best for their children. High rate of participation in fundraising (PTA) events.
- Our people. The people of Orange County value education for our children. Unfortunately, federal and state school funding and the strings that come along with the dollars, overshadow the will and determination of community members. Our education system is dictated by legislators and bureaucrats that sit in offices hundreds oir thousands of miles away and have NO idea what is best for Orange County Schools. The people of Orange County and stakeholders of Orange County Schools and even stakeholders at an even more local level from school to school need to have ultimate control over how our schools are operated.
- Quiet, easy-freeway access
- The parents want to do everything they can for the betterment of our school.
- We know and care about each other.
- Community has many hard working families.
- * Southwest Orange County community seems safe from crime. * Economically, there is opportunity.
- Most of the children in our area come from single-parent homes and the neighbors work together to help each other out.
- Family oriented.
- I think our community is very diverse, which is positive. Most people have transplanted from other areas of the country, so I think there is a much more wide-spread exposure to education systems across the country here than there may be in other places.
- I live in Windermere Florida and we have a community of very active parents who want the best for their children.

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

- While the vision for the district is clearly articulated by county-wide staff I think it gets lost too often by teachers and administrators in local schools who have to juggle so many things. I'm hearing good things about the focus on teaching that the new evaluation tool has brought but I think this needs to be reinforced. In order to continue to raise the funds needed to run our schools he or she will have to be a skilled spokesperson.
- Puts student's needs first. Good decision maker. Builds strong teams: Hires talented people; enables teams to let go of untalented people quickly.
- A person thats not afraid to make changes.
- Financial Background - We have to get a lot done in the area with very little money!

- Prudent oversight of budget. Addressing teacher and parental concerns a priority. Keep bureaucratic red tape and restrictive teacher requirements to a minimum.
- I recently went through this in another state and when the deputy superintendent took over he became more of a politician than working with the staff and students. I feel the superintendent should sit with classified employees in the office and cafeterias. I feel he/she should make a visit to each school and introduce he/she to the students in casual clothing so they know there is someone who cares and is not stuffy in a suit. Formal attire to students can be intimidating. It should be a person who has a family and who has had children in school so he/she understands all aspects of the position not just the political or financial aspects. I wish you luck and hope the recipient is down to earth and can lead us back to basics and morality.
- He or she should have experience running a large organization (i.e. with a budget over \$1 billion, OCPS is not just an educational organization). They should have demonstrated the ability to streamline other organizations and be willing to truly welcome community input, not just create programs saying that they value community input while shutting out those who might dare to challenge the status quo.
- Understand the diversity of the county and schools / Help the schools with a "bad rap" not lose student body but show that they are a quality school (i.e. Walker Middle)
- Business skills acquired in the real world - not the education world. The ability to rise above the typical education attitude of entitlement and establish effective accountability at all levels. It is a must that the new superintendent have a greater appreciation for the concerns of parents and an understanding of the crucial role that they play in the education process. The superintendent needs to understand that he/she ultimately works for us - the parents and the tax payers. We are weary of being talked down to and our opinions being discounted. If you wonder why we didn't show up for the feedback meetings, try giving us more than a weeks notice next time and a few more options in terms of dates and locations. The new superintendent should not be in charge of both the education side and the capital building side of OCPS. Too much responsibility and too much control of funds. That's why we're in the building/renovation mess we're in now. The new super. must be able to relate to the business community and engender cooperation with that community.
- past record includes limited budget and success in challenged districts with results of grades and community involvement. COMMON SENSE and demanding of educators and the board members.
- Be in touch with the parents. This person should be transparent in everything they do and so should the school board.
- First of all the School Superintendent should be Puerto Rican or Hispanic. He/she should be someone who can relate to the Latino community and implement programs for parental involvement. Many in community are disgusted with the School Board which is totally out of touch with the Latino community. Almost half the students are Latino and yet no School Board members are Latino. Therefore we have no say in the 1.49 Billion dollar budget. Many programs needed for Latinos such as Bilingual/Bicultural education, Latino students, ESOL funds are not delegated to our students even though the Latino community pays out millions in taxes. Taxation without representation is unacceptable.
- Friendly, knowledgeable of the latest school procedures, Works for the benefit of the students NOT the faculty or parents.
- Be aware of all the areas within the school that are in need.
- -out of the box thinking -cannot be swayed by developers with deep pockets

