

Committee of the Whole School Board Meeting - Superintendent Search Update

Duluth Public Schools, ISD 709

Agenda

Tuesday, January 28, 2020

UnitedHealth Group Building

4316 Rice Lake Road

Suite 108

Duluth, MN 55811

4:30 PM

1. **Call to Order**
2. **Roll Call**
3. **Superintendent Search Update**
4. **Adjournment**

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**ISD
709
609** **Duluth
Public Schools**

**Community Engagement Report
Finding a Leader For Your Future**

January 28, 2020

Drs. Kathleen Williams and Nicholas D. Wahl

Duluth ISD 709 School District Community Engagement Objectives

- Identify the perceived strengths and challenges of Duluth ISD 709.
- Identify desired qualities and characteristics the next Superintendent should possess and demonstrate.
- Build community understanding and support for the search process.
- Ensure the broadest possible community participation in the Superintendent Search process.

Structure of Engagement Activities

- BWP & Associates met with employees and community members on January 28, 2020.
- Engagement included 14 meetings with employees, students, parents, elected officials, and community leaders in addition to a community forum.
- Over 200 people participated in conversations and 1,487 respondents to the online survey.

Superintendent Leadership Profile

- Describes desired characteristics/experiences
- Based on stakeholder data from interviews, focus groups, and online survey
- Used to screen applicants to determine “match” for school district needs
- Provides guidance to the search firm consultants and the Board of Education in selecting new superintendent

Engagement Meetings and Forums

- Responses from those people who attended meetings, forums, and gave written input were reviewed by the team.
- Comments from the school and community were gathered and themes and priorities were developed from this input.
- These responses are listed in the reports and the following slides provide highlights of these themes and priorities.

Reports Generated from Community Engagement

- Community Survey Report
- Community Stakeholder Engagement Report
- Consultant Summary Report

Three Guiding Questions Asked of Participants

1. What do you see as the strengths of Duluth ISD 709?
2. What do you see as the greatest challenges facing Duluth ISD 709?
3. What qualities and characteristics will the next superintendent need to possess and demonstrate to be successful?

Duluth ISD 709 Search Survey Results

- **Top three strengths of Duluth ISD 709:**
 1. Excellent teachers and staff – 67.8%
 2. Good School Facilities– 42.5%
 3. Supportive community – 40.4%
- **Three most important issues facing Duluth ISD 709 in next 5 years:**
 1. Financial Management– 52.9%
 2. Achievement/Opportunity Gap– 38.5%
 3. Community Relations – 32.5%

Duluth ISD 709 Search Survey Results (cont.)

- **Top three important skills needed in next Superintendent:**
 1. Communication skills – 61.5%
 2. Financial skills – 50.6%
 3. Collaboration skills – 50.0%
- **Top three characteristics next Superintendent needs to exhibit:**
 1. Integrity – 44.7%
 2. Commitment to the community – 42.5%
 3. A Strategic Thinker – 38.0%

Highlighting Strengths of the District

- Great students
- Excellent teachers and building principals
- Excellent facilities
- Positive relationship and access to 2 and 4 year post-secondary institutions
- Supportive community that supports education
- Local equity alliance group addressing and posed to work with district on important equity work
- Extracurricular opportunities for students
- Community organizations assist those that are underserved and in need of assistance

Highlighting Challenges of the District

- Boundary changes
- No strategic direction with a plan
- Lack of transparency
- Engaging people who are going to be impacted by specific decisions
- Resources and equitable distribution of funds
- The historic perceived and real differences East vs. West
- Providing students of color with equity of opportunity and access to all programs
- Opportunity gaps resulting in disparate outcomes
- More cultural diversity within staff to look more like the student population
- Staff morale is in need of support from district administration– need for building admin. support
- Communication from district to schools and community
- Consistency and visibility of leadership in buildings and community
- Inability to sell Central High School site

Developing Leadership Profile

- After reviewing both the survey data and organizing the prominent responses from the engagement meetings and forums, the Search team has drafted a description of what we believe the majority of participants desire in the next Superintendent from the characteristics and skillsets we heard.
- We present this profile to the Board as a draft so that you will have time to absorb its contents before final approval.

Desired Qualities and Characteristics of New Superintendent: Building the Draft Leadership Profile

- A courageous leader who makes decisions with integrity and consistency with an emphasis on collaborating with the school and community.
- A leader who has a demonstrated track record of valuing a commitment to the community they are serving.
- An individual that is a strategic thinker and can demonstrate this in their actions and achievements as a leader.
- A leader with school finance acumen and clear measures of this knowledge in their past practice.

Draft Leadership Profile (cont.)

- A champion of equity of opportunity and access for all students and can site work that supports this important work. This includes but is not limited to racial equality, cultural competence, social justice and restorative practices.
- An individual that has demonstrated the ability to communicate effectively in writing, public presentation and one-on-one conversations.
- An individual that leads with humility and demonstrates a student-centered approach to decision-making.
- An ethical leader who is sincere, dedicated and engaged and visible in the school and community.

Draft Leadership Profile (cont.)

- A relationship builder who is good listener that gets input from others, is accountable, exercises good judgment, approachable, is a trust builder, and will listen and values the student voice.
- A leader with knowledge of the history of Duluth ISD 709 an understanding of the unique challenges and will reach out to “marginalized” populations.
- A team builder, with a demonstrated record of building an effective leadership team that can get the job done with excellence and accountability.

Planned Next Steps in Duluth ISD 709 Search Process

- January 28 Meet with Board of Education to Share Community Engagement Report and Approve Leadership Profile
- March 3-7 Consultants Screen and Interview Candidates and Develop Initial Slate of Candidates
- March 9-13 Consultants Present Proposed Slate to the Board of Education
- March 16-20 First Round of Interviews by Board of Education
- March 23-27 Second Round of Interviews by Board of Education (2-3 Days)
- March 30-April 3 Negotiate Contract with Preferred Candidate and Appoint Next Superintendent of the Duluth Public Schools.

Acknowledgements

Thank you!

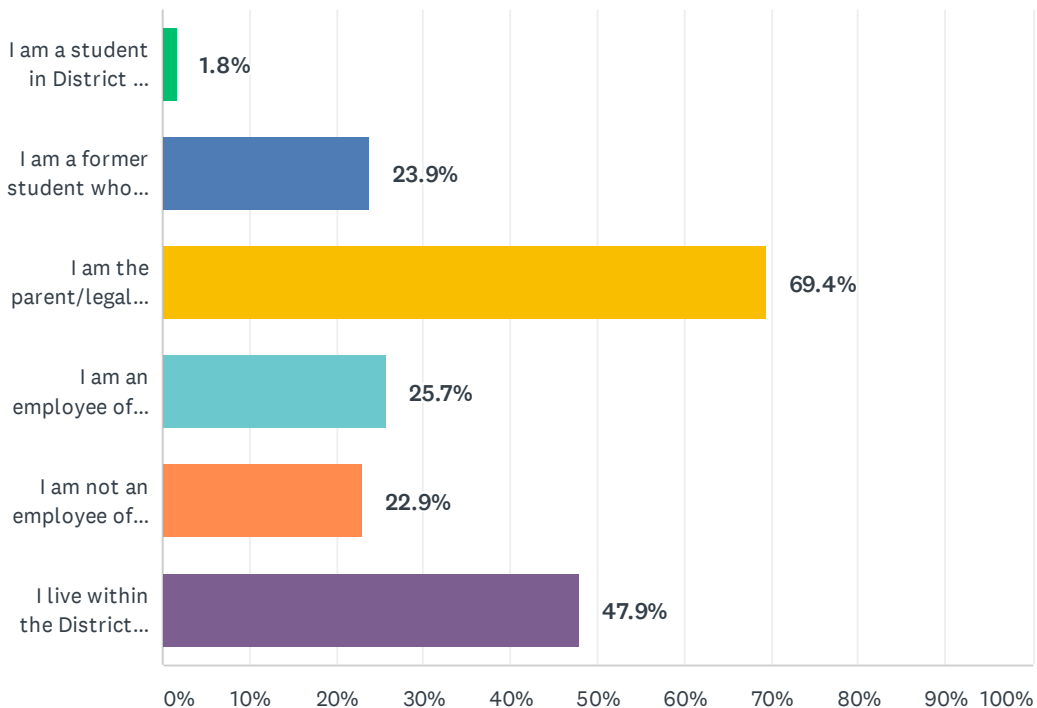
Thank you for the participation and cooperation of the Duluth 709 Board of Education and the Duluth 709 Internal and External Stakeholders!



Questions?

Q1 Please, indicate all which apply to you:

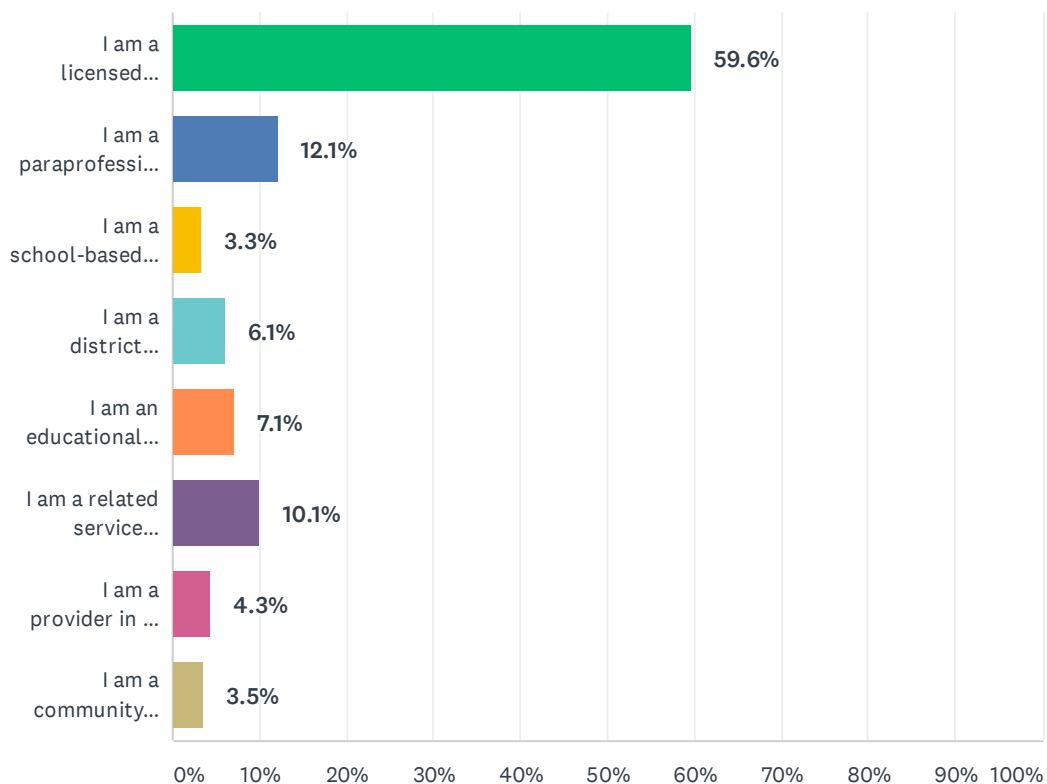
Answered: 1,484 Skipped: 3



ANSWER CHOICES	RESPONSES	
I am a student in District ISD 709.	1.8%	26
I am a former student who attended a District ISD 709 school.	23.9%	355
I am the parent/legal guardian of a student(s) in District ISD 709.	69.4%	1,030
I am an employee of District ISD 709.	25.7%	381
I am not an employee of District ISD 709.	22.9%	340
I live within the District ISD 709 community.	47.9%	711
Total Respondents: 1,484		

Q2 If you are an employee of District ISD 709, please, indicate which of the following applies to you. If you are not an employee of District ISD 709, please, proceed to the next question.

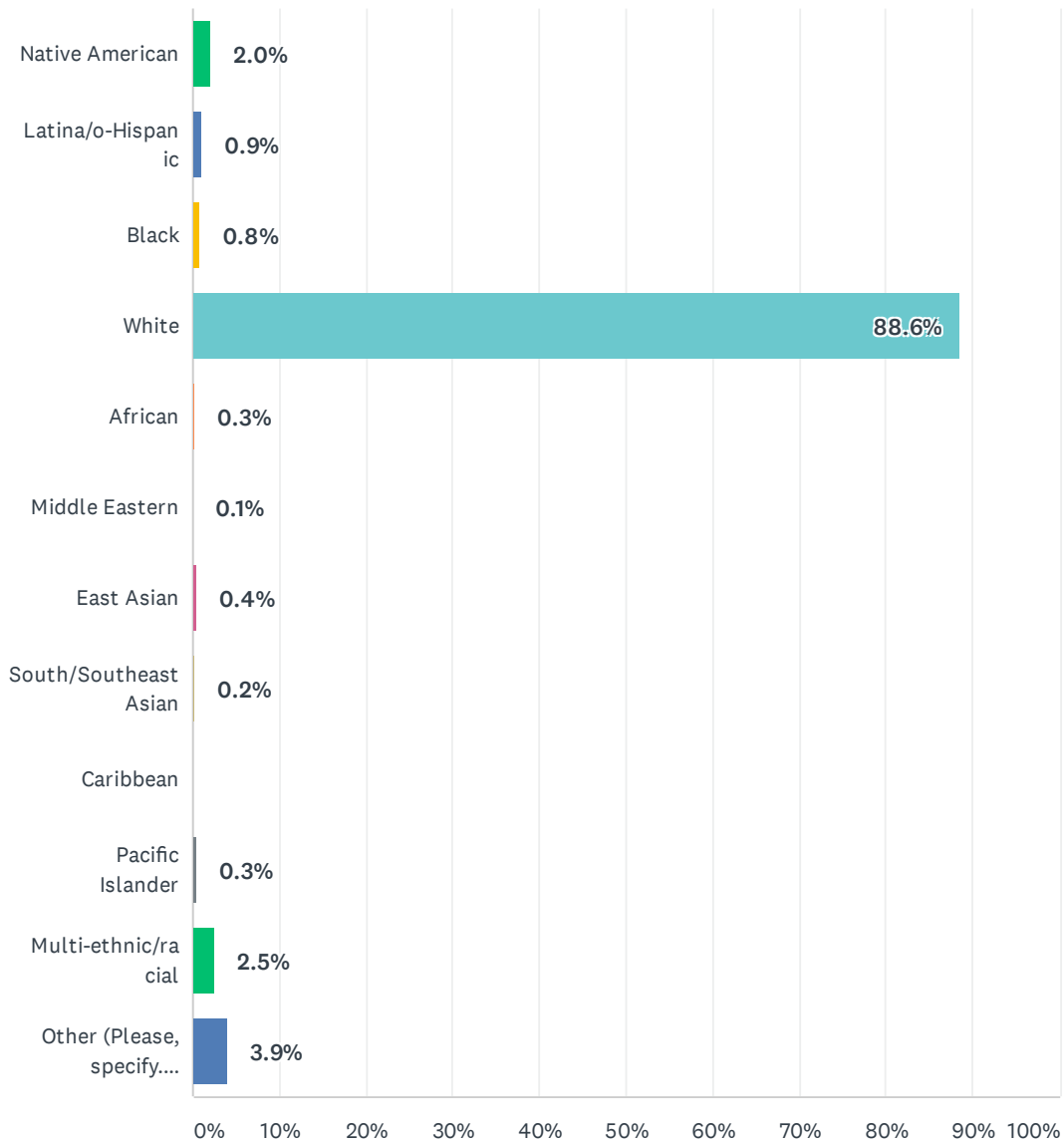
Answered: 396 Skipped: 1,091



ANSWER CHOICES	RESPONSES	
I am a licensed educator.	59.6%	236
I am a paraprofessional.	12.1%	48
I am a school-based administrator.	3.3%	13
I am a district administrator.	6.1%	24
I am an educational support staff member (including playground and cafeteria monitors, kitchen staff).	7.1%	28
I am a related service provider (e.g., social worker, psychologist, etc.).	10.1%	40
I am a provider in the areas of operations, maintenance, or transportation.	4.3%	17
I am a community education employee.	3.5%	14
Total Respondents: 396		

Q3 Please, indicate which of the following ethnic or racial identities applies to you. (Please, select only one.)

