



**Mansfield Public Schools  
Superintendent Search - 2015**

**Leadership Profile Report**

**Appendix C:  
Board of Education / Search Committee  
Online Survey Results**

**May, 2015**

## INTRODUCTION

The C.E.S. consultant administered a separate online survey to the Mansfield Board of Education / Superintendent Search Committee as part of the committee's orientation to the search process in a special meeting held in March. Collecting data from the Board of Education as a separate entity provided a non-biased quick assessment of each board member's individual thoughts about challenges facing the school district and their ideas of a leadership attributes and personal characteristics desired in the new superintendent. All of the nine Board of Education members participated in the survey activity. The results of the survey are included in this report and written entirely as they were submitted to the consultant online.

Board of Education members were asked to respond to the questions below on the online survey. Their responses to these questions are presented in this report.

### Online Survey Questions

- 1. What professional work experiences should the next superintendent of the Mansfield Public Schools have in his or her background? Select your top three (3) choices.**
- 2. What graduate degree would you prefer the new superintendent to have earned? Select one (1). *(Note: Candidates must hold a #093 certification regardless of graduate degree in order to serve as a superintendent in Connecticut.)***
- 3. What leadership achievements do you believe the new superintendent should have accomplished in his or her current and previous leadership roles? Select your top six (6) choices.**
- 4. Given the current "state of affairs" in the school community, what specific administrative skills do you think the new superintendent will NEED to achieve early success in the Mansfield Public Schools? Select your top six (6) choices.**
- 5. What personal characteristics and leadership attributes best describe your idea of an effective school superintendent? List your top five (5) qualities and attributes.**
- 6. Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? List your top three (3) challenges.**

### Ranked Responses to Question #1:

**What professional work experiences should the next superintendent of the Mansfield Public Schools have in his or her background? Select your top three (3) choices.**

TYPE OF PROFESSIONAL EXPERIENCE	Total Responses per Choice	Percentage of the 9 Respondents
Served as superintendent of schools in another district	6	66%
Served as an assistant superintendent in another district	5	55%
Served as a classroom teacher or other certified faculty position at the school level	5	55%
Served as a school principal or an assistant principal	4	44%
Served as a central office supervisor or director of curriculum and instruction, special education, student services, human resources, etc.	4	44%
Served in the private sector as a manager or supervisor of an organization in addition to working in a public education organization	2	22%
Other	0	0%
<b>Total Responses:</b>	<b>26<sup>(1)</sup></b>	

(1) One respondent selected two choices rather than three.

### Ranked Responses to Question #2:

**What graduate degree would you prefer the new superintendent to have earned? Select one (1).**  
*(Note: Candidates must hold a #093 certification regardless of graduate degree in order to serve as a superintendent in Connecticut.)*

Graduate Degree Earned	Total Responses: 9	Percent of the 9 who chose the item
Master's Degree in educational leadership or other relevant area	6	67%
Doctorate in educational leadership or other relevant