- good decision-maker, sound decision-maker, good communicator, educated, fair, understands business policies, understands children, patient
- Be able to run one of the largest "businesses" in orange county. Education is our "Business" and an industry can be learned, experience running a very large diversified business is essential. Able to attract very ABLÉ managers and keep them with lower pay than private industry.
- The ability to tell the story of our schools and education needs well. The ability to work well with school board officials as well as city and county officials. The ability to develop a vision that is long term and looks beyond test scores.
- Teaching/Administrator Background; Motivator; experienced in governing or leading people; have a systematic plan to achieve goals; accepts feedback from parents; learn from other educational entities nationally and internationally; reachable-open lines of communication; success he/she can point to
- Great communications skills, Interested in educating all groups of people; Willing to consider other alternative to improve education system in Orange County (school uniforms, extended school year, etc)
- Have a great personality, open door policy to community stakeholders, be committed to the vision & mission of OCPS, knowledge of working with the different urban/suburban communities.
- The ability and willingness to communicate clear objectives to finding SOLUTIONS rather than "politicizing". Also the ability to really hear what parents and teachers are saying.
- Open to what is right for the students not just budget cutting. Strong advocate for expanding curriculum with the arts and languages. Strong business background, PHD in education, experience with all levels of the education process.
- Successful in running a medium to large school district. A visionary. Bold - not afraid to change "the way it's always been." Bold - not afraid to take a stand. Willing to try new things. Not always assuming that "it won't work" as we have had for the past several years. Be an innovator and initiator.
- A person who remembers what it was like to be in a classroom and not a career administrator
- Initiative, innovative
- Good communication, ability to 'find' money in the budget and from other sources. Ability to boost morale among teachers who are concerned about merit pay.
- Knowledge of the demographic, educational, and financial needs of the communities being served.
- The new superintendent needs to have a backbone and tell the federal Department of Education and the Florida Department of Education that we are NOT going to play by their rules simply because they return tax dollars to our local schools that have been confiscated and laundered through other means. Our schools, our way. Go back to Tallahassee and Washington DC and find somebody else to pester. We will not take it anymore. We will defend our childrens' education and educate them the best way we see fit. We will not follow unconstitutional laws like No Child Left Behind or participate in federally mandated programs like Race to the Top.
- experienced and proven leadership in a public school environment, professionalism
- It's kind of what we need for a president.....someone that has a clue on how to run a business. A person that has organizational, management and leadership skills.
- Good communication skills, truly concerned for children,selflessness, understand what needs to be done to improve education.

- that the childrens education comes first.
- To have knowledge about different cultures, open minded to new ideas.
- * Has character and integrity - is truthful and forthright with self and others; aligns words and actions; understands and refuses to cross ethical boundaries even when unpopular; works for the common good, not for personal gain. * Actively engages in debating ideas and the right course of action and is willing to say what needs to be said. * Seeks to understand and value principals, teachers, and students unique needs; ensures that they have the tools, resources and opportunities they need to succeed. * Draws upon a solid understanding of the school system to critically evaluate pertinent issues; sees clearly ahead; anticipates future consequences and trends; uses broad perspective to make sound decisions. * Holds self and others accountable to a high standard of excellence and performance. * Generates, supports and remains open-minded to new ideas and insights; understands how to manage change and motivate others to embrace it. Is willing to take calculated risks in hopes of realizing significant benefits.
- Understanding the family, children, and the schools needs of the students with special needs and students with IEP's.
- Has children of their own using the public schools. Loves the arts and appreciates them; tht not the only extra curricular activity in school is football! That thy r "for the kids" regardless tht he or she has friends tht r teachers or board mbrs or we can't do this or tht bec of teachers unions. If the teacher has a history of kids tht r failing tht course every yr GET RID OF THT TEACHER REGARDLESS OF WHO THY R OR WHO THE KNOW.
- I think they need to support all aspects of school, not just testing and grades. Arts, reading, extra curricular activities, field trips to expose kids to real life examples of the things they are learning in school & parental involvement should be highly encouraged.
- Hard-working, strong moral code, dedication to the goal of educating all children, someone who is willing to take on this job for a long-term commitment

What are the issues the new superintendent should be aware of to be able to “hit the ground running?” (This information is shared with the final candidates.)