Answered: 1,487 Skipped: 0



Superintendent Search Survey

ANSWER CHOICES	RESPONSES	
Native American	2.0%	30
Latina/o-Hispanic	0.9%	14
Black	0.8%	12
White	88.6%	1,317
African	0.3%	4
Middle Eastern	0.1%	1
East Asian	0.4%	6
South/Southeast Asian	0.2%	3
Caribbean	0.0%	0
Pacific Islander	0.3%	5
Multi-ethnic/racial	2.5%	37
Other (Please, specify. Response limited to 30 characters.)	3.9%	58
TOTAL		1,487

Superintendent Search Survey

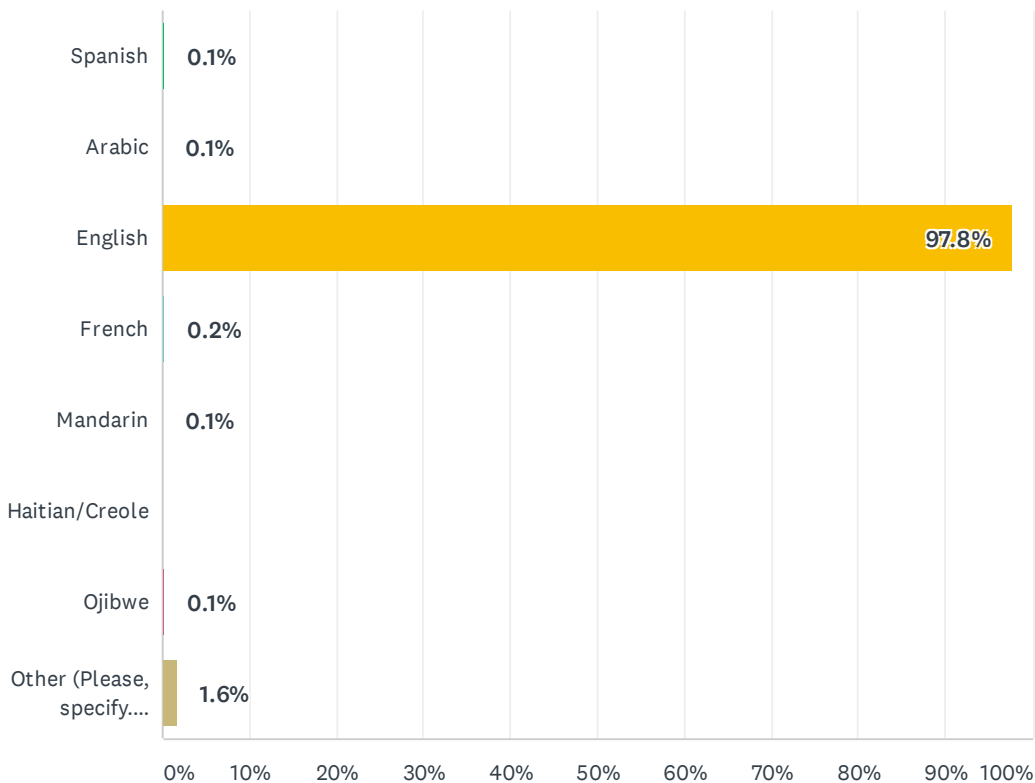
#	OTHER (PLEASE, SPECIFY. RESPONSE LIMITED TO 30 CHARACTERS.)	DATE
1	Prefer not to answer	1/24/2020 9:36 PM
2	Does NOT matter!	1/24/2020 8:55 PM
3	Scandinavian	1/24/2020 8:44 PM
4	can't require past K12 to answer	1/24/2020 6:42 PM
5	Not important	1/24/2020 6:30 PM
6	American	1/24/2020 5:42 PM
7	Shouldn't matter	1/24/2020 5:16 PM
8	Race should not be a factor.	1/24/2020 4:16 PM
9	NA	1/22/2020 11:29 PM
10	Race is irrelevant 2 survey	1/21/2020 1:43 PM
11	Human	1/21/2020 9:05 AM
12	Not important	1/20/2020 10:50 PM
13	this shouldn't matter	1/20/2020 8:29 PM
14	Irrelevant	1/20/2020 8:08 PM
15	American	1/20/2020 7:56 PM
16	N/A	1/20/2020 7:55 PM
17	None of your business	1/20/2020 6:32 PM
18	American	1/20/2020 6:11 PM
19	Prefer not to answer	1/20/2020 5:46 PM
20	Shouldn't matter for survey	1/19/2020 10:55 AM
21	na	1/17/2020 9:54 PM
22	Ojibwe-Anishinaabe	1/14/2020 6:03 PM
23	why does this matter?	1/14/2020 3:33 PM
24	Refuse to answer	1/14/2020 12:32 PM
25	Should be optional	1/14/2020 10:01 AM
26	no comment	1/13/2020 11:14 PM
27	American	1/13/2020 10:00 PM
28	NA	1/13/2020 6:51 PM
29	It shouldn't matter.	1/13/2020 3:43 AM
30	Should not even be considered	1/11/2020 11:09 AM
31	X	1/11/2020 2:01 AM
32	Human	1/11/2020 1:23 AM
33	Races shouldn't exist	1/10/2020 2:19 PM
34	Race is a social construct.	1/10/2020 11:50 AM
35	Keeping racism alive I see...	1/10/2020 11:24 AM
36	human	1/10/2020 9:55 AM
37	Native & white	1/10/2020 8:06 AM

Superintendent Search Survey

38	African/White=Mixed	1/9/2020 11:47 PM
39	Why does this matter???	1/9/2020 10:12 PM
40	Seriously? Like this matters	1/9/2020 9:59 PM
41	N/A	1/9/2020 9:41 PM
42	I am more than one race.	1/9/2020 8:36 PM
43	Two or more races	1/9/2020 6:21 PM
44	Caucasian	1/9/2020 5:00 PM
45	It is irrelevant	1/9/2020 4:45 PM
46	Not important	1/9/2020 4:37 PM
47	I choose not to answer	1/9/2020 4:22 PM
48	Not sure how this matters	1/9/2020 4:14 PM
49	Irrelevant	1/9/2020 3:16 PM
50	NA	1/9/2020 2:51 PM
51	this is irrelevant	1/9/2020 2:28 PM
52	Private	1/9/2020 2:22 PM
53	n/a	1/9/2020 2:15 PM
54	Black/White	1/9/2020 2:13 PM
55	Europe, Slavic, Scandinavian	1/9/2020 2:10 PM
56	don't limit to one category	1/9/2020 2:08 PM
57	no	1/9/2020 12:26 PM
58	White and East Asian	1/9/2020 12:09 PM

Q4 Please, indicate which is the primary language spoken in your home.
(Please, select only one.)

Answered: 1,487 Skipped: 0



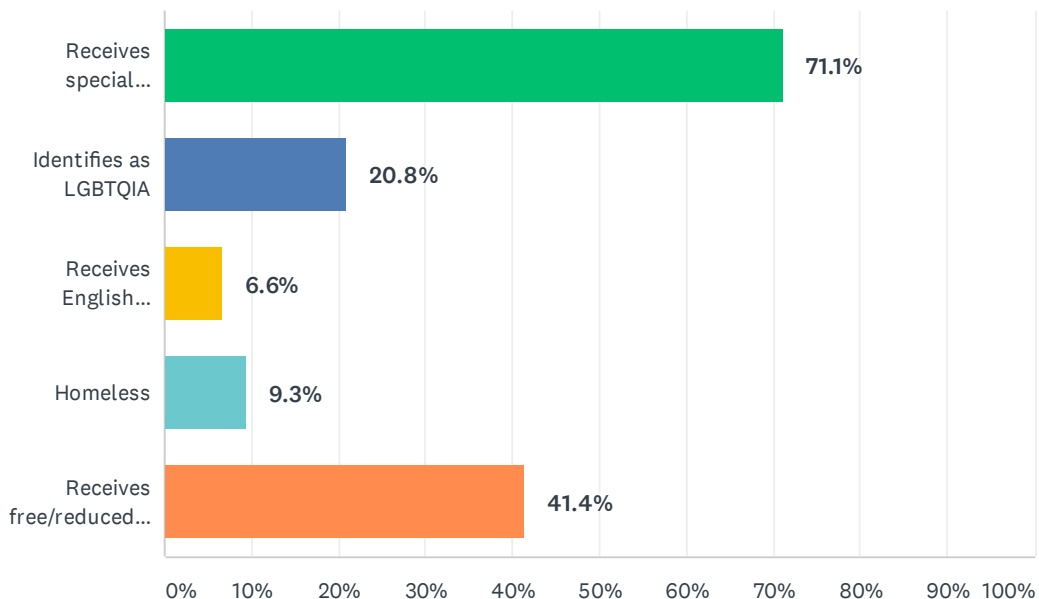
ANSWER CHOICES	RESPONSES	
Spanish	0.1%	2
Arabic	0.1%	1
English	97.8%	1,454
French	0.2%	3
Mandarin	0.1%	1
Haitian/Creole	0.0%	0
Ojibwe	0.1%	2
Other (Please, specify. Response limited to 30 characters.)	1.6%	24
TOTAL		1,487

Superintendent Search Survey

#	OTHER (PLEASE, SPECIFY. RESPONSE LIMITED TO 30 CHARACTERS.)	DATE
1	must be optional.	1/24/2020 6:42 PM
2	Hebrew	1/24/2020 6:30 PM
3	Hungarian	1/24/2020 6:24 PM
4	We	1/23/2020 12:44 PM
5	Nepali	1/21/2020 4:05 PM
6	this shouldn't matter either	1/20/2020 8:29 PM
7	Irrelevant	1/20/2020 8:08 PM
8	Prefer not to answer	1/20/2020 5:46 PM
9	Rather not say	1/16/2020 9:38 PM
10	why does this matter?	1/14/2020 3:33 PM
11	Vietnamese	1/14/2020 1:43 PM
12	NA	1/13/2020 6:51 PM
13	Hebrew	1/13/2020 6:10 PM
14	English	1/12/2020 7:42 AM
15	Not important in search	1/11/2020 11:09 AM
16	X	1/11/2020 2:01 AM
17	Again why??	1/9/2020 10:12 PM
18	Ojibwe	1/9/2020 6:54 PM
19	Caucasian	1/9/2020 5:00 PM
20	I choose not to answer	1/9/2020 4:22 PM
21	Irrelevant	1/9/2020 3:16 PM
22	NA	1/9/2020 2:51 PM
23	Private	1/9/2020 2:22 PM
24	English and Spanish	1/9/2020 12:09 PM

Q5 Please, indicate if any of the following applies to you or a District ISD 709 student in your care:

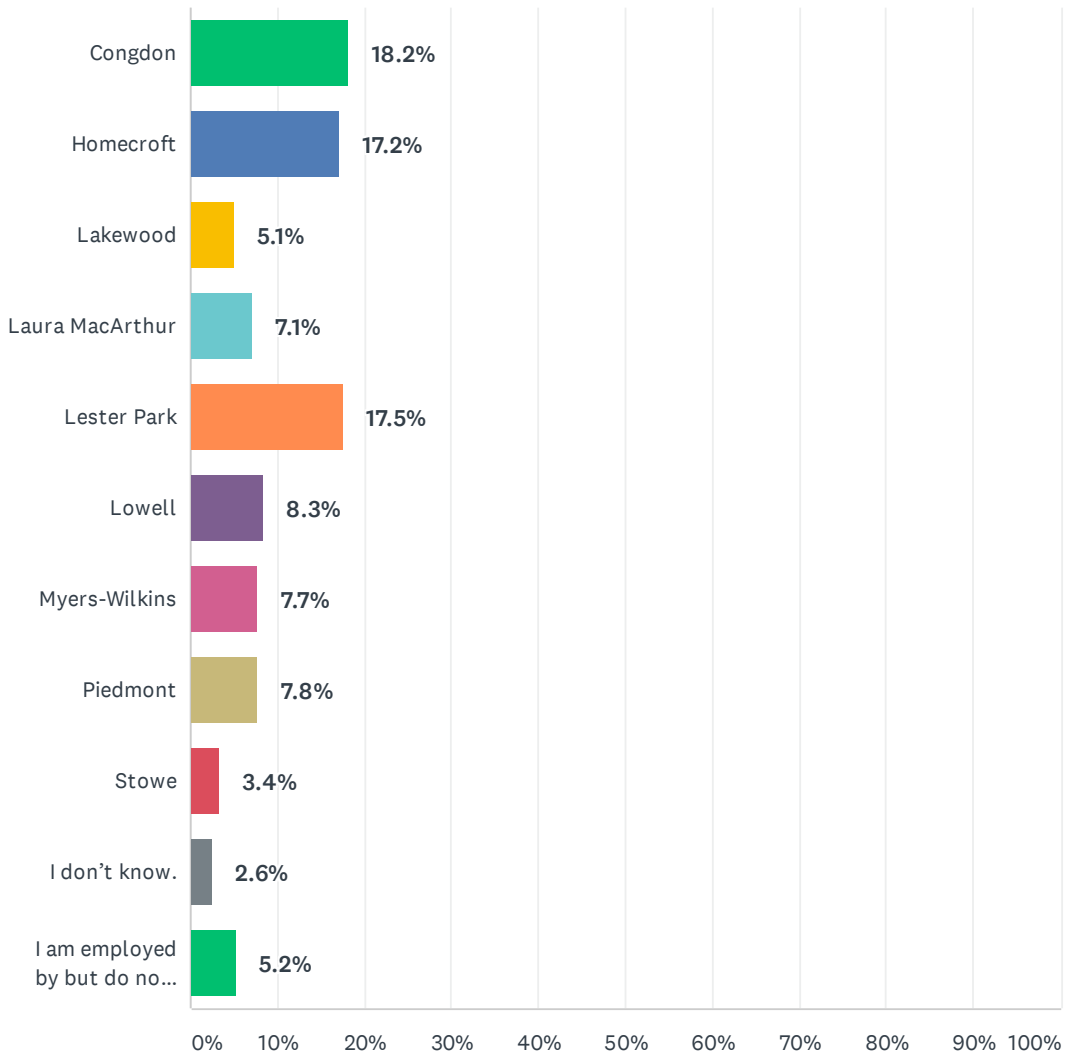
Answered: 408 Skipped: 1,079



ANSWER CHOICES	RESPONSES	
Receives special education services (IEP or 504)	71.1%	290
Identifies as LGBTQIA	20.8%	85
Receives English Language Learner (ELL) services	6.6%	27
Homeless	9.3%	38
Receives free/reduced lunch	41.4%	169
Total Respondents: 408		

Q6 To which elementary school do you most closely reside?

Answered: 1,469 Skipped: 18

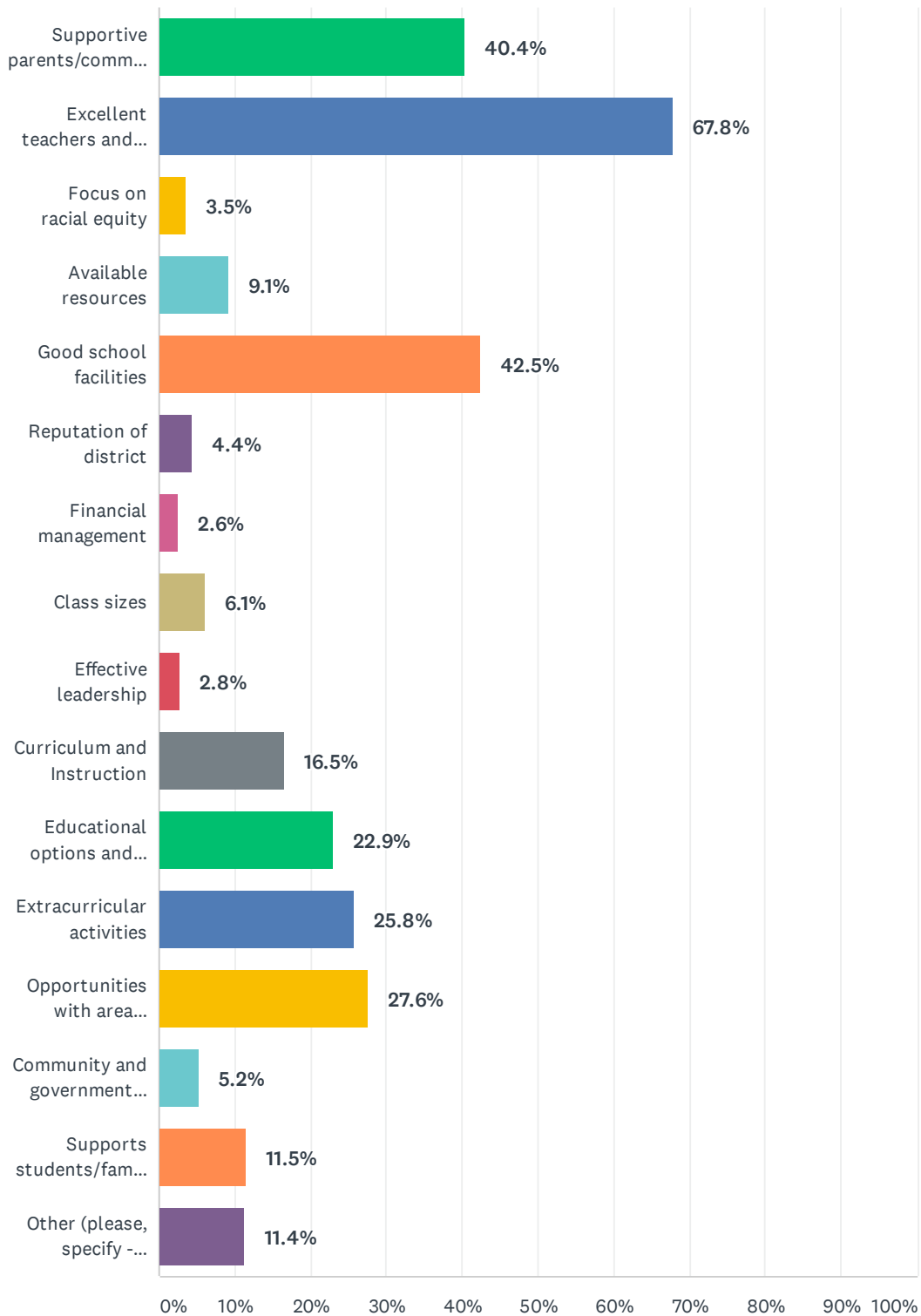


Superintendent Search Survey

ANSWER CHOICES	RESPONSES	
Congdon	18.2%	267
Homecroft	17.2%	253
Lakewood	5.1%	75
Laura MacArthur	7.1%	104
Lester Park	17.5%	257
Lowell	8.3%	122
Myers-Wilkins	7.7%	113
Piedmont	7.8%	114
Stowe	3.4%	50
I don't know.	2.6%	38
I am employed by but do not reside within District ISD 709.	5.2%	76
TOTAL		1,469

Q7 Select from the list below the three most significant strengths of the district:

Answered: 1,487 Skipped: 0



Superintendent Search Survey

ANSWER CHOICES	RESPONSES	
Supportive parents/community	40.4%	601
Excellent teachers and staff	67.8%	1,008
Focus on racial equity	3.5%	52
Available resources	9.1%	136
Good school facilities	42.5%	632
Reputation of district	4.4%	65
Financial management	2.6%	38
Class sizes	6.1%	91
Effective leadership	2.8%	41
Curriculum and Instruction	16.5%	245
Educational options and programs	22.9%	341
Extracurricular activities	25.8%	384
Opportunities with area colleges/universities	27.6%	410
Community and government partnerships	5.2%	77
Supports students/families of poverty	11.5%	171
Other (please, specify - response limited to 100 characters)	11.4%	169
Total Respondents: 1,487		

Superintendent Search Survey

#	OTHER (PLEASE, SPECIFY - RESPONSE LIMITED TO 100 CHARACTERS)	DATE
1	Access to the outdoors	1/24/2020 11:37 PM
2	n/a only have two and I am in PTA board member and community council	1/24/2020 11:06 PM
3	You are going to continue to lose students to private schools if you don't get it figured out	1/24/2020 10:42 PM
4	ECFE as part of the school system	1/24/2020 9:44 PM
5	I think ISD 709 is lacking significant strengths	1/24/2020 9:39 PM
6	This district struggles with most of these things	1/24/2020 9:36 PM
7	I can only choose two because are district is a disaster caused by the board and city officials	1/24/2020 8:50 PM
8	I can't mark any	1/24/2020 8:44 PM
9	Not sure	1/24/2020 7:54 PM
10	Get back to what they can do for students & illimiate waste	1/24/2020 7:22 PM
11	Putting children first	1/24/2020 6:49 PM
12	Lots of trees	1/24/2020 6:46 PM
13	Financial only applies to the awesome CFO.	1/24/2020 6:42 PM
14	Some good staff	1/24/2020 6:30 PM
15	Need to do better at holding parents accountable who lack serious parenting skills.	1/24/2020 6:17 PM
16	Sorry, I cannot come up with three. It's been a negative experience for us.	1/24/2020 6:14 PM
17	I think the schools are lacking in all these categories	1/24/2020 5:42 PM
18	Transparent and Honest	1/24/2020 5:42 PM
19	n/a	1/24/2020 4:50 PM
20	that is about it	1/24/2020 4:18 PM
21	nothing else.	1/24/2020 4:16 PM
22	No other strengths but made me pick one	1/24/2020 4:15 PM
23	One that doesn't make my child drive an hour to school when it could be 10 minutes	1/24/2020 4:14 PM
24	Can't think of a third and randomly picked a second one	1/24/2020 3:56 PM
25	Access to the Arts	1/24/2020 3:55 PM
26	Students	1/24/2020 3:51 PM
27	Full Service Community Schools	1/24/2020 3:50 PM
28	depends on which side of tracks East has more pseo opos but denfked has bette scholsrshop opl	1/24/2020 3:47 PM
29	Immersion programs offered	1/24/2020 11:58 AM
30	friendships my child has made	1/24/2020 10:21 AM
31	It's difficult to identify strengths, as a former employee, I'd like to have an opinion but do not.	1/23/2020 3:54 PM
32	the board is under appreciated	1/23/2020 3:01 PM
33	Stop covering for irresponsible staff; new faces are needed.	1/23/2020 2:47 PM
34	No	1/23/2020 12:44 PM
35	Immersion programs	1/23/2020 12:23 PM
36	Bussing.	1/23/2020 11:38 AM
37	unknown	1/22/2020 11:34 PM

Superintendent Search Survey

38	Teachers	1/22/2020 7:03 PM
39	Immersion Programs-Ojibwe and Spanish	1/22/2020 12:13 PM
40	I think the district is lacking in a lot of ways.	1/22/2020 10:46 AM
41	There are not three	1/22/2020 9:40 AM
42	x	1/22/2020 9:11 AM
43	maybe there are no significant strengths	1/22/2020 8:45 AM
44	I really don't have a third	1/21/2020 10:07 PM
45	I don't find any strengths listed. But am required to answer.	1/21/2020 9:04 PM
46	Great events	1/21/2020 8:33 PM
47	Dedicated staff	1/21/2020 4:38 PM
48	Community Education and lifelong learning programs and services	1/21/2020 4:24 PM
49	None	1/21/2020 4:17 PM
50	There are very few strengths at this time.	1/21/2020 3:50 PM
51	Current Financial Management	1/21/2020 3:46 PM
52	I	1/21/2020 2:30 PM
53	some great teachers and staff	1/21/2020 9:49 AM
54	Only 2 apply.	1/21/2020 8:21 AM
55	Isd 709 has no strengths? The school board has ruined this city	1/21/2020 6:29 AM
56	Difficult to pick three.	1/20/2020 11:12 PM
57	Neighborhood distance	1/20/2020 9:49 PM
58	I don't see any specific strengths	1/20/2020 9:33 PM
59	there's not a lot right now with all the negative press you all have been receiving	1/20/2020 8:29 PM
60	I am currently unable to identify 3 strengths. Much work is needed.	1/20/2020 8:08 PM
61	I think Amy Starzecki had us on a good path.	1/20/2020 7:24 PM
62	I dont feel there are many things this district does well	1/20/2020 7:08 PM
63	xxxxxxxc	1/20/2020 6:53 PM
64	I don't believe there are real strengths at this time.	1/20/2020 6:27 PM
65	Supportive parents. No more to say.	1/20/2020 6:13 PM
66	Education offered is mediocre for kids with learning disabilities	1/20/2020 6:08 PM
67	CITS classes	1/20/2020 5:24 PM
68	ISD 709 is horrible. I send 2 of my kids to charter/private schools	1/20/2020 5:23 PM
69	overall there is not a lot to impress due mostly to overcrowded classrooms!	1/20/2020 5:22 PM
70	Mismanagement	1/20/2020 5:18 PM
71	cannot choose a third option.	1/19/2020 10:55 AM
72	I can't say the district is good at any of the above. I'm embarrassed my kids are part of ISD709	1/16/2020 10:05 PM
73	Some good teachers and a few good administrators	1/16/2020 9:38 PM
74	Some a very few decent administrator a a handful of educators willing to teach outside the box.	1/16/2020 9:31 PM
75	spending money	1/16/2020 12:10 PM

Superintendent Search Survey

76	Immersion Programs - Ojibwe and Spanish	1/14/2020 6:03 PM
77	financial management refers to the last 2 years with new CFO	1/14/2020 3:33 PM
78	There exists a tradition of excellence, not particularly in play now	1/14/2020 1:53 PM
79	I haven't really been that impressed with isd709.	1/14/2020 1:13 PM
80	This district struggles with its reputation outside of the Duluth area.	1/14/2020 12:32 PM
81	Had to pick three	1/14/2020 9:57 AM
82	It is impossible to choose what we are doing well.	1/13/2020 10:24 PM
83	I honestly don't think we possess any if these qualities at least in the high schools today.	1/13/2020 8:59 PM
84	NA	1/13/2020 6:51 PM
85	ALICE training, prompt response to safety concerns	1/13/2020 6:33 PM
86	Facilities is my only choice, but I'm forced to pick 3. I added "Supports ... poverty" and "Other."	1/13/2020 6:31 PM
87	?	1/13/2020 6:23 PM
88	Some educators and some leadership	1/13/2020 6:10 PM
89	Scholarship opportunities	1/13/2020 3:58 PM
90	Attempt to have Community Schools.	1/13/2020 1:15 PM
91	NA	1/13/2020 12:11 PM
92	Teachers.not admin. I had to select 3. Not true answers	1/13/2020 10:21 AM
93	I think the district is weak in all other listed options.	1/13/2020 9:58 AM
94	Amazing leadership from Ordean East Middle School, Principal, Gina Kleive.	1/12/2020 10:21 PM
95	Sadly not many strengths in my opinion. Very dissatisfied	1/12/2020 4:41 PM
96	Few strengths and will have trouble attracting a great superintendent	1/12/2020 1:49 PM
97	Partnership and supportive of the community school initiatives.	1/12/2020 10:19 AM
98	All of these strengths listed need work.	1/12/2020 12:53 AM
99	Ojibwe immersion program at Lowell Elementary	1/11/2020 7:15 PM
100	Good at not being confrontational with people that are wrong	1/11/2020 6:59 PM
101	most of the above do not apply	1/11/2020 6:15 PM
102	All of the above	1/11/2020 3:12 PM
103	Taking tax payers money	1/11/2020 3:05 PM
104	Generally weak performance and lack of imagination. This is what I think you do best.	1/11/2020 11:09 AM
105	Unsure- I only live in district	1/11/2020 1:23 AM
106	The strengths area very tough to find. Ixm sorry but the district is not that good.	1/10/2020 9:32 PM
107	Board gave up oversight - JohnsonControl got millions. Good schools need financial leadership.	1/10/2020 8:38 PM
108	Immersion language programs	1/10/2020 5:40 PM
109	There isn't another	1/10/2020 3:02 PM
110	Not able to comment at this time	1/10/2020 1:56 PM
111	Just two	1/10/2020 1:12 PM
112	I don't have a third. I think this district is struggling and ready for some strong leadership.	1/10/2020 1:05 PM
113	Strong Emphasis on Core Values We need a strong leader you values the right way to do things.	1/10/2020 1:05 PM

Superintendent Search Survey

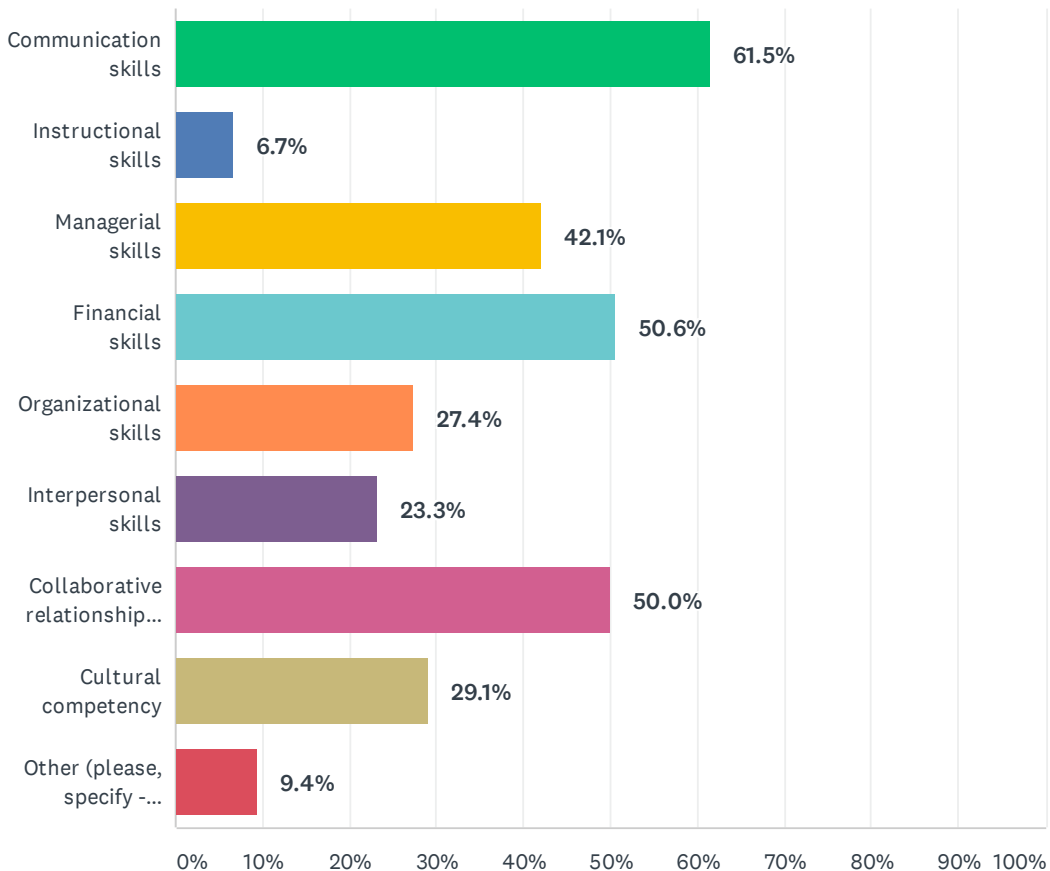
114	Our students	1/10/2020 12:10 PM
115	Our English language development program	1/10/2020 12:05 PM
116	None of the above	1/10/2020 11:48 AM
117	Not financial management. Red plan still biting us. Hope Edison continues to take your students.	1/10/2020 11:24 AM
118	I only really hear about district weaknesses.	1/10/2020 10:57 AM
119	I don't believe the district has done well in any other category	1/10/2020 10:34 AM
120	OPPORTUNITIES TO EDUCATE ENHANCE & GROW THE SPECIAL NEEDS COMMUNITY IN DULUTH AND SURROUNDING AREA	1/10/2020 10:22 AM
121	Unsure	1/10/2020 10:21 AM
122	I feel ISD 709 is lacking in most areas listed above. The class sizes at EHS are atrocious.	1/10/2020 10:02 AM
123	Strong and supportive early childhood programming.	1/10/2020 10:01 AM
124	Community schools	1/10/2020 10:00 AM
125	Building staff and leadership at each building site are the districts greatest strength.	1/10/2020 7:36 AM
126	Some, but not all, schools have made supporting students in poverty a priority.	1/9/2020 9:49 PM
127	None	1/9/2020 9:41 PM
128	Pretty decent SPED programs	1/9/2020 9:28 PM
129	Students challenge one another	1/9/2020 9:05 PM
130	Needs work	1/9/2020 7:58 PM
131	Nothing	1/9/2020 7:25 PM
132	I don't have a third.	1/9/2020 7:14 PM
133	Immersion programming	1/9/2020 6:53 PM
134	The district needs a complete overhaul	1/9/2020 6:40 PM
135	limited other options for high school	1/9/2020 6:24 PM
136	Great teachers at Lakewood	1/9/2020 5:11 PM
137	I don't see anything else on the list as a strength. I think we have a lot to improve.	1/9/2020 4:49 PM
138	would check more if I were talking about the DCSC but less sure about ISD709	1/9/2020 4:40 PM
139	that is all	1/9/2020 4:23 PM
140	Spanish Immersion program	1/9/2020 4:10 PM
141	Focus on inclusion of Ojibwe/Anishinabe culture - DON'T MOVE IT TO STOWE	1/9/2020 3:56 PM
142	I do feel there is much strength in our district and it is quite sad	1/9/2020 3:56 PM
143	Language immersion programs	1/9/2020 3:43 PM
144	NOT impressed, no strengths, overcrowded classrooms, admin heavy, teachers poorly paid.	1/9/2020 3:29 PM
145	other	1/9/2020 3:20 PM
146	It's within the Duluth city limits. Best city in MN.	1/9/2020 3:17 PM
147	The other two stand above the remainder, so I'm picking two, neer neener.	1/9/2020 3:15 PM
148	NA	1/9/2020 3:08 PM
149	.	1/9/2020 3:03 PM
150	support for off-school care and activites	1/9/2020 2:58 PM 36

Superintendent Search Survey

151	NA	1/9/2020 2:51 PM
152	Not much great to say.	1/9/2020 2:47 PM
153	I have a difficult time naming another strength.	1/9/2020 2:47 PM
154	.	1/9/2020 2:32 PM
155	I'm having a hard time coming up with anything else.	1/9/2020 2:26 PM
156	These are the only 2 choices I agree with from the list.	1/9/2020 2:26 PM
157	Not a big fan of ISD709	1/9/2020 2:22 PM
158	physical location	1/9/2020 2:21 PM
159	None	1/9/2020 2:21 PM
160	Our district has great teachers! But the high level staff, not so much.	1/9/2020 2:16 PM
161	This district is not good fights in lunch room daily cheating and poor teachers	1/9/2020 2:08 PM
162	the District is failing students on multiple levels and needs a serious shake up.	1/9/2020 2:04 PM
163	Ojibwe program	1/9/2020 2:02 PM
164	Specifically: immersion programs	1/9/2020 1:48 PM
165	keyzone	1/9/2020 1:25 PM
166	Trying to be transparent finally	1/9/2020 12:50 PM
167	Honestly our school board needs help	1/9/2020 12:41 PM
168	Spanish (or any foreign language) Immersion Montessori	1/9/2020 12:34 PM
169	Community school collaborative	1/9/2020 12:09 PM

Q8 Select from the list below the three most important leadership skills you would like to see in a superintendent:

Answered: 1,487 Skipped: 0



ANSWER CHOICES	RESPONSES	
Communication skills	61.5%	914
Instructional skills	6.7%	99
Managerial skills	42.1%	626
Financial skills	50.6%	753
Organizational skills	27.4%	408
Interpersonal skills	23.3%	346
Collaborative relationship skills	50.0%	743
Cultural competency	29.1%	432
Other (please, specify - response limited to 100 characters)	9.4%	140
Total Respondents: 1,487		

Superintendent Search Survey

#	OTHER (PLEASE, SPECIFY - RESPONSE LIMITED TO 100 CHARACTERS)	DATE
1	A Conservative man	1/24/2020 11:52 PM
2	Focus on following the budget	1/24/2020 11:39 PM
3	Less liberal agenda	1/24/2020 10:42 PM
4	Honesty	1/24/2020 9:36 PM
5	Logical, pragmatic, reasonable	1/24/2020 8:44 PM
6	Conservative	1/24/2020 7:00 PM
7	Putting the students first fixing red plan issues.....boundary issues and class sizes	1/24/2020 6:49 PM
8	integrity;humility; team-bldg facil team/process; elicit wisdom from others/clarify roles and respon	1/24/2020 6:42 PM
9	House cleaning.. clean up the good ole boy club	1/24/2020 6:30 PM
10	Too many parents in Duluth who lack skills. Hence the behaviors we see.	1/24/2020 6:17 PM
11	Transparency	1/24/2020 6:14 PM
12	Transparent and Honest!	1/24/2020 5:42 PM
13	Ability lead and manage change	1/24/2020 5:40 PM
14	Anything is better than what we have now	1/24/2020 4:15 PM
15	Vision	1/24/2020 4:06 PM
16	COMMON SENSE, PAY TEACHERS MORE, CARE ABOUT OTHERS NOT ONLY YOURSELF. LEADER!!	1/24/2020 4:04 PM
17	Is a great listener and follows up with conversations that need follow up.	1/24/2020 4:02 PM
18	Commitment to the community and wants to stay here	1/24/2020 4:00 PM
19	Team player as a whole not this side vs. That side.	1/24/2020 3:47 PM
20	Equity emphasis and Long-term strategy skills	1/24/2020 11:58 AM
21	Labor friendly	1/24/2020 11:32 AM
22	One who can view the district as a business as well as a school system.	1/24/2020 10:45 AM
23	Run as a business?	1/24/2020 10:21 AM
24	Listen to parents	1/24/2020 8:33 AM
25	Change management skills	1/23/2020 9:47 PM
26	Ability to see thru to the sources of problems	1/23/2020 8:53 PM
27	Innovative:able to see where the district should be going for the 21st century.	1/23/2020 5:18 PM
28	make sure there is equity in all the schools especially the western schools	1/23/2020 2:55 PM
29	The new super needs to strive for racial justice and equity with funding transparency.	1/23/2020 2:47 PM
30	One that here's the people and doesn't hide and avoid the people of our school community	1/23/2020 2:29 PM
31	lep student cases	1/23/2020 12:44 PM
32	Accountability	1/22/2020 11:29 PM
33	Passion for their job and make decisions based on what's best for the student.	1/22/2020 6:30 PM
34	support of immunization law to include exclusion when necessary to improve compliance rates	1/22/2020 4:34 PM
35	backbone capacity to be open minded and thoughtful about innovative solutions.	1/22/2020 3:00 PM
36	A clear and unwavering dedication to equity	1/22/2020 12:58 PM