- The perception among the Hispanic community is that they are under-represented and that their needs are not given the attention they deserve. Their voice has become so loud and sometimes misplaced that it makes things hard to get done.
- Drugs in school are not tolerated. Poor behavior is not tolerated. Proper behavior and intelligence are cultivated
- The changes would be a monitor on school buses, so the bus driver will not be distracted while driving. 2. Change the School time so high school kids will not be waiting on the corner at 6:00 AM. It is very dark during that time. There is a safety issue.
- We lack parents who feel they are responsible for the success of their children. They put all burdens and blame on the school.
- Teachers are becoming so bogged down with dictates from administration that their own teaching ability and creativity is stifled. They are getting less and less actual teaching time for their students.

- I am new to Orange County the only thing I could say is I feel the elementary teachers need aides in their classrooms and your office should be fully staff and not running on half cylinders. Work with your PTA's to raise money to fund a half-time position in the office if necessary. Try to get parent help and involvement and make parents feel welcome. With tough budget times you need all of the free help you can get. If the principal or teacher does not make parent volunteers feel welcome, you are only doing a disservice to our future generation because they are the ones that will be suffering.
- The school district as currently organized is very inefficiently run/overburdened with bureaucracy. There are so many "rules" that often you receive a different set from each school, each administrator vowing that the "county" has said it "must be this way" even when what they are saying are directly opposite. Clearly, the system is too cumbersome and there is a lack of consistency.
- Charter schools opening that are affecting great public schools. And opening directly across the street, causing animosity between the two. Charter schools shouldn't open unless they are ready to function from day 1. You shouldn't have to wait 6 months to have books for the school. How affective is that for the student body
- Several school board members are still out of control in terms of personal power with the needs of students last on the list. Decisions driven by the fed, the state, the county and teacher's unions must be brought in line with what's best for the students. Money is not the problem - leadership is the problem. There is a grass roots movement among public school parents that we will no longer stand for the status quo and being shut out of the process. Whether by legislative action, public pressure or media exposure, we've had enough of being ignored as parents and responsible members of the business community. If Central Florida is to grow, OCPS must join in the effort to reach for higher standards and quit whining about funds. Find ways to excel, grow and improve and the private sector might just pitch in funds for a proven track record. While the current OCPS Board Chairman's commitment to raising test scores and reading levels is appreciated and important, those things do not trump every other need in our schools from nutrition, to technology to extra curricular activities. A comprehensive approach to teaching and learning is what will raise scores and reading levels.
- budget challenged schools (across the board all facets of budget, discipline, programs funded)
- our schools need money. They should be our first priority and whatever we can do to make them better, we should. We have got to partner with businesses so we can have mentors and job experiences/opportunities for our children. They really are our future.
- The new Superintendent should meet with organizations like Frente Unido 436 and National Congress for Puerto Rican Rights which are working and have been involved in the civil rights violations perpetrated on Latino students especially at East River High School where the School Board and School officials turned their backs on our community.
- Transfer students, over crowding, & budgets
- School cuts within the sports programs.
- -we need elementary school to be build now. We have a deficit of over 8000 elementary seats currently.
- All schools are struggling with lack of funds. Many schools are lacking staff to help with the safety of our children at school. Children nowadays are more disrespectful toward teachers than ever before.