Superintendent Search Survey

37	willingness to hold students accountable for behavior	1/22/2020 12:10 PM
38	The ability to grasp the Big Picture and be creative with possible solutions.	1/22/2020 12:10 PM
39	Working knowledge of our district	1/22/2020 9:09 AM
40	Takes initiative	1/22/2020 6:47 AM
41	Understand the needs of the student body.	1/21/2020 9:49 PM
42	Physically being in our schools.	1/21/2020 6:01 PM
43	Supportive of labor-management	1/21/2020 4:38 PM
44	Character and Values	1/21/2020 4:23 PM
45	Actually able to make a decision for the benefit of the district.	1/21/2020 3:50 PM
46	Actual Leadership skills - Listen,vision, empower, hold systems/people accountable	1/21/2020 3:26 PM
47	Servant leader-willing to be involved at all levels	1/21/2020 3:17 PM
48	We really need a leader show can build trust with the community and harness the incredible stregths	1/21/2020 1:09 PM
49	expand managerial to include change-management and visionary problem-solving	1/21/2020 12:39 PM
50	Understanding/education on what makes successful education not just following standardized testing	1/21/2020 11:36 AM
51	Evolving schools in current best practices.	1/21/2020 11:31 AM
52	Honesty, fairness, understanding	1/21/2020 10:46 AM
53	Importance of mental health services from already highly qualified employees	1/21/2020 9:49 AM
54	Validate teachers. Teachers are overwhelmed and unappreciated and high class sizes	1/21/2020 9:31 AM
55	Ability to do what is best for students regardless of outside pressure	1/21/2020 9:07 AM
56	Executive thinking skills which is able to focus on the big picture.	1/21/2020 8:30 AM
57	Advocacy	1/20/2020 8:26 PM
58	for the love of Pete, don't hire someone who is always in the newspaper looking for another job....	1/20/2020 8:12 PM
59	Transparency	1/20/2020 8:08 PM
60	Ability and fortitude to shift the district away from the current approach to boundary changes.	1/20/2020 8:01 PM
61	Thick skin	1/20/2020 7:55 PM
62	Leadership	1/20/2020 7:38 PM
63	We need more equity and diverse personnel.	1/20/2020 7:24 PM
64	Experience in non-government business	1/20/2020 6:11 PM
65	to make changes that teach the whole child & values more educators vs tech	1/20/2020 5:23 PM
66	thinking outside of the box	1/20/2020 5:22 PM
67	look at all sides and do what is right not be influenced by old ways----transparent and honest	1/20/2020 5:19 PM
68	Must have "Thick Skin" to be walking into this roll after the current Boundary Project.	1/19/2020 10:55 AM
69	Changing curriculum to include civic education & environmental stewardship education	1/19/2020 10:28 AM
70	Would love to see someone from a minority group.	1/17/2020 9:15 PM
71	Ability to see big picture, cause & effect, treat the cause not just the symptoms	1/17/2020 7:00 PM
72	Really listens to district employees - especially teachers in regards to student-related issues.	1/17/2020 10:05 AM
73	Not local	1/16/2020 9:38 PM

Superintendent Search Survey

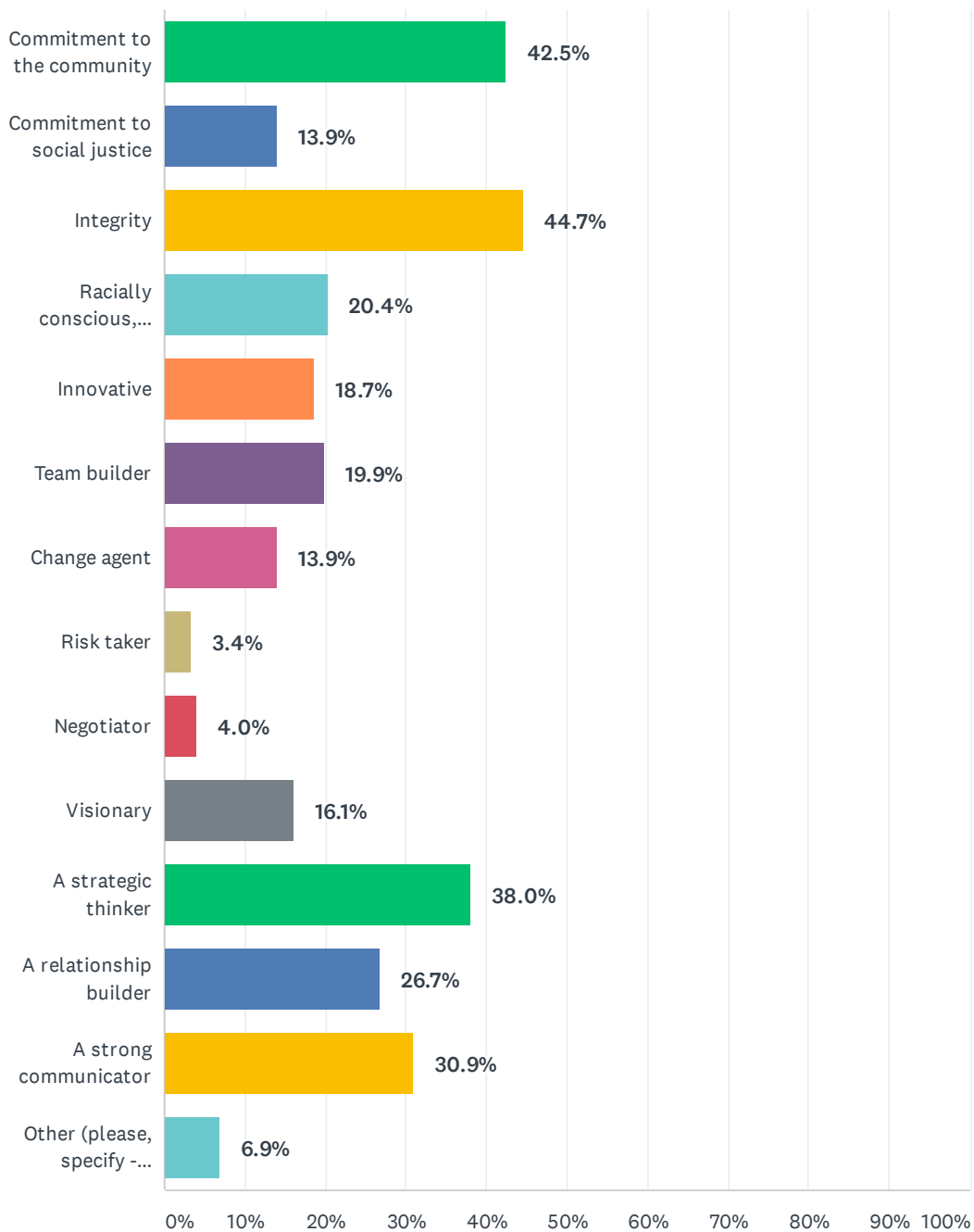
74	A healers, weed out good ole boys club and incompetent people that in administration	1/16/2020 9:31 PM
75	Honesty/Integrity - tell the truth/ don't change facts depending on the audience	1/15/2020 5:09 PM
76	Forward thinking, investing future of blended learning (online) applications	1/15/2020 9:43 AM
77	The strength to make tough decisions to bring equity to our schools across the district..	1/14/2020 4:56 PM
78	The ability to make unpopular decisions if they are the best ones for the district and community	1/14/2020 3:33 PM
79	Understands achievement gap starts from birth, not K.	1/14/2020 3:28 PM
80	Ideas for dealing with truant and low achieving students.	1/14/2020 2:28 PM
81	One who sees the district as a whole not just special interest groups.	1/14/2020 9:24 AM
82	Ability to listen and act accordingly	1/13/2020 10:00 PM
83	Transparency	1/13/2020 2:14 PM
84	Listen to the teachers regarding programming and curriculum.	1/13/2020 8:07 AM
85	No B.S. accommodations for "cultural sensitivity."	1/13/2020 3:43 AM
86	a well rounded experience within all levels of public education primary - secondary	1/12/2020 10:43 PM
87	I would like to see candidates have a background in working with special education students.	1/12/2020 10:21 PM
88	Ethics and transparency	1/12/2020 5:45 PM
89	Supportive of Staff Makes Decisions in the best interest of the Students, Staff and Community	1/12/2020 4:39 PM
90	Duluth is two cultures, east/educated and west/washed up blue collar. Need skill at bridging	1/12/2020 1:49 PM
91	Courage in guiding the district to make difficult decisions to eliminate the achievement gap.	1/12/2020 10:19 AM
92	institutional knowledge specific to isd 709	1/12/2020 8:23 AM
93	independent work accept help No political affiliation Work towards a relationships between schools	1/12/2020 12:53 AM
94	Someone not afraid to say no to things	1/11/2020 6:59 PM
95	Open Mind we need an open mind	1/11/2020 3:05 PM
96	Creativity. Hire a get-the-hell-out-of-my-way leader. We need BIG change.	1/11/2020 11:09 AM
97	Respond to population growth by opening more schools.	1/11/2020 2:01 AM
98	Knowledge of inequities between areas of Duluth	1/10/2020 9:52 PM
99	Give Western kids resources to succeed while Easterners demand enrichment and all hate busing.	1/10/2020 8:38 PM
100	Visionary leadership, commitment to openness and transparency in communication.	1/10/2020 6:59 PM
101	Putting the children FIRST	1/10/2020 4:02 PM
102	Must live in the district!	1/10/2020 3:02 PM
103	Ability to address equity issues and to unite a divided district	1/10/2020 2:37 PM
104	Some who cares about lowing class size	1/10/2020 1:56 PM
105	Leadership skills...very different than managerial	1/10/2020 1:05 PM
106	Taking initiative. Make a decision. Be a leader who isn't afraid to make tough decisions	1/10/2020 1:05 PM
107	Has been in the district and history here	1/10/2020 12:10 PM
108	No new taxes without vote	1/10/2020 11:48 AM
109	Stand up to the board, make hard decisions, not just pander to the progressives and alphabet people	1/10/2020 11:24 AM

Superintendent Search Survey

110	needs to be innovative to make the changes needed to make the school district dynamic and grow.	1/10/2020 10:46 AM
111	Visionary, sees trends in education, at the forefront of what is happening	1/10/2020 10:00 AM
112	Ability to truly understand what families living in poverty are facing	1/10/2020 1:01 AM
113	We need a superintendent with long range mission and vision and the skills to enact both.	1/9/2020 11:27 PM
114	Able to say "NO". District isn't responsible for every kids "needs"	1/9/2020 10:12 PM
115	Willing to be be disliked in the name of making unpopular, yet necessary decisions.	1/9/2020 9:10 PM
116	Supportive of teachers	1/9/2020 9:05 PM
117	Awareness of Ojibwe culture, history and how that applies to education	1/9/2020 8:26 PM
118	how to eff. lead an org and demo a sense Of Ownership & resp. for their job and those they supervise	1/9/2020 7:53 PM
119	Conflict Management skills	1/9/2020 5:11 PM
120	Strategic planning	1/9/2020 4:53 PM
121	Strong leadership skills	1/9/2020 4:46 PM
122	Ability to focus less on politics	1/9/2020 4:45 PM
123	understanding of the different needs in the different buildings	1/9/2020 4:37 PM
124	Business skilled	1/9/2020 4:21 PM
125	Keep everyone in the know, no secret back room dealings	1/9/2020 4:02 PM
126	Student behavior specialist skills	1/9/2020 4:00 PM
127	The ability to look at the disparities in our schools realistically	1/9/2020 3:56 PM
128	The number one is financial foresight.	1/9/2020 3:38 PM
129	Leading and managing change	1/9/2020 3:21 PM
130	Willingness to socialize beyond the professional "class" and/or white community	1/9/2020 3:20 PM
131	4R Model Mindset (http://work-effects.com/4r-model-of-transformational-leadership/)	1/9/2020 3:19 PM
132	Not to use this as a stepping stone to go somewhere else!!! Like the last 2 did!	1/9/2020 3:17 PM
133	The most important skill is marketing 709 in a positive light.	1/9/2020 3:01 PM
134	Transparency and Community input and inclusion.	1/9/2020 3:00 PM
135	Lead: Identify district needs and delegate initiatives to creatively address said needs.	1/9/2020 2:36 PM
136	Disciplinary skills!	1/9/2020 2:16 PM
137	A superintendent that makes smart choices and puts students first.	1/9/2020 2:13 PM
138	This is a dumb question. The superintendent needs all of these skills.	1/9/2020 2:09 PM
139	Communication, interpersonal and managerial skills inclusive of Transparency.	1/9/2020 1:48 PM
140	Outside the box thinking and creativity to keep families	1/9/2020 12:34 PM

Q9 Select from the list below the three most important characteristics you would like a superintendent to exhibit:

Answered: 1,487 Skipped: 0



Superintendent Search Survey

ANSWER CHOICES	RESPONSES	
Commitment to the community	42.5%	632
Commitment to social justice	13.9%	207
Integrity	44.7%	664
Racially conscious, aware, and responsive	20.4%	303
Innovative	18.7%	278
Team builder	19.9%	296
Change agent	13.9%	207
Risk taker	3.4%	51
Negotiator	4.0%	59
Visionary	16.1%	240
A strategic thinker	38.0%	565
A relationship builder	26.7%	397
A strong communicator	30.9%	459
Other (please, specify - response limited to 100 characters)	6.9%	103
Total Respondents: 1,487		

Superintendent Search Survey

#	OTHER (PLEASE, SPECIFY - RESPONSE LIMITED TO 100 CHARACTERS)	DATE
1	Commitment to students to receive a respected public education	1/25/2020 12:15 AM
2	Christian and Conservative thinker	1/24/2020 11:52 PM
3	Do not hire a superintendent that has multiple DWI/DUI arrests.	1/24/2020 9:39 PM
4	Neutral, no East/west affiliation	1/24/2020 9:36 PM
5	Skills to address equity and promote high achievement	1/24/2020 9:00 PM
6	Honest and straightforward	1/24/2020 8:44 PM
7	Commitment to truly improving under-performing schools	1/24/2020 8:22 PM
8	LISTENER!	1/24/2020 7:13 PM
9	Putting students first	1/24/2020 6:49 PM
10	servantleader fiscallyresponsible keep kids at heart decisions not well-tailored suit smooth talker	1/24/2020 6:42 PM
11	Guys, ability to tell the truth	1/24/2020 6:30 PM
12	Transparent and Honest	1/24/2020 5:42 PM
13	Hiring ASI without informing board is not transparent or honest. Trust & Transparency	1/24/2020 5:06 PM
14	Strong Morals	1/24/2020 5:05 PM
15	they should live within the community and school district they serve.	1/24/2020 4:47 PM
16	Common sense	1/24/2020 4:17 PM
17	Our superintendent should not value liberal political agendas over staff and students' welfare..	1/24/2020 4:16 PM
18	Fiscally Responsible	1/24/2020 4:09 PM
19	Belief in, experience with, and commitment to public education	1/24/2020 11:29 AM
20	Ability to stand up to the board when they go too far, or get off task.	1/24/2020 8:56 AM
21	Listen to parents	1/24/2020 8:33 AM
22	Values Early Childhood Eduation	1/23/2020 5:30 PM
23	Commitment to social justice right there with the three marked.	1/23/2020 3:54 PM
24	Vision to implement innovative edu. approaches, esp. language immersion & outdoor play	1/23/2020 3:44 PM
25	all are important as need a little of everything listed!!	1/23/2020 3:01 PM
26	follow through and effectiveness - get the job done right!	1/22/2020 10:19 PM
27	Knowledge of Duluth education leadership history and all we have been through	1/22/2020 7:03 PM
28	support of immunization law to include exclusion when necessary to improve compliance rates	1/22/2020 4:34 PM
29	Someone who is okay to try something new to achieve the goals of the District	1/22/2020 12:58 PM
30	Commitment to gender quity	1/22/2020 12:13 PM
31	The ability to respond to the concerns of the east-west divide in a fair and equitable manner.	1/22/2020 12:10 PM
32	can execute tough, unpopular decision to even out class sizes at elementary/MS levels	1/22/2020 9:11 AM
33	extensive experience in K- 12 to honestly understand student and staff needs	1/21/2020 7:12 PM
34	See and respect the integrity of community, staff, & students...include student voice	1/21/2020 4:38 PM
35	Personal accountability - view themself as working FOR/WITH teachers and the community	1/21/2020 3:26 PM
36	Develop a relationship with Duluth Edison Schools	1/21/2020 2:11 PM
37	VERY hard to pick from this list. All are important.	1/21/2020 1:09 PM ⁴⁵

Superintendent Search Survey

38	FISCALLY RESPONSIBLE!	1/21/2020 9:37 AM
39	A supporter of the arts (music/visual arts) in the schools	1/21/2020 8:57 AM
40	Commitment to the students and what is best for all	1/20/2020 11:55 PM
41	someone who focuses on good education for all and not these pet projects like language immersion	1/20/2020 8:12 PM
42	Ability and fortitude to shift the district away from the current approach to boundary changes.	1/20/2020 8:01 PM
43	Acknowledge and provide equal/appropriate educational challenge for gifted students	1/20/2020 6:53 PM
44	See the importance of extracurricular activities/sports	1/20/2020 5:37 PM
45	Committment to education!	1/20/2020 5:24 PM
46	Financial stability	1/20/2020 5:18 PM
47	Actively show through meetings that he/she is seriously considering suggestions brought forth.	1/19/2020 10:55 AM
48	earth justice/ environmental leader	1/18/2020 9:07 PM
49	Respect staff working with students, respond to needs/concerns, and support them to do job well	1/17/2020 9:26 PM
50	Smart	1/16/2020 9:38 PM
51	someone who cares about this district and actually wants to be here	1/16/2020 5:48 PM
52	Get everyone on the same page	1/15/2020 7:15 PM
53	LOOK@COMPETENCIES 1st. IF ALL THINGS r = in competencies,make diverse hire. If not, its a bad hire.	1/14/2020 3:33 PM
54	Career focused curriculum development	1/13/2020 12:11 PM
55	Race and social justice should not be factors. All persons should have the same standards.	1/13/2020 3:43 AM
56	A strong backbone.	1/12/2020 10:43 PM
57	Strong background with school finance, and holds people accountable.	1/12/2020 10:21 PM
58	Interventionist who plans to retire. Great communicator.	1/12/2020 7:54 PM
59	We need someone knowledgeable about early childhood education.	1/12/2020 6:56 PM
60	Supportive of the Staff	1/12/2020 4:39 PM
61	Care about kids/community more than looking good in reports.	1/12/2020 1:49 PM
62	Trust-builder - acknowledge where change is needed and deliver positive results for ALL students.	1/12/2020 10:19 AM
63	All of the things listed.	1/12/2020 12:53 AM
64	Respect for staff	1/11/2020 3:05 PM
65	Poor planning led to hastily closed schools in our city.	1/11/2020 2:01 AM
66	Willing to support your educators on ground level in order to support students	1/10/2020 9:33 PM
67	Policy to not sell to a competitor lost \$14 million for Central. GET THE MONEY. Forget policy.	1/10/2020 8:38 PM
68	Independent thinker re: Red Plan financial problems	1/10/2020 8:18 PM
69	Get the phones out of the classrooms!!	1/10/2020 7:54 PM
70	Transparent and open to community input and constructive criticism.	1/10/2020 6:59 PM
71	Someone who will enforce rules & regulations to all to keep safety with both students and staff	1/10/2020 4:25 PM
72	Most concerned about children	1/10/2020 4:02 PM
73	one who unites opposing groups	1/10/2020 2:37 PM ⁴⁶

Superintendent Search Survey

74	Outdoor focused	1/10/2020 2:29 PM
75	Accountability. Processes are in place for a reason and need to be followed	1/10/2020 1:05 PM
76	Fiscal responsibility to taxpayers	1/10/2020 11:48 AM
77	Can make decisions based on what's best for children. Ex. District boundaries	1/10/2020 11:32 AM
78	ONE WHO BELIEVES EVERY CHILD SHOULD BE ABLE TO LEARN AT THEIR OWN PACE AND NOT BY DESIGNED TESTING	1/10/2020 10:22 AM
79	Understanding of play-based early childhood education, especially outdoors	1/10/2020 9:59 AM
80	Commitment to Education	1/10/2020 9:22 AM
81	Harboring a love for nature.	1/10/2020 9:21 AM
82	An implementer - able to get things done.	1/9/2020 10:11 PM
83	Board members looking for indigenous candidates do not represent our broad community.	1/9/2020 9:59 PM
84	Committed to and lives a life based on traditional, conservative values	1/9/2020 9:20 PM
85	Financially responsible/skilled	1/9/2020 9:18 PM
86	Reside in Duluth and send their kids to these schools. This is imperative.	1/9/2020 9:10 PM
87	Fiscally responsible	1/9/2020 8:53 PM
88	Was a good teacher and is a strong INSTRUCTIONAL leader.	1/9/2020 4:49 PM
89	Leadership	1/9/2020 4:46 PM
90	Common sense, honesty, fiscal non-idiot	1/9/2020 4:37 PM
91	Business-minded	1/9/2020 4:21 PM
92	Not allowing the school board to make poor choices....	1/9/2020 3:47 PM
93	Financial background.	1/9/2020 3:38 PM
94	Making hard choices but the right choices	1/9/2020 3:31 PM
95	Supportive of TEACHERS and their experiences/wisdom. Put teachers and their students first.	1/9/2020 3:29 PM
96	Plus Innovative, Team Builder, Strategic Thinker, Strong Communicator	1/9/2020 3:25 PM
97	Most important: Attention to results. Ability to develop strategies & execute to achieve.	1/9/2020 3:21 PM
98	Strong dedication to STEM curriculum	1/9/2020 2:59 PM
99	Commitment to the community involves social justice, racially conscious, and integrity!	1/9/2020 2:32 PM
100	Be able to discipline as needed!	1/9/2020 2:16 PM
101	Willing to think outside the box and not always do the same old thing.	1/9/2020 2:00 PM
102	Fix finances, build trust, transparent decision maker: race/socioeconomic conscious & responsive.	1/9/2020 1:48 PM
103	Honesty	1/9/2020 1:47 PM

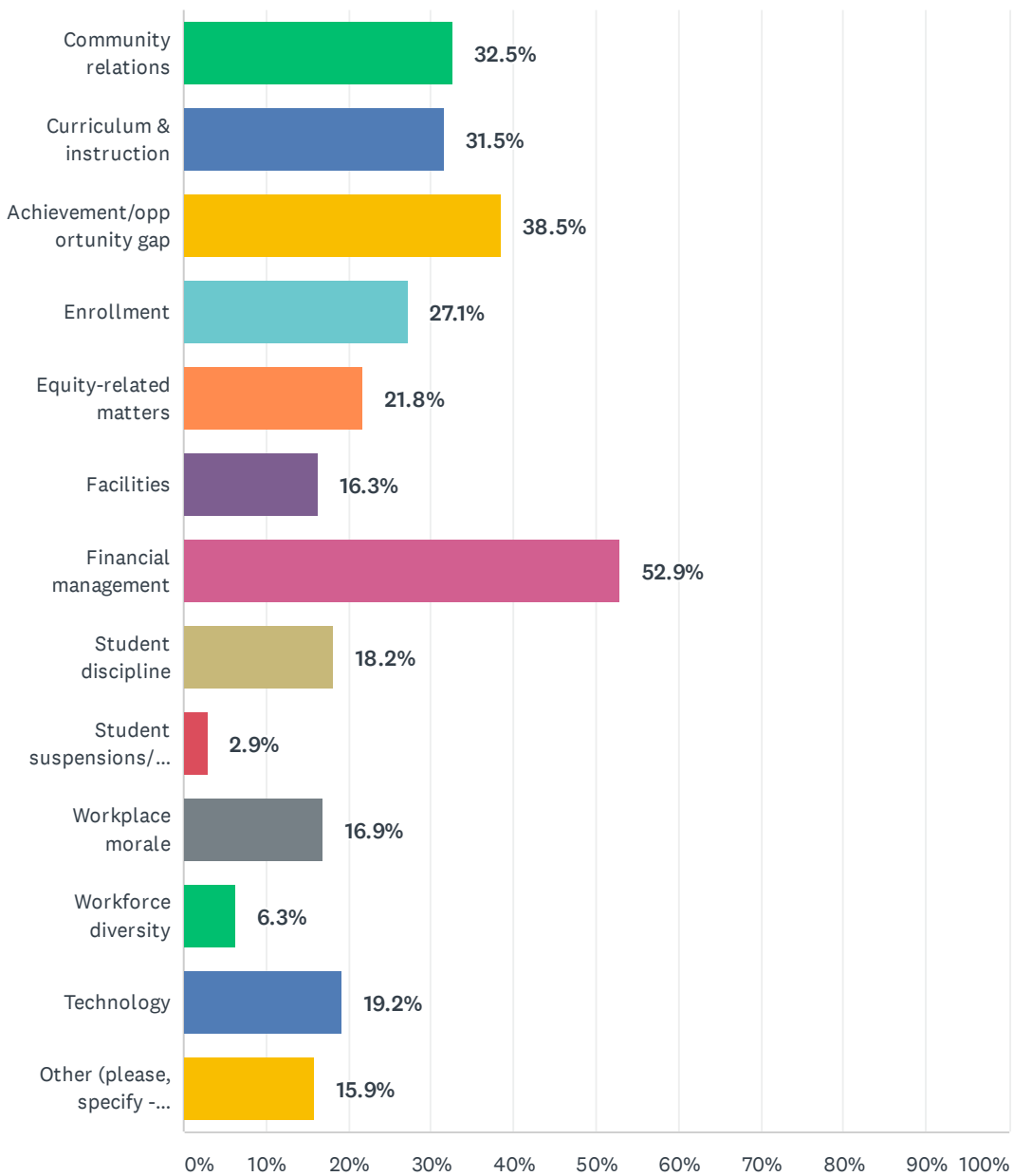
Q10 For each of the items below, indicate whether you believe the item is either extremely important, important, or not important as a requirement for the new superintendent:

Answered: 1,486 Skipped: 1

	EXTREMELY IMPORTANT	IMPORTANT	NOT IMPORTANT	TOTAL
Doctorate degree	11.2% 163	42.0% 613	46.8% 683	1,459
Experience as a superintendent with a proven record of success	49.9% 737	40.6% 600	9.5% 141	1,478
Experience as a superintendent in a district of similar size	29.7% 440	48.2% 714	22.0% 326	1,480
Experience as an assistant superintendent	11.4% 169	55.2% 816	33.4% 493	1,478
Experience as a district level administrator	24.3% 357	57.4% 845	18.3% 269	1,471
Experience as a principal	31.9% 470	53.6% 790	14.5% 213	1,473
Experience as a classroom teacher	51.6% 762	37.6% 556	10.8% 160	1,478
Experience in finance	44.1% 654	49.6% 735	6.3% 93	1,482
Experience in personnel	37.7% 556	55.0% 810	7.3% 108	1,474
Experience in curriculum/instruction	38.5% 568	53.4% 787	8.1% 120	1,475
Experience in racial equity and social justice	37.1% 549	46.0% 682	16.9% 250	1,481
Experience in facility construction and management	18.3% 271	51.7% 766	30.0% 444	1,481
Experience with technology	21.8% 323	59.3% 879	18.9% 280	1,482
Experience with restorative practices	24.2% 355	53.1% 778	22.7% 333	1,466
Experience in strategic planning	55.4% 817	41.5% 612	3.1% 45	1,474
Experience in community relations	62.5% 925	34.5% 511	3.0% 45	1,481
Long term commitments to school districts	56.7% 838	36.4% 538	7.0% 103	1,479
Experience in a multicultural community	37.6% 555	46.9% 692	15.6% 230	1,477

Q11 What do you consider to be the three most important issues or concerns facing the district in the next five years?

Answered: 1,487 Skipped: 0



Superintendent Search Survey

ANSWER CHOICES	RESPONSES	
Community relations	32.5%	484
Curriculum & instruction	31.5%	469
Achievement/opportunity gap	38.5%	572
Enrollment	27.1%	403
Equity-related matters	21.8%	324
Facilities	16.3%	242
Financial management	52.9%	786
Student discipline	18.2%	270
Student suspensions/expulsions	2.9%	43
Workplace morale	16.9%	252
Workforce diversity	6.3%	94
Technology	19.2%	285
Other (please, specify - response limited to 100 characters)	15.9%	237
Total Respondents: 1,487		

Superintendent Search Survey

#	OTHER (PLEASE, SPECIFY - RESPONSE LIMITED TO 100 CHARACTERS)	DATE
1	Small class sizes	1/25/2020 12:56 AM
2	The district continues to have \$ problems which didn't have to happen if you would've sold Central to Edison it's only going to get worse now you have to sell the old central building.	1/25/2020 12:41 AM
3	Mental health and the needed support for students suffering from anxiety, depression and risk of self harm. Vaping and getting control of this health issue	1/25/2020 12:15 AM
4	Boundary re-alignment. The new Superintendent should take the lead, not the outgoing one.	1/24/2020 10:49 PM
5	Determining borders for schools	1/24/2020 10:21 PM
6	Meeting student needs	1/24/2020 10:14 PM
7	Class sizes	1/24/2020 10:07 PM
8	Prioritize ECFE	1/24/2020 9:44 PM
9	Uniting the district by making one high school and ending the east west divisiveness. It will in turn solve many of the issues being faced in the district if we are united.	1/24/2020 9:36 PM
10	not including all parents on important school issues.	1/24/2020 8:53 PM
11	Willing to truly improve under-performing schools, instead of penalizing other student groups / schools	1/24/2020 8:22 PM
12	Class sizes, too large	1/24/2020 7:50 PM
13	Need to sell off iron horse of old Central. If so divided East/west tear down new central high & make one high school & keep middle schools	1/24/2020 7:22 PM
14	Class sizes....red plan problems...boundary changes	1/24/2020 6:49 PM
15	Spécial education	1/24/2020 5:48 PM
16	Mew boundaries	1/24/2020 5:42 PM
17	School boundaries and open enrollment	1/24/2020 5:42 PM
18	Class Sizes	1/24/2020 5:13 PM
19	Safe transportation that do not involve buses or car. Working with the city to prioritize bike lanes, pedestrian paths for students to be able to walk and bike to school.	1/24/2020 4:52 PM
20	Balance of opportunity for learners across the east/west divide, need parity in available classes, etc	1/24/2020 4:50 PM
21	Not choosing to have woodland area kids to travel further to Denfeld	1/24/2020 4:44 PM
22	class sizes	1/24/2020 4:41 PM
23	The inability of the district to retain students, particularly from the Denfeld attendance area. A fabrication lab is not enough to attract students with demonstrated high achievement.	1/24/2020 4:38 PM
24	School boundary issue	1/24/2020 4:33 PM
25	red plan stigma...I don't see you shaking this. Anyone responsible(and still around) from that disaster still deserves prison time..	1/24/2020 4:18 PM
26	Finances, boundary, class size	1/24/2020 4:17 PM
27	Keeping drugs and crime out of the schools	1/24/2020 4:16 PM
28	Selling buildings/improving education and reputation	1/24/2020 4:15 PM
29	Boundaries	1/24/2020 4:14 PM
30	school boundaries	1/24/2020 4:10 PM
31	dealing with differences in enrollment at the HS level - grade 9-10 denfeld, 11-12 east as an example	1/24/2020 4:06 PM

Superintendent Search Survey

32	Boundary Issues and the displacement of families from the school they want to go to.	1/24/2020 4:06 PM
33	I want Duluth Public Schools to be highly respected by the community and surrounding areas. I don't think we are currently.	1/24/2020 4:02 PM
34	Figuring out how to level out school capacity issues keeping travel time to school as a priority and being sensitive to traditions built up at BOTH HS schools. People buy in certain areas because of which schools they are in.	1/24/2020 4:00 PM
35	Implementing Cultural Competency district wide	1/24/2020 3:36 PM
36	Lack of adequate district provided mental health supports for students	1/24/2020 3:31 PM
37	District B0undries	1/24/2020 3:23 PM
38	class sizes	1/24/2020 3:22 PM
39	Teacher training & support in cultural intelligence, implicit bias, and trauma care	1/24/2020 11:58 AM
40	Boundaries.	1/24/2020 11:41 AM
41	I worry with the proposed boundary changes, the school districts problems will only intensify as you will see more people opting out of the district to avoid very long travel times to school.	1/24/2020 10:45 AM
42	Boundary lines	1/24/2020 10:21 AM
43	Did ask me for my comment!! I think building needs to be kept & remodeled (codo's top, hotel under & or mayor office) to make a income to pay for remodeling and restoration & make a killing on the income, why can everyone else can but Duluth is to ignorant to do it!!	1/24/2020 10:17 AM
44	Evolving to help meet the needs of the local workforce	1/24/2020 10:16 AM
45	Spending funding on what it's meant to be spent on, for example, money from the state that's meant to support students who live poverty, should be used for that purpose and not put in the general fund.	1/24/2020 9:31 AM
46	Not changing school boundaries	1/24/2020 8:03 AM
47	We need to focus on mental/emotional behaviors of our students. I believe each school needs social/mental counselors to help support the growing need of many students.	1/23/2020 10:53 PM
48	I would advocate that we spend more time looking at redistricting and that the new superintendent be involved.	1/23/2020 9:47 PM
49	Equal opportunities for students in the district	1/23/2020 8:53 PM
50	Supporting Mental Health of students and families	1/23/2020 5:30 PM
51	Duluth struggles to have true community support. IF we have a vibrant school district, people would move to Duluth.	1/23/2020 5:18 PM
52	Expansion of outdoor play-based options, including recess time and public preschool/early childhood programming	1/23/2020 3:44 PM
53	Achievement	1/23/2020 11:59 AM
54	Boundaries! I know of several families that live in Denfeld area, but lie and give an address of a family friend in the East area. This needs to be fixed!	1/23/2020 11:38 AM
55	The teachers are responsible for dealing with behavior problems that they need more help controlling. How can we work to improve achievement when a student is destroying the classroom as we teach? The abuse to kids and staff is horrible. There needs to be added staff in schools where behaviors are so bad.	1/22/2020 7:03 PM
56	staffing shortages	1/22/2020 4:34 PM
57	District wide mindfulness training and application in schools, and addressing white privilege by educating and training, faculty, staff and students district wide including district wide policies to address those that use microaggressions to taunt and torment students of color who then lash out and experience discipline, suspensions. The root cause is white privilege and micro aggressions, not the students of color.	1/22/2020 3:47 PM