- Cronism but be eliminated. We must get rid of the least capable and motivated employees no matter the position they hold. Parents must know what their jobs are and be sure they are trained on how to help their own children. All schools should offer free education to parents such as second language and improved reading, writing, and math classes. Long term benefits are excessive and our budget is frightening! Parents need to pay more of their fair share per student and waste must be eliminated in EVERY area. Schools should have work days for students and parents to clean/repair/improve facilities, even if it is just landscaping and parking lot painting.
- We're too focused on testing (FCAT). Our children are lacking in opportunities to study science, arts, and languages other than English. Our schools are very different based on neighborhoods so many children miss opportunities that are afforded to a few because of income - many disparities.
- Testing Finances/Funding Academic achievements - state of Orlando, esp. in the area of Science
- Our district is extremely large and diverse, and he/she would have to meet a lot of various needs and expectations
- FCAT Scores, School grades, parental involvement, security, budget cuts, teachers that are there for a paycheck
- FUND EDUCATION NOW!! The US is falling way behind other countries with our lack of investment into our future. Want better jobs here, we need education to fuel new ideas.
- Lack of budget for expanding education.
- The existence of "good old boy" network. The mindset of "we've always done it this way." The mindset of "The state says we must do this so we follow blindly like sheep." Yes, we have to follow the laws. HOWEVER be willing to step out and be a leader not merely a follower. Lots of long-term employees - good for stability but can also be stubborn and set.
- What really gets us going is when we found out how much the superintendent makes per year and the cut in budget for sports, teachers, bussing, etc. This position should not receive a raise each year if teachers are being eliminated
- Children with bilingual household.
- School overcrowding, dissatisfied teachers, underfunding. Too many benchmarks. Fun is being taken out of the classroom.
- Children are destined to attend schools they are zoned for. There aren't any exeptions available. The educational needs of a straight A student that is zoned for a "C" school are not considered. Because fo this, there are many students in my community who are falsifying addresses in order to attend the nearby "A" school. Giving families the ability to "apply" for another local school as an option would be greatly beneficial in this scenario.
- The new superintendent should be aware that our schools are failing our students. They kowtow to the data gods and federal and state funding dollars with no regard to how well our children are being educated. Our children are paying the price and getting dumber by the minute. STOP THE MADNESS!
- Population growth
- They need to immediately find a way to pour more funding into the schools. We do not have a music teacher anymore due to the money situation. An elementary school NEEDS a music teacher.

- Many kinds of people from many places who all learn differently. And the way somethings are taught makes no sence and nothing good will come from that.
- Many people know more than one language in the district. Ensure that services are provided in different languages.
- Lack of parent involvement is critical. Parent organizations in the different schools should be supported by OCPS to better transmit the education message and encourage parent involvement. OCPS needs to support all parent organizations (PTA's and PTO's) to educate the parents to better serve the children.
- Be sure to build upon the progrees made thus far by listening intently to current concerns and input based on his experience and knowledge.
- Not all schools in the district have a reading coach and a IEP specialist.The schools need more funding and other resourses for our children with special needs. These children with special needs will be lost and won't graduate High School if positive changes are not taken to help these children.
- Pay attention to teachers who's students attend their class and the majority of tht teachers students fail tht class. **CHK THE TEACHER! GET RID OF THT TEACHER AND GET ANTHR ONE TO REPLACE THEM.**
- I think budgets are always a huge issue, and I would hope that the new superintendent would be a candidate that would not immediately look at cutting programs which are view as "non-essential" but that help kids to excel in other ways at school.
- I am very concerned about the middle school that my children will be going to. Apparently children are allowed to disrespect their teachers without repercussion. I believe that all children (no matter their socio-economic level) **NEED** to be taught that respect for authority/adults/principals/teachers is a requirement. These children need to be disciplined and taught how to act properly in society!

Teachers

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

- very dedicated teachers; caring parents
- Trying to be inclusive of students with special needs, trying to be equitable in the delivery of instruction, using data to drive instruction.
- We have very dedicated teachers who give above and beyond.
- Our schools have strict rules in which they follow through with, and following through with something keeps all students and staff in shape and in line. In addition, we have a good overview of education which allows us to get ahead and be prepared for college.
- Strive for the best although "the best" is not well defined
- The teachers and staff in the schools really care about trying to do a great job with limited finances.
- They have hard working underpaid and under appreciated teachers who are being blamed for everything, not getting any respect and having their work load tripled. The best thing about the schools, the teachers who stay there and do their best each day.
- Quality Education in all subjects including Art, Music, PE, and media. Safe environment.

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

- growing and trying to stay current with employment trends (ie. development of medical center in Lk Nona, Creative Village downtown), high visibility & accessibility.
- Orlando is a city of cultural diversity that is celebrated regularly.
- Our community is involved with many activities such as sports programs, holiday parties, and things like movie nights for kids and the elderly club for the elderly, which allows all ages to be proactive and involved
- Safe, middle class
- We are a diverse community with a beautiful outdoor environment and growing cultural environment.
- Everyone helps each other out and it is very friendly.
- Active participants in education, supported by local businesses.

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

- someone with an educational background - teaching students is not the same as managing a business
- Instructional leader, current with policy, business sense, outstanding communication skills, works transparently.
- Be knowledgeable about current educational trends and practices. Be able to motivate teachers and the community.
- The new superintendent should be very critical with the people he or she chooses to represent each school. That way we can have intelligent ways of thinking and smart decision making for each school. I also think the superintendent should be extremely involved with the students and staff and constantly be thinking of ways our education can expand, because there is always room for improvement.