Superintendent Search Survey

58	Student disrespect disruption disobedience defiance	1/22/2020 12:10 PM
59	If we are to maintain ISD 709 we need a superintendent who will not cave in to Edison, thereby decimating our numbers. We need to make our schools more attractive. A seven period day would be a good start, so that students wouldn't have to choose between music and languages.	1/22/2020 12:10 PM
60	Class sizes	1/22/2020 9:40 AM
61	CLASS SIZES!!!!!!	1/22/2020 9:11 AM
62	finding the best way to operate within our budget	1/22/2020 8:45 AM
63	Cohesive school board. Less micro management by board members.	1/22/2020 7:54 AM
64	Classroom sizes are still too big	1/21/2020 6:16 PM
65	Money	1/21/2020 6:01 PM
66	Gaining the trust of the community & staff	1/21/2020 4:38 PM
67	Small Class Size	1/21/2020 3:25 PM
68	we need to get ISD 709 back as a respected care taker of out kids!	1/21/2020 1:09 PM
69	Teacher to student ratio	1/21/2020 11:31 AM
70	Listening to what the community wants. Commitment to stay.	1/21/2020 10:12 AM
71	Must have lower class size	1/21/2020 9:51 AM
72	CLASS SIZES -LOWER THEM!!	1/21/2020 9:31 AM
73	Integration of ECE programs INTO the schools	1/21/2020 8:26 AM
74	Smaller class sizes!	1/21/2020 8:15 AM
75	Drug problem in the high schools vaping	1/21/2020 7:17 AM
76	Current boundary debate	1/21/2020 12:23 AM
77	Responsible initiatives to use technology to offer equal opportunities to students at all schools	1/20/2020 11:55 PM
78	I am strongly opposed to proposed scenarios requiring impractical and unsafe transportation from rural areas	1/20/2020 10:07 PM
79	Need to lower class sizes	1/20/2020 8:07 PM
80	allowing children to attend neighborhood schools rather than forcing them to travel to distant campuses	1/20/2020 8:01 PM
81	Class size	1/20/2020 7:54 PM
82	Improving on special ed services, including hiring more paraprofessionals	1/20/2020 7:52 PM
83	Classroom sizes and lack of innovative instruction	1/20/2020 7:36 PM
84	Reducing class sizes	1/20/2020 7:14 PM
85	Providing for the diverse needs of gifted children	1/20/2020 6:53 PM
86	Proposal of busing my kids across town when there is a school only 10 minutes away from my home!	1/20/2020 6:32 PM
87	Class sizes	1/20/2020 6:11 PM
88	Improved special education, curriculum for dyslexia and	1/20/2020 6:08 PM
89	The districts willingness to push through changes that are burdensome and financially damaging to the community so it can hit a metric.	1/20/2020 5:29 PM
90	Enrollment is going to be a huge problem - people are going to flee district 709 if ridiculous options with kids riding buses for an hour each way to school go through... Island Lake to Denfeld? (seriously?)	1/20/2020 5:26 PM
91	to make changes that teach the whole child & values more educators vs tech	1/20/2020 5:23 PM

Superintendent Search Survey

92	there is a need to evaluate what technology is necessary and what is NOT.	1/20/2020 5:22 PM
93	smaller class sizes so teacher know students and have time to care	1/20/2020 5:19 PM
94	Building confidence in the district	1/20/2020 4:47 PM
95	family retention in ISD 709 will be a main concern for the new Superintendent if East families are shipped West. Personally, I'm an East family not willing to drive 35 mins or place my kids on a bus for 2 hours to go to school when my neighborhood school is 15-20 mins away. (We are a Homecroft family 1300 feet from the Hermantown line). It has nothing to do with not wanting to go West because of an "Inter-city" school that the district has made it seem that all East families think of the West side of town.	1/19/2020 10:55 AM
96	Classroom size-- need smaller classes	1/17/2020 9:54 PM
97	Class sizes are biggest they've ever been despite 2 levies. Funds misappropriated	1/17/2020 9:26 PM
98	Class sizes	1/17/2020 10:05 AM
99	Lack of trust, poor administrative hires	1/16/2020 9:38 PM
100	Lack of trust clean house hire decent administrator. Hold teachers accountable .	1/16/2020 9:31 PM
101	teachers are unhappy with curriculum and test scores are a problem.	1/16/2020 5:48 PM
102	Again, impossible to pick 3. But I would focus on having a person who can plan, create a vision, make tough decisions with the eye on the vision, We HAVE to have someone who can make a plan for our financial health and the facilities have to be a part of that priority.	1/16/2020 2:23 PM
103	balancing budget, opening another high school	1/16/2020 12:10 PM
104	I want to see smaller class sizes across the board and more support services staff in every school. I also want to see the farm to school program to expand.	1/15/2020 5:43 PM
105	I am concerned about not being able to attend my current school or the school i was hoping for.	1/15/2020 12:46 PM
106	Equality for every student not equity. Every student needs to be held to the same discipline and standards. Our students safety is the utmost importance to everyone. Having students behave in the classroom so the teacher can teach and the children who want to learn are able to just that.	1/15/2020 8:50 AM
107	The fact that we have a seeming commitment based on actions in creating two distinctly different schools rather than one distinct school district.	1/14/2020 4:56 PM
108	If by doctoral degree you mean EdD, the degree is completely overrated. It is not a PhD, which is a mistake many people make. There is little rigor, less research, and no original contribution to the field of education required for the credential, which IS the requirement of the PhD. An EdD is more of a "leadership" degree. While leadership may be taught in a classroom, it is not necessarily learned or put into practice there. There is sufficient evidence for that in our most recent hires. If the credentials you are identifying are those of a PhD, that is a much different story and would certainly be desirable because the degree requires original thinking.	1/14/2020 3:33 PM
109	Identifying and providing services and proper reading instruction for students with Dyslexia. The District does a terrible job with this key issue.	1/14/2020 2:51 PM
110	Early childhood education Nature Play	1/14/2020 10:25 AM
111	Small class sizes to increase student learning opportunities and balance the needs of struggling students with learning disadvantages and those with mental illness needs.	1/13/2020 11:24 PM
112	Class size	1/13/2020 10:42 PM
113	#1 Class sizes #2 Seek input from classroom teachers #3 Selling/using Central on the hill	1/13/2020 10:38 PM
114	Classroom sizes need to seriously reduced. Especially at the critical ages where a child's foundation for reading and math are important! K-3 needs to be capped at 24.	1/13/2020 10:24 PM
115	Smaller class sizes	1/13/2020 9:27 PM
116	High Classes sizes	1/13/2020 9:13 PM
117	Class size	1/13/2020 8:47 PM

Superintendent Search Survey

118	Mental health of our staff and students	1/13/2020 6:38 PM
119	Reducing class size: teacher - student ratio should be smaller	1/13/2020 6:33 PM
120	1) Reduce class size 2) Sell extra property 3) Financial mgt; Forcing 3 picks & 100 char, seriously?	1/13/2020 6:31 PM
121	Class size	1/13/2020 6:23 PM
122	Retaining and attracting high quality teachers	1/13/2020 6:14 PM
123	Financial and building management go hand-in-hand in this district, and are critical, but also have very competent staff at the helm in these areas. We are making zero progress with the achievement gap, and that needs to be the priority.	1/13/2020 2:14 PM
124	Serious lack of opportunities. Lack of resources. Declining enrollment as a result.	1/13/2020 10:21 AM
125	home school options, and more emphasis on post-secondary learning.	1/13/2020 3:43 AM
126	Our district is far behind with technology and needs to have a strong leader to allocate technology funds into the yearly budget.	1/12/2020 10:21 PM
127	Reducing class sizes	1/12/2020 8:34 PM
128	Expansion of early childhood programs for all children ages 0-4 in the district.	1/12/2020 6:56 PM
129	Class size, the classes are way to large at Lester. Your language program is poorly set up. Your art program is so poor. I would love to see my children have art music and language every day. Take out the sports activities after school and spend your money on the child's education.	1/12/2020 6:39 PM
130	Reducing Class Sizes!!!!!!	1/12/2020 11:59 AM
131	SCHOOL FUNDING. Health care costs for our teachers and staff have sky-rocketed. Funding at the state level has shifted, so that schools are getting a fraction of what they did in the pre-Pawlenty era.	1/12/2020 10:19 AM
132	Improved curriculum so that it is relevant/useful for students not of the majority culture	1/11/2020 6:15 PM
133	Honesty	1/11/2020 3:05 PM
134	Disparity between class offerings, financial base, and enrollment in the Eastern and western high schools of Duluth.	1/11/2020 2:00 PM
135	Disparity between class offerings, financial base, and enrollment in the Eastern and western high schools of Duluth.	1/11/2020 1:59 PM
136	Train students for the direction they want to go. Add trades training.	1/11/2020 11:09 AM
137	Classroom size	1/11/2020 9:13 AM
138	Lower the class sizes	1/11/2020 4:26 AM
139	Please stop selling our school buildings instead of renovating and seeing them as investments for the growing student population.	1/11/2020 2:01 AM
140	Supporting non-teaching staff in the district (example- office staff, school nurses). They do much for the students "outside" the classroom to keep them in the classroom	1/11/2020 1:23 AM
141	One size fits all policies that don't take individual student needs into consideration	1/10/2020 11:25 PM
142	Class size, taking care of teachers, mental health/counseling services in all schools	1/10/2020 9:33 PM
143	Red plan aggravated East-haves /West-have-nots. The board/superintendent have dodged responsibility. New super must lead a reluctant board toward educational achievement from Fond-du-lac to Lester Park.	1/10/2020 8:38 PM
144	Red Plan fallout solutions	1/10/2020 8:18 PM
145	Student morale, get the phones out of the classrooms!!	1/10/2020 7:54 PM
146	What is best for children	1/10/2020 4:02 PM
147	More opportunities for magnet schools at all grade levels - STEM Magnet, Arts Magnet,	1/10/2020 4:01 PM ⁵⁵

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	Outdoor School	
148	Class sizes need to be lowered in elementary schools. Elementary schools should have equitable funding/resources.	1/10/2020 3:10 PM
149	Class size	1/10/2020 3:03 PM
150	As an employee, I received no orientation, training or guidance. The class sizes are huge and there is no follow through or discipline with students.	1/10/2020 3:02 PM
151	Logistics of high schools	1/10/2020 2:19 PM
152	Class size	1/10/2020 1:56 PM
153	Encorporating nature and outdoor play/learning into each day	1/10/2020 1:05 PM
154	Long term vision: Where are we going? How are we going to get there? Who are the people that are the best to lead certain initiatives. What do we stand for? What are we proud of?	1/10/2020 1:05 PM
155	Absenteeism -whatever the reason	1/10/2020 11:50 AM
156	Fiscal responsibility	1/10/2020 11:48 AM
157	Class sizes	1/10/2020 11:44 AM
158	Changing the boundaries so elementary school classroom sizes are smaller.	1/10/2020 11:32 AM
159	Sell the Denfeld school. Stop wasting taxpayers' money.	1/10/2020 11:24 AM
160	Expansion of play-based public preschool and other early childhood programming, especially outdoors	1/10/2020 9:59 AM
161	Ability to unite community in common goals and LISTEN to what parents are saying before making decisions.	1/10/2020 9:38 AM
162	Career readiness preparation for all students, with a focus not exclusively on college but also on training to enter employment	1/10/2020 9:28 AM
163	Class sizes	1/10/2020 9:26 AM
164	Qualified teachers who are new to the district don't get paid enough to support their families. Often, "specialists" in important areas like Art, Music, and mental health get shuffled between a few schools, making their jobs significantly more challenging. Increase the beginning base pay for new teachers, and increase funding for Art, Music and Counselors.	1/10/2020 9:23 AM
165	Building back the trust of the community after poor decisions(REDF PLAN) that did not pay off.	1/10/2020 8:15 AM
166	We have had many uncomfortable issues with teachers and poor boundaries. The teachers in the district may benefit from ongoing or continuing training in ethics, boundaries, and classroom management.	1/10/2020 12:51 AM
167	More help in the special-education rooms	1/9/2020 11:47 PM
168	Building trust with constituents who have seen poor decisions regarding closing schools, finances, etc.	1/9/2020 11:44 PM
169	class size	1/9/2020 11:06 PM
170	Mental and emotional health	1/9/2020 10:11 PM
171	What its values and morals are based on	1/9/2020 9:20 PM
172	The current inept leadership has paralyzed the school district. Get into the schools and put principle into practice.	1/9/2020 9:10 PM
173	Class sizes are too big!!!	1/9/2020 8:36 PM
174	We need more School Counselors to address the mental health crisis. All students should have equal access to Counselors. According to the American School Counselor Association there should be 1 School Counselor (K-12) per 250 students in order to have proactive preventative programming.	1/9/2020 8:28 PM
175	Class sizes/overcrowding	1/9/2020 7:59 PM 56

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176	Better opportunities to be able to follow students 504 plans with materials or space needed for children who struggle to have tools to learn especially a place for testing!! This has been a huge issue	1/9/2020 7:58 PM
177	current vibe of- I don't care & it's not my problem- of many emp. Turn off to stay in this school dist.	1/9/2020 7:53 PM
178	The mass exodus of students to Proctor, germantown, wrenshall etc	1/9/2020 7:37 PM
179	Student to Teacher ratios. Not enough class rooms and teachers.	1/9/2020 7:25 PM
180	The district needs a strategic plan.	1/9/2020 6:22 PM
181	Classroom size. For elementary it would be nice to keep the classroom size to 25 kids or less	1/9/2020 5:56 PM
182	Moving to more innovative classrooms	1/9/2020 5:43 PM
183	Class sizes and boundary lines.	1/9/2020 5:25 PM
184	Finance	1/9/2020 4:45 PM
185	We need a superintendent who can bridge the gap in many of these aspects listed. Also someone who understands our Duluth community and how to bring different backgrounds of students together.	1/9/2020 4:41 PM
186	Loyalty to the practical needs of district, even when the Twitter mob doesn't like it.	1/9/2020 4:37 PM
187	Staffing, enough support staff	1/9/2020 4:32 PM
188	Class sizes.	1/9/2020 4:29 PM
189	Class size and boundaries are not listed, but a huge problem.	1/9/2020 4:28 PM
190	Class sizes	1/9/2020 4:21 PM
191	Teacher to student ratio	1/9/2020 4:21 PM
192	Collaboration with municipal and county governments	1/9/2020 4:14 PM
193	I am using this section to clarify my thoughts on the achievement gap. I do not think there is enough being done to support students below AND above the median. There are simply not enough resources to challenge students that need it as well as support students who need it. This could be due to funding, poor use of finances, large class sizes, etc...	1/9/2020 4:05 PM
194	Class sizes and teacher retention	1/9/2020 4:01 PM
195	*Lack of student suspensions/expulsions	1/9/2020 4:00 PM
196	Class size and the resources to support each student in the class	1/9/2020 3:56 PM
197	School board making poor choices	1/9/2020 3:47 PM
198	Class sizes must be lowered.	1/9/2020 3:43 PM
199	Work on existing programs	1/9/2020 3:38 PM
200	Put teachers first. Pay them well. Value their experience and expertise, empower them.	1/9/2020 3:29 PM
201	CLASS SIZES! We left a school 5 blocks away because there were 120 kindergarteners and only 4 rooms!	1/9/2020 3:28 PM
202	class size is too big	1/9/2020 3:21 PM
203	Building a reputation of academic performance, relevant to our community, and building trust and integrity as a school district to have students excel regionally, nationally, and internationally. ISD 709 needs to be a strength, not a weakness, of our region.	1/9/2020 3:21 PM
204	Experience in places where multiple educational options are available. This relates to the pull of private educational facilities to pull students from public education. This person should be fully committed to public education!	1/9/2020 3:20 PM
205	mental, emotional, spiritual health/stability. If our children are confused and unsettled about who they are, they will not be capable of achieving all that is possible.	1/9/2020 3:19 PM

Superintendent Search Survey

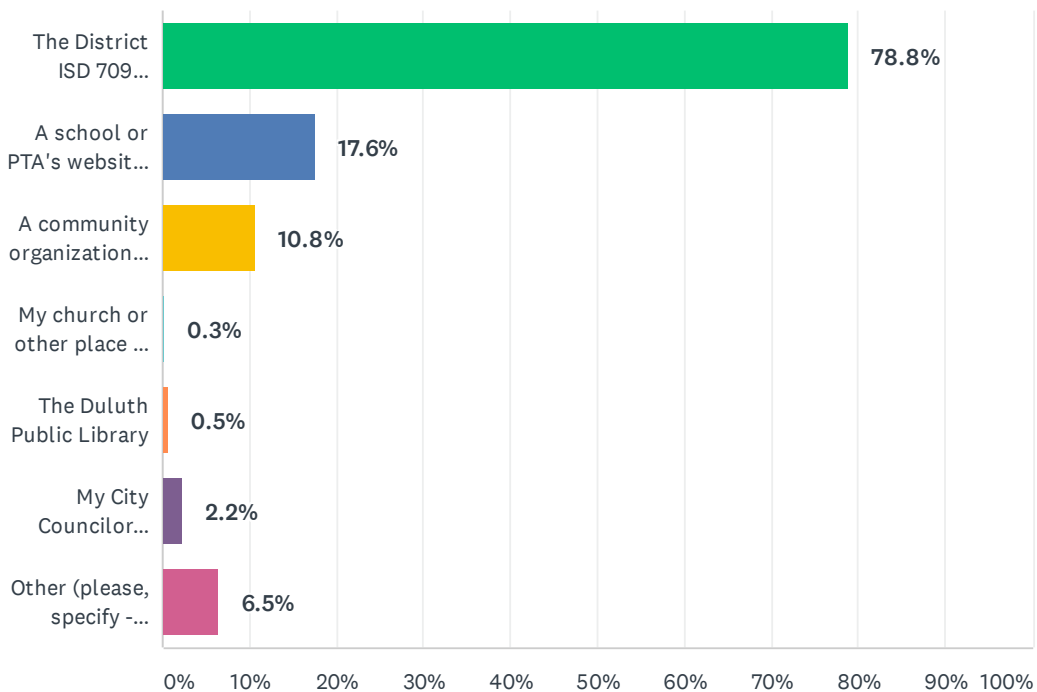
206	Not enough focus on merit over race.	1/9/2020 3:18 PM
207	Once again, two of the available options are more important to me than the rest, so I'm picking two.	1/9/2020 3:15 PM
208	Students outside time.	1/9/2020 3:01 PM
209	Class size	1/9/2020 3:00 PM
210	The ability of our new superintendent and school board to effectively manage our district and reverse the incompetence they have displayed in their actions. I have a lot of concerns with the viability of our district and its ability to maintain itself.	1/9/2020 2:53 PM
211	Reduction in class sizes, improved teacher continuing education, identification of teachers who need additional training in regard to effective methods of instruction, classroom management, assisting students who are at risk academically or behaviorally. Improved safety and security of our schools, reduction in vaping and drugs in student restrooms and classrooms.	1/9/2020 2:52 PM
212	Large class sizes. More teachers or less students to open enroll. There should not be 32 students in a first grade class.	1/9/2020 2:44 PM
213	Changing the zoning of the district without long range planning (appears more reactive than proactive) to meet some needs of those that are currently speaking the loudest	1/9/2020 2:39 PM
214	Class sizes	1/9/2020 2:37 PM
215	Lean Organizational Leadership: The education budget in Duluth has narrow margins, and it doesn't look to be changing anytime soon. Thus, having someone with an innovative track record for making positive change with creative ways of identifying existing funds or exterior funds to sustain them. Also, someone able to read the changing 21st century post-secondary environment, and how we can best prepare our students through changes to our educational programming (innovative scheduling and program offerings).	1/9/2020 2:36 PM
216	Bullying in schools my two boys have been bullied at all the schools they have attended here in Duluth. When we lived in Minneapolis we didn't have this problem at all.	1/9/2020 2:32 PM
217	Finding a compelling reason for families to stay in the district. (i.e. a STEM focused academy within one of our high schools (Denfeld), or another unique program not offered by neighboring districts.)	1/9/2020 2:26 PM
218	Class size.	1/9/2020 2:26 PM
219	Extracurricular Opportunities	1/9/2020 2:25 PM
220	Minimizing use of "technology"/phones, and instead spending money on reducing class sizes. A music magnet school would be extremely valuable to our community as well, like Lowell used to be.	1/9/2020 2:21 PM
221	Please make sure to verify all credentials and licensure prior to offering a job.	1/9/2020 2:20 PM
222	The need for more mental health support for students within the schools (licensed professionals - therapists, school counselors, social workers, NOT paraprofessionals)	1/9/2020 2:16 PM
223	Same practices as all schools all students	1/9/2020 2:13 PM
224	STABILITY for our students. A superintendent needs to make smart choices the FIRST time, so the same issue doesn't have to keep being revisited every three years. Common sense.	1/9/2020 2:13 PM
225	smaller class sizes	1/9/2020 2:11 PM
226	class size	1/9/2020 2:10 PM
227	Student Mental Health, Reduced Class Sizes, focus on raising competent adults that can navigate life (general "adulting" skills)	1/9/2020 2:10 PM
228	Students need to be taught responsibility and respect for themselves and others. Actions have consequences, be they positive or negative, so hold people accountable for their actions. . Stop mollycoddling students and parents and get a backbone because we aren't doing kids any favors when we allow them to run roughshod over adults.	1/9/2020 2:04 PM
229	Class sizes	1/9/2020 2:01 PM