- Excellent communication skills, adjust well to diversity and interventions to make all successful
- The new superintendent needs to decentralize OCPS as the structure is so big and bulky that "the right hand doesn't know what the left hand is doing." There are a lot of useless and cumbersome regulations. They are going to need to be able to think outside the box and come up with innovative ways of making OCPS more efficient. They are also going to need the ability to see the student needs beyond the classroom. Too often their health issues are ignored to the detriment of learning.
- Previous experience teaching in a classroom. They would know what it is like to be in the trenches and being held accountable and blamed for every kid that fails now a days. Someone who will fight to get teacher's paid a decent wage for all the man hours put in outside the classroom to make students successful. Someone who is fair and will not be swayed by the "good old boy" mentality that has been a part of the OCPS system for years. We need someone who will start making the parents and students just a accountable for their academic achievement as the teachers.
- Leader, Forward Thinker, Communicator, Problem Solver, Whole child based thinker, not politically motivated.

What are the issues the new superintendent should be aware of to be able to “hit the ground running?” (This information is shared with the final candidates.)

- the district is too large - hard to maintain personal contact - having area superintendents only added another layer of paperwork and often confusion
- The size of our school district, the amount of national attention and publicity our district receives, mobility rate of student, inequitable distribution of resources, the amount of educational options that are available to students and parents, for example the increasing number of charter schools, hybrid learning environments, home schooling, virtual school.
- We have made many changes over the years in our system. Some have been helpful, and some have not. This new evaluation system has many up in arms about the MANY things required of teachers. There is not enough time in the day (or night) to do it all.
- He or she should be aware of the work ethic of the students and staff because there are those type of people who are just working for the money and not because they have a passion for what they do and don't really care about anybody but themselves. As for the students, some are not motivated enough to improve their education, and they just have it set in their mind that a school like Valencia will always accept them, which causes them to always perform the minimum.
- Transient rate; FCAT push should NOT be the only standard; teachers feel uncared for
- Health issues, specifically the lack of RNs in the schools needs to be addressed. The current model of a lead RN over 30 schools with HRAs and LPNs does not address the GROWING numbers of students with complex medical issues being mainstreamed into the schools. This endangers the children, adds stress to the teachers/ teaching time and is financially irresponsible to the schools and the school district.

- The teachers are sick to death of spending the majority of their time collecting data and not having enough time in the day to actually teach the benchmarks that need to be covered for the FCAT. Why? They are too busy collecting data for as much as 6 different tests. Not to mention "mini tests" every they turn around. My kid had 6 tests within the first three weeks of school. That is insane. Why? To collect data, most of which no one looks at. They spend the majority of their planning time in meetings about data with admin worrying about making AYP at any cost. We need someone who will fight for the teachers and get them a living wage. We need someone who can stand up to the state legislature with its unattainable goals (100%) of all students no matter what their mental capacity, or IQ will be on grade level by 2014. Really???? I would like to see the state legislatures come and do that. Let's get someone in there with some common sense and is not afraid to stand up to the idiots in Tallahassee.
- Large size, diverse population, lack of technology for student use

Padre

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

Vivo en Metrowest. Las escuelas de mi zona tienen muy buenas instalaciones.

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

La comunidad donde vivo es heterogénea. Hay muchos afroamericanos y muy pocos latinos. Pero todos tenemos los mismos deseos: que nuestros hijos tengan la oportunidad de recibir una excelente educación.

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

1. Mente abierta a los cambios. 2. Enfocarse en la solución y no en los problemas. 3. Ser capaz de hacer las modificaciones necesarias rápidamente. 4. Conseguir mayor participación de los padres en las escuelas para mejorar el rendimiento académico de nuestros hijos.

What are the issues the new superintendent should be aware of to be able to “hit the ground running?” (This information is shared with the final candidates.)

El rendimiento de las escuelas está bajando en los últimos tres años. Está claro que los recortes en Educación que ha habido están afectando negativamente en nuestras escuelas. Pero hay escuelas que aun con menos presupuesto, están consiguiendo buenos resultados. Objetivo: copiar el modelo organizativo de las escuelas líderes académicamente.