Superintendent Search Survey

230	Creating clear district wide policies and expectations that are clearly communicated to educators.	1/9/2020 1:59 PM
231	The imbalance of opportunities, monies, etc: the divide between East and west	1/9/2020 1:48 PM
232	Provide supports for the diverse needs of our students at all schools SEL, full time counselor, smaller class size	1/9/2020 1:33 PM
233	class size!!!!	1/9/2020 1:25 PM
234	Mental Health Support	1/9/2020 12:31 PM
235	Teacher and Para shortage	1/9/2020 12:27 PM
236	Success and growth of Spanish and Ojibwe Immersion programs	1/9/2020 12:09 PM
237	Reducing class size.	1/9/2020 12:03 PM

Q12 How did you learn about the community engagement activities related to the superintendent search?

Answered: 1,487 Skipped: 0



ANSWER CHOICES	RESPONSES	
The District ISD 709 website, social media, email, or other communications	78.8%	1,172
A school or PTA's website, social media, email, or other communications	17.6%	262
A community organization's web site, social media, email, local newspaper, or other communications	10.8%	160
My church or other place of worship	0.3%	4
The Duluth Public Library	0.5%	8
My City Councilor website, social media, email, or other communications	2.2%	33
Other (please, specify - response limited to 100 characters)	6.5%	96
Total Respondents: 1,487		

Superintendent Search Survey

#	OTHER (PLEASE, SPECIFY - RESPONSE LIMITED TO 100 CHARACTERS)	DATE
1	Word of mouth	1/24/2020 11:29 PM
2	Duluth news tribune	1/24/2020 10:12 PM
3	Concerned parents group for 709	1/24/2020 9:36 PM
4	I didn't know there was a search for a new superintendent	1/24/2020 9:16 PM
5	Facebook group	1/24/2020 8:53 PM
6	Facebook boundary group. I didn't know we could do a survey for this job until told about it today	1/24/2020 8:44 PM
7	Social media friend	1/24/2020 7:34 PM
8	Email	1/24/2020 7:13 PM
9	My wife send me an email.	1/24/2020 6:54 PM
10	na	1/24/2020 6:42 PM
11	I know nothing about this	1/24/2020 5:48 PM
12	ECFE	1/24/2020 5:39 PM
13	Newspaper	1/24/2020 4:22 PM
14	TV	1/24/2020 3:53 PM
15	Duluth Federation of Teachers	1/24/2020 3:50 PM
16	New Paper	1/24/2020 3:40 PM
17	might be on the committee	1/24/2020 3:23 PM
18	Personal contact from School Board member	1/24/2020 11:44 AM
19	school board members	1/24/2020 11:13 AM
20	School board member	1/24/2020 10:58 AM
21	WDIO News	1/24/2020 10:17 AM
22	Ecfe class	1/23/2020 10:28 PM
23	Family members	1/23/2020 10:27 PM
24	Howie Blog	1/23/2020 3:54 PM
25	newspaper	1/22/2020 2:42 PM
26	School Board members	1/22/2020 12:58 PM
27	paper	1/21/2020 9:31 AM
28	email	1/21/2020 8:36 AM
29	Email	1/21/2020 6:29 AM
30	Media-tv	1/20/2020 11:55 PM
31	Family	1/20/2020 7:38 PM
32	Emails	1/20/2020 5:46 PM
33	my wife told me	1/20/2020 5:26 PM
34	duluth news tribune	1/20/2020 2:36 PM
35	one of my co workers emailed me the link. I havn't heard about it any other way.....	1/17/2020 12:55 PM
36	Social media	1/16/2020 9:04 PM
37	Duluth Youth Agency Coalition (DYAC)	1/16/2020 1:34 PM ⁶¹

Superintendent Search Survey

38	Duluth News Tribune	1/16/2020 9:53 AM
39	Self	1/15/2020 8:57 AM
40	By accident	1/14/2020 7:37 PM
41	News Tribune	1/14/2020 2:51 PM
42	Other: Duluth News Tribune and attending a school board meeting	1/13/2020 10:38 PM
43	My friends	1/13/2020 8:59 PM
44	Postcard + social media posts	1/13/2020 8:47 PM
45	NA	1/13/2020 6:51 PM
46	Duluth News Tribune	1/13/2020 4:51 PM
47	Email	1/13/2020 2:34 PM
48	I am a member of the Duluth Workforce Development Board	1/13/2020 12:11 PM
49	I received an email for this survey.	1/13/2020 10:21 AM
50	Other parents who are concerned and involved.	1/13/2020 9:58 AM
51	Friends facebook	1/13/2020 12:50 AM
52	News and Newspaper	1/12/2020 4:39 PM
53	News, social media	1/12/2020 4:32 PM
54	Educcational Equity Alliance	1/12/2020 1:49 PM
55	Duluth News Tribine	1/12/2020 1:09 PM
56	Facebook posts from the district	1/12/2020 11:59 AM
57	I'm in the preschool Policy Council	1/11/2020 3:12 PM
58	Tv	1/11/2020 3:05 PM
59	Duluth News Tribune	1/11/2020 2:00 PM
60	Duluth News Tribune	1/11/2020 1:59 PM
61	Friend on Facebook	1/11/2020 11:33 AM
62	News paper	1/11/2020 11:09 AM
63	A friend	1/11/2020 9:34 AM
64	Get phones out of the classrooms!!	1/10/2020 7:54 PM
65	Duluth News Tribune	1/10/2020 11:58 AM
66	Mpls Star Tribune article	1/10/2020 11:50 AM
67	Duke	1/10/2020 11:48 AM
68	Duluth News Tribune	1/10/2020 11:32 AM
69	Fox 21 News.	1/10/2020 10:54 AM
70	From a friend sharing the link on Facebook.	1/10/2020 10:27 AM
71	Facebook	1/10/2020 10:17 AM
72	Duluth NewsTribune email	1/10/2020 10:09 AM
73	Workforce Board	1/10/2020 10:00 AM
74	Duluth news tribune	1/10/2020 9:41 AM
75	Friend	1/10/2020 8:34 AM

62

Superintendent Search Survey

76	A friend's Facebook page	1/10/2020 1:01 AM
77	School Board member	1/9/2020 11:44 PM
78	A friend's Facebook page	1/9/2020 10:11 PM
79	Email	1/9/2020 9:28 PM
80	Relationship to school district employee	1/9/2020 9:10 PM
81	Tv	1/9/2020 8:21 PM
82	Head start family advocate	1/9/2020 7:36 PM
83	School board member social media	1/9/2020 6:32 PM
84	IDK	1/9/2020 6:21 PM
85	This Text message	1/9/2020 5:11 PM
86	Current superintendent's brutal pretty hard not to know we are in search a new one.	1/9/2020 4:41 PM
87	Duluth News Tribune	1/9/2020 4:39 PM
88	my own interest-- allow more than 100 characters for your free responses.	1/9/2020 3:28 PM
89	email to parents	1/9/2020 3:21 PM
90	Duluth News Tribune articles	1/9/2020 3:13 PM
91	Duluth news Tribune	1/9/2020 3:06 PM
92	Newspaper	1/9/2020 3:05 PM
93	PACSE	1/9/2020 3:00 PM
94	Why is there not an open ended segment for general comments at the end of this survey!	1/9/2020 2:34 PM
95	work for the district, receive emails	1/9/2020 2:28 PM
96	School Board meetings	1/9/2020 1:37 PM

**Duluth ISD 709
Stakeholder Interviews
with
BWP Consultants
Dr. Nicholas Wahl and
Dr. Kathleen Williams
Monday, January 27, 2020**

(All comments from stakeholders are reflected as best heard and recorded during respective conversations. This document is not intended to be a verbatim transcript.)

**Stakeholder Group Interview Name: 8:00 AM- Diverse Communities
Room 318 HOCHS**

Strengths of the Community and District

Lots of equity minded and committed citizens with investment in community
Student participation in a variety of volunteer and extracurricular activities
An astonishingly generous community, very charitable
Willing to address inequities in the District
Core group that comes to aid
Access to lake, activities
Teaching core committed to high quality education
Pridefulness in identity and neighborhoods
Beautiful buildings
Low cost of living
Arts scene
Not so big but good size
Numerous colleges which work with schools
Ample trades opportunities
Politically progressive community...more of a 'we' rather than an 'us'
Full-service community school program that is growing
Native American voice and presence
Good feedback from parents in bilingual programs

Challenges of the School District

Want to be heard and acted upon

Lack of transparency; people impacted are not involved in the decision

Large inequalities in two high schools: long standing achievement gaps (everything measurable)

Graduation rates, access to resources, minority access different, masked by percentages rather than numbers of children

Technology good but sometimes better served by face to face communications...alot is not shared creating distrust, deep history of distrust (over 50 years-systemic and imbedded)

Don't want to feel patronized ...people speak but don't get a response---feel like a voice in the wilderness

Lack of minority teachers

Anti-racism not taught

The Board trusts the administration

When asked for input, it feels superficial

Administration chose people to be on boundary committee but not including people who will be impacted. Then don't follow through.

Don't use an equity tool that they created. (Equity tool online)

Under the surface- racism

Qualities Sought

Equity mindset; demonstrated knowledge, proven record of advancing equity

Courage to make hard decisions

Utilize restorative justice

Repudiate use of suspension

Recruit and retain staff of color

Track record of using evidence-based procedures

Communication skills strong, listen and hear

Commitment and dedication to truth

Lead with integrity

Inclusive leadership style

Delegate true to form

Dedication to empowering large number of students

Proven history of engaging community

Like the profile of Madison School District

Support for principals and teachers, continue growth

One who can look at all systemic processes, challenge and not be afraid.

Training for people of color, mandatory, and cultural competence

Stand up and do what is right and not cater to East side of town.

An individual not from the area who can stand up to upper/middle class East-end groups.

Other

This group wants to be part of the complete process. Want to screen candidates. Develop interview questions. Be part of an interview team. This meeting cannot be all there is. What is the outcome? What happens to surveys? Share.

System change needs to occur.

Indian Education not just for Native students but for all.

Acknowledgment of Indian communities and communities of color.

Curriculum adapted to teach history of entire communities not just European history.

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: 9:00 AM- District Family Groups Room 318 HOCHS

Strengths of the Community and District

Dedicated parents and teachers who have passion for education

Parents are here, supportive, and ready to jump in and assist...will be engaged and support new supt.

Community partnerships, the Y, universities, lots of programs

There is a focus on mental health, as well as education

Full-service collaborative businesses and hospitals are stepping up to assist.

PTA ask for money and services, businesses give.

Holistic approach, library "every child ready"

Neighborhood communities...very passionate about...thus, why boundary issue is a concern

Staff/teachers at schools for decades

Staff and mayor attend extracurricular functions

Preschool programs in elementary schools-would love to be in every elementary school

Two immersion programs in elementary schools: Ojibwe and Spanish

School Forests in district;growing outdoor and nature-based preschool

Challenges of the School District

Expanded public preschool education

Not all sp. ed. programs are offered in all schools

Disproportionate in spec. ed. of children of color

Kicking kids out of schools because of disabilities

Teachers need to sell what they are doing and justify what they are teaching...not happening for some. Need more support.

Disconnect between superintendent and principals

No PLC system throughout district
More PBIS
No vertical or horizontal alignment
Overcrowded classrooms
Underutilization of space?
Close achievement, opportunity gaps
An issue of entitlement among some community members
Class size
Open enrollment
Boundaries won't change class size with current open enrollment practice.
Financial help for special needs in the middle schools
Overcoming the East vs. West culture. It's led people to think (and say) that there are worse schools.

Qualities Sought

Be able to convey strengths of schools and community; be a PR person
Be strong, know game plan, considerate of all families, not polarizing, open to hearing all
Balance board political-driven decisions, so they are less political
Listen to all groups-takes the town to discover "what would be best?" and use community resources.
A joiner
Articulate why decisions are made, transparency
Help people feel part of process, allay fears, address people who aren't going to get their way
Share best practices. How are we going to prioritize?
Level-headed
Experience with Sp. Ed funding (for middle schools, so kids don't fall through the cracks because of funding and in school help)
Teacher advocate and supportive and provide continual improvement
Services should not be a union issue. If schools can't provide, allow other organizations to provide--keep kids' needs the focus.
Interest-based bargaining experience
Accessibility by others such as PTA. Superintendent should have a presence. Visit schools to understand overcrowding...have more school visits.
Promote successes...more communication.
Work with State and community and with Board
Fundamental belief that all kids can learn. Tiered systems of support.
Finance/budget knowledge and smart with money.
Truly vested in community. Not job climbing in a few years. Knows strengths and weaknesses of community.
Transformative in nature...make happen what the community wants ...see some "I heard you" and pass down to other administrators.
Morale of teachers needs to be raised.
Passionate about kids.

Broaden opportunities for multiple providers for multiple services for special education students
Build more alliances.

More training/professional development for teachers particularly. In early years to understand more (dyslexia) and other community services.

Must understand or be willing to learn about Ojibwe culture and importance of this culture in our area schools, etc.

Someone who recognizes the importance of the long-term outcomes that early intervention services have on children and families.

Supportive

Aware of capital asset challenges particularly or the former Central H.S.

An advocate for teachers. Happy teachers (who are given the resources they need) will positively impact students and their achievement.

Not politically driven

Build consensus and create an action plan with implementation.

Prioritize effectively

Can challenge high performers

Master of Balance

Make changes from within from a level of trust

Understands impact of early childhood education

Up to date on research of learning through play.

Vision for a future for an increase in publicly funded early learning programming (e.g. preschool, ECFE, Help Me Grow)

Strong, confident, able to practice negotiations (or at least make other people feel like they are being negotiated with), so there is a feeling of respect on all sides.

Wants to make a difference, have a passion for running our school district successfully

Works toward a whole district culture

Values nature-based education

Transparency, willingness to work with and include the community and bridge the East/West divide

Diversity and culturally responsive-we need to create equality across the district.

Examine why some schools are struggling--not just move kids to shift numbers to make things look good on paper.

Values Immersion programs and their respective futures

Someone who will stay and commit

Other

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: 10:45-11:30 AM Denfeld Students DHS Auditorium

Strengths of the Community and District

Wonderful teachers
Easy to build relationships
Strong sense of pride
A lot of students leave to pursue higher education
A very diverse pool of students
A lot of chances
New chances
Variety of classes to choose
Opportunities for scholarships
Very well connected community for jobs, scholarships
A wide net of extracurricular activities
Welcoming environment
Wealth of personalities
A rich history of the schools

Challenges of the School District

More financial problems between Denfeld and East-equity of funding
Equity
Inequity for extracurricular funding for sports
AP inequities between Denfeld and East
Not enough qualified teachers to teach AP and CITS
Huge stigma about west side
East gets covered up while West gets in newspaper
Stigma is somewhat true - more district involvement
Lack of communication between district and school buildings
Certain students need safe places to feel like they belong...ethnicity
Students do not feel safe
Safe place to talk to someone
We are not focusing on mental health
Racism is happening...color of skin
Extremely hard to get in contact with counselors
Redistricting
Switching between schools
Policies are not clear (i.e.- sweeps, passes, etc.)
Inconsistency - replacement of principals
Communication

Funding...more counselors, help with mental health problems
More ways to deal with behavioral issues
Class sizes are too big.

Qualities Sought

Understand how students feel
Culturally competent
Unite East and Dunfeld
Communication skills
Student Voice
Being involved in all schools
Spending more time in middle schools
Concerned about student emotional well-being
Look beyond us vs. them mentality
A good listener
Willing to listen, school has changed
Good communication with other governmental units to create synergy with the District
Come to meetings prepared to answer questions.
Put forth a plan with an actual plan

Other

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: 10:45 AM-11:30 AM East HS Students-Auditorium

Strengths of the Community and District

East accepting of kids regardless of race and backgrounds
Programs and support services
Teachers are kind and enjoy themselves and very excited about being teachers
Teachers supportive and engaged and good environment
Lots of course options---broad range and interesting
Automotive at Denfeld

Counseling staff really helpful, career center open, career development well thought out...not just one track...college is not the only way
Getting most people to graduate...not just celebrating highest achievers.
Does not have weighted grading
Focus on learning.
Outdoorsy...lots to do
Lots of plays/theater
Great place to grow up--homegrown.
Everybody knows everybody--adds to home grown feeling
Minnesota "Kind"
Comfort food
School board meetings...transparency an issue
Closed meetings. Decisions impacting kids, parents don't know. Lack of communication.

Challenges of the School District

Lack of transparency...don't know what's going on.
Terrible at spending money.
Economic and racial disparities.
East HS and Denfeld HS...boundary lines. Impacting quality of education. West side poverty filled. East are "cake eaters"??
Duluth has huge opportunity and achievement gaps.
More kids at East, and West can't fill classes, so don't have as broad of offerings.
Being equitable vs. equal is needed.
Communications...school board and upper administration don't seem to understand us.
Special education kids can only get B?...can't mess with rankings?
Student Reps on the Board...what do they do?

Qualities Sought

A person going out of his/her way to listen.
Internal drive to listen to students
Look at everything in Duluth and the district.
Be open.
No part of cliques.
Team player...work with every level and others.
Need more sense of community.
Someone with high energy.
Works well with teachers and staff.
Driven...doesn't give up when one thing falls apart.
Local would be nice ...understands issues.
Females are easier to deal with...sometimes feel more comfortable...welcoming presence. Not an imposing figure.

People skills.
Sincere. True to what they believe.
Stop talking to please.
Try to Understand what people are saying.
Organize.
Someone who was a teacher or has a teaching background.

Other

Stakeholder Group Interview Name: 12:30-1:30 PM HOCHS Cabinet

Strengths of the Community and District

Supporting other perspectives
Ojibwe programs
Building community partnerships
Inclusive school settings
Highly qualified teachers and staff
Broad range of course offerings
Well-functioning from building perspective (brick and mortar)
Great support staff...clerical, administrative
An opportunity for someone to deal with diverse communities and cooperation
Community supportive...passed a levy
Survey results...think highly of teachers, education...good investment.
Beautiful facilities that community can access
Labor Management process in place come together on a regular basis to discuss problems, is more effective than historically

Challenges of the School District

Tried to address challenges but need to get better
Achievement (all measures) gaps- racially African American and Native Amer. Proficiency, growth rates, great disparities
Narrow and long school district--east and west racial disparities
Inherent distrust in community of administration and school board
Financial challenges...smart boards, technology, equipment replacement
Levy--didn't lessen cuts
No funding for furniture and curriculum. Replacement needed.

Teacher contract...concerns with language regarding PLCs and how they are defined and limited

Align resources, contracts, finances, calendar

Current structures contribute to achievement gaps-zero hour beginning of the day but have to get there--access a problem. Immersion programs-hubs, transportation barrier (we own and contract out). Access mixed for early childhood.

Technology in crisis-all infrastructure/unfunded in desperate need of repair.

This building (HOCHS)-explore interest in selling if someone interested.

Facility challenges. Transportation building. No Plan B for facility dept. If school on hill is sold.

Employee lawsuit

Claims made against a cabinet member

Administrative leadership team has been fraught with distrust due to hiring issue

Inability to offer family access to transportation

Qualities Sought

Someone who can live in a fishbowl-lots of media covering schools intensely-must be comfortable speaking to media, interacting with groups

Be persuasive. Convince people of expertise of recommendations. Good things are occurring.

Strong team leader. Bring together people..get on the same page...close the disconnect.

Integrity-make the right decision despite pressure from groups.

Politically savvy and street smart.

People skills, inspire, create a shared vision in and out of district, bring community together

Lots of moving parts and experience with that type of experience

Methodical, intentional, see it through, look forward and create plans

Experience closing the achievement gap with evidence of that.

Understanding of systemic-isms that still plague Duluth..racism, sexism

Proactively, methodically address the above isms.

Commitment to Early Childhood Education

A creator of a vision to address access and align systems to follow through on intentions and its management

Other

Engaging families--from birth on up

Boundary changes

Ongoing support is essential for the next superintendent

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: Room 318 1:30 PM- City/County/Higher Education

Strengths of the Community and District

Good historical relationship sharing maps of buildings., shared keys with fire department. (Use to meet with someone in the district...need to reconnect.)

Duluth all the challenges/opportunities in a large community but is like a tight knit small community

Invest in all elements of community

Quality of teachers is pretty good

Dynamic, engaged city

Benefits of a large city but small...has deep history, character, natural beauty

Red Plan...compelling but challenges. Hadn't expected repercussions include state funding.

Community integration

Open to Active Shooter programs...more engaged.

Mass notifications.

Safe at Home Program (notification of kids of trauma), For Jake's Sake (curriculum re. Drug use)

Challenges of the School District

Red Plan brought division-rural block of students feels underserved-new person must engage this community. Loss of community trust.

Boundaries

Transportation has to be considered when looking at boundaries...could be horrendous.

Edison Charter School mass exodus-but people coming back--need to work on.

Immersion programs...hard to get kids in there, now. Expand.

Perspective that East gets more than the West. Change this idea. Come together and build a City of Duluth.

Open Enrollment creating large class sizes...needs to be readdressed.

Overpopulation of elementary schools.

Bullying- if we can't address then folks will take kids to Charter Schools (and are not the enemy...) one size does not fit all. Embrace all schools.

Financial limitations limit opportunities but district could use space more creatively

Hear no evil; see no evil attitude of district. Unwillingness to talk openly about what the challenges are.

Safe roads to school. Continue to improve upon.

Transportation--kids are picked up who live right across the street by a bus

Interference inside buildings when 911 is trying to get to the police...dead zones.

Trust trust trust.

Better communication.

Qualities Sought

Reconnect with emergency services providers
Need to sell schools out west to draw more kids and families there
Economic and social understanding
Be open to developing partnerships
Verbal engagement of boundaries...didn't know of matter until recently...new person must communicate more.
Invested in all people.
Really open and honest about what the challenges are in a positive way.
Someone good to build trust and authentic relationships.
Build partnerships regarding all sorts of equity issues.
Creative---use spaces differently, for ex.
Technology not accessible in some areas of the county (largest county on this side of the Mississippi).
Communicator
Understands stress on students
Very community and student-centered.
Communication between district and city and county partnerships
Experience with working with 2 high schools in the same district.
Partner with city to sell properties to get back on the tax rolls--need to work with Economic Development Dept.
Planning commission could use school input and how its decisions impact schools, too.
Visionary plan, access

Other

709 is not just in Duluth--transportation a concern
People are upset with the amount of taxation. For ex. Rice Lake in terms of taxes gets what's left of the pie.

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: Room 318 2:30- Business/Non-Profits

Strengths of the Community and District

Families in transition programs. Very helpful in providing resources kids need.
Collaboration with Y in Key Zone. Gary Rec Center-great collaboration with Stowe School.

Investment in school buildings through levies.
Kids bussed directly to Boys & Girls Clubs.
Community School models at 3 sites. Investment in partnering and money is a big strength.
Duluth is distinctive in embracing school and neighborhood close to them.
Accessible to staff to assist Y.
When something needs to be done, parents will volunteer time talent money to get things done.
Diversity is a strength.
Indigenous Communities engagement
Student Leadership
Strong business community

Challenges of the School District

Trust: unsettled about Red Plan and also the School Board
Student leadership doesn't feel listened to--specifically students of color
Truly East West divide--has been a sore spot for a long, long time. Seeing in Boundary issue.
Inequity on two campuses is very obvious...exacerbated when Central was closed.
Last summer, what happened at Denfeld--
Diversity a strength but a weakness...not enough diversity in staff or inequity in gender...if we had more, we'd all learn to live together more.
Parent behavior at an elementary
If we infuse more students, more class offerings
People thinking in silos now...communication a huge issue.
A well-articulated vision is needed. Where are we going?
Challenges reflect the country.

Qualities Sought

Know how to braid resources.
Duluth can be an insular community...may be a challenge if a person comes from a different state.
Bring in someone--even out of town who has dealt with our issues and provide a fresh perspective.
Experience as a superintendent...a proven track record with improving achievement gaps.
Someone who can address mental health issues and pull all resources together
Lots of communication skills...face us all in the same direction.
Help create more community schools
Have superintendent more engaged on Chamber even Board of Directors
Active Listener of all demographics
Creating an organizational culture--healing some of wounds.
Open
Deep understanding of poverty---zero hour doesn't work for them. Can't access AP classes.
Understanding the difference between equity and equality.

Demonstrated experience with diversity and success.
Inclusion also
Person of color.
Wants to be here and stay.

Nominations written on paper and provided to us.

At Denfeld

Stakeholder Group Interview Name: 4:00 PM- Room 1206 Teachers

Strengths of the Community and District

Well-educated staff many with masters degrees
Early childhood in many elementary schools
Upgraded facilities
Teachers are trusted. Work hard every day and have been there through many changes.
Many Teachers are products of Duluth and raising their families here.
Many high quality staff throughout district in kitchens, garages...more than just educators
Lots of many outdoor amenities.
Staff Work with students outside of the school day and really care about kids. Anyone in schools.
Strong relationship with unions and administration...not swept under rug.
Diversity in buildings one of greatest strengths.
Passes levies.
9 years of minutes of labor management that can be reviewed by new supt.
Since labor management, no grievances, more collaborative, no mediation -an institutionalized process.

Challenges of the School District

Media openly negative against district...how viewed as a community.
Decisions seem short-sighted.
Boundary issue.
Political-east vs. west pressure drives a lot of the decisions supt. makes.
Promise of class size with passage of levies...what was a part of--25 teachers. Did not happen.
Lack of trust. And financial mismanagement.
Fresh start...someone who can make strong decisions...not easy.
Tech. did not pass...infrastructure. No plan for teachers to continue using tech if it fails.
Labor Union

Admin. Teams work in silos. Tier 2 B materials couldn't be used due to not being on the same page..

Money going from Special Education to charters

Qualities Sought

Values high quality staff and engages people who are going to be impacted by decisions.

Believes in organizational system.

Engage people in decision making who are going to be impacted by decisions.

Student and staff focused

Safety concerns in schools, mental health issues (do have emergency mgt teams and student/staff safety)

Transparency.

Collaborative

Value of tech for teachers at labor management. As they fail, how do they proceed and have functional classrooms. Want a person who values.

Communicate to legislature what is not working.

What is working or not working in schools ...are we moving the needle on student achievement?

Take stock of.

Achievement gap is very obvious in east and west. Must have those conversations. How can we have these conversations?

Can address pockets of poverty

Knows budget and is it transparent

Address school racially segregated

Navigate skillfully boundary studies and outcomes. Could impact schools. Proceed with caution.

Overcrowded elementary schools

Trust overarching issues.

Regain confidence.

Other

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: 4:00 PM- Room 1204 Principals

Strengths of the Community and District

Teachers

Students

Collaborative

The administrative team works well together

Perseverance of staff despite cuts in personnel and capital replacement

Problem-solving by administrators

Support from community/families

Community passes levies

Challenges of the School District

Assistant Superintendent role

Need for another Assistant Superintendent

Finances

Technology needs upgrades

We need a Strategic plan

Capital improvements...we are behind are neighboring districts

Lack of transparency

Districts lack of connection

Qualities Sought

A leader willing to utilize their leadership team

Visible leader

Collaborative Leader

Knowledge of school finance

Experience developing a leadership team

An effective communicator

Experience dealing with boundary challenges

Other

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: 4:45 PM Room 1204 Union Leadership/Labor

Strengths of the Community and District

Teachers and staff
Students
The Unions working together and with administration
Building engineers, nurses, paras, all support staff

Challenges of the School District

Finances
Cuts in all support staff positions but same expectations with increased workload (i.e. - Building Engineers)
East vs. West inequities
Three high school sites
Media negative against district...how viewed as a community.
Decisions seem short-sighted.
Boundary issue
Promise of class size with passage of levies...what was a part of--25 teachers, it did not happen and community remembers
Lack of trust

Qualities Sought

A leader with experience working with Unions
Collaborative
Visible
A leader that connects with the community
A good listener and communicator

Other

Make sure Board understands the difference between an Ed. D and a Ph. D

Stakeholder Group Interview Name: 4:45 PM Denfeld Commons Open Staff Time

Strengths of the Community and District

Beautiful.
Outdoorsy.
Good local craftsman ...beer or food or making things. Locally produced goods.
Strong education base with colleges. (more potential)
Lots of arts opportunities. Theatre. Opera. Ballet.
Health systems are strong. (expand collaborations)
Very well-educated staff...lots of masters degrees.
Very dedicated staff.
Fantastic, curious, energetic students. Service oriented.
Parents care about their kids.
Youth programs...so many outside services.
Red plan did a nice job updating facilities. Playgrounds are nice.
Growing awareness of community of supportive needs.
Have courage to stand up for beliefs

Challenges of the School District

So much potential ...need dynamic and creative leadership at the top.
Duluth is an old city
Newspaper doesn't like the school district.
Disparities between east and west (historical divide).
Desegregation plan for 45 years...and 45 years a segregated school. Intentional choices now.
Get money from that.
Realtors say to live within certain boundaries due to racial matters.
Tale of two cities.
Support for teachers has dwindled...in professional development. Very limited.
Effective instruction-no direction.
Really disjointed here. No communication.
Internally no trust.
Public mistrust but may or may not be justifiable
Everything is in survival mode.
Not enough supports that are needed
Different schools have different needs-direct money toward most needy.
Technology issues...can't see SMART boards. Repair or replacement needed.
Computers are dying. Over 10 years old.
No reception in some classrooms.
Policies and practices

Perceptions of good ol 'boy network.
Hiring practices late notice of hiring...best qualified candidate?

Qualities Sought

Needs someone to change the newspaper's mind about school system. Help make more positive.

Need dynamic and creative leadership at the top.

Experience in diversity and poverty.

Sell the system and lead.

Recognize struggles...be honest. Don't sweep things under the rug.

Teachers don't reflect the entire population.

Transparency with funding.

Equity in materials

Other

11 year life expectancies of people in certain areas

Grants or lobbying or outreach to large corporations

Nominations written on paper and provided to us.

Stakeholder Group Interview Name: 5:30 PM- Community Time Denfeld Media Center

Strengths of the Community and District

Fantastic teachers.

Options-different student programs, ie Immersion

Opportunity to communicate with other educators in higher ed.

Curr. options-elem. Offer music, art, phy ed...high schools AP, College in the Schools

Kids who want to learn.

Beautiful

Recreational opportunities

Outdoor Ed.

Lots of opportunities to collaborate with environmental organizations

Community pride.

Arts.

Differentiated opportunities. Enrichment.

School Forest Programs

After School activities

Key Zone-robust. After School program.

At HS level many clubs, robotics programs-many kids involved.

Other org. Can utilize school buildings

MN--lots of lakes but Duluth has lots of grants. Place safe inviting warm for kids to go.

Strong mentoring program.

Cares about children and wants what is best.

Career/ tech. ed. prog. linked directly into well paying jobs.

Commitment to educating the whole child.

Industry connections too and environmental resources--creates some tradeoffs.

Many colleges -4-year degrees and trades/career options--can retain kids in the area.

High voter turnout.

Great music scene

Craft beer.

ECFE program--early child. Family educ. Birth to preschool.

Work toward equity

Medical and pharmacy schools--bringing in young professionals

Medical Mecca

Teachers very accessible. Enthusiastic about engaging with parents.

Some great principals.

Strong ties to Ojibwe nation and programs.

Facilities

Multiple levels of govt.

Innovative thinking going on.

State is extraordinarily equity-minded.

Lots of energy for improvement. Poised and ready.

Mac Arthur principal and dean extend themselves everyday.

Challenges of the School District

Some children can't access everything.

Technology--no funds to repair, replace, more Chrome books

Financial constraints impacting class size and course offerings

Infrastructure ancient-many challenges due to budgeting

Lost lots of schools

Achievement gaps, graduation rates, how discipline is applied, dropout rates -lots of racial bias and socio economic issues,

Trust level, transparency

Communication improvements needed

Need to recruit and retain people of color

Profess. Dev. individualized for teachers

More time

Need support system for people of color and the cultural aspect (cultural competency)

Unwillingness to be uncomfortable-solve problems at every level.
Huge poverty rate with black and white
Sense of mistrust that administration --provides bandaids--doesn't relate to flesh and blood
Administration needs to go to the people and organizations. Connect beyond school sites.
Challenge is with staff, too. Some push kids to side. Forgot how it was when young.
Some kids mistreat students- provide challenges bc no one to support them. Incarcerated.
Assume bad. Come and help. Intentional actions wherever kids are.
Treat kids that they are kids.
Get kids back in school.
Getting parents back in the workforce.
Some people taught to be racial...must support all people and treat each other equal. Stick together.
Curriculum-- history and literature so all kids can see themselves in the history. Discover identities...ethnic studies perhaps. African American, Native American studies. Student self-advocacy.
Dealing with images adults have. Get rid of the "divide" image.
Every school does great things...adults have created a mindset of west not as strong as east.
Housing disparity. Affordable.
Homelessness.
Real retention issues who choose other options exacerbates district's challenges. BC of prevailing narrative.
No alternative high school program.

Qualities Sought

Build relationships with people
Transparency and clarity
Straightforward
Wants to be here
Integrity
Responsiveness
Trust Building
Effective communicator and listener
Trust building
Trauma informed, aces aware, multicultural aptitude
Handle a budget and distribute equitably
Equit. Mindset and reflects how they operate.
Strong track record in strategic planning and implementation
Communicate more with the community, attend meetings, and not bs
Build alliances vs antagonizing. Demonstrated history of coalition building.
Collaborates with city leaders, etc.
Able to tell the story to the town by each school and end this trope that hasn't been relevant.
Courage to make decisions to enhance equity in district.

Deep commitment to community
Live in comm. And send kids to our schools.
Think kids.
Do not allow nepotism particularly at high leadership positions
A person of color.
Pragmatic and not sabotage along the way
Love leadership profile for Madison--echo profile.
Articulate an anti racism way of operating in practice. What are ways?
Focus on real time results vs. rhetoric and measurable...metrics.
Old H.S. a treasure---appreciate the history---about big civic icons.
Are we doing enough to support career bound?

Other

Nominations written on paper and provided to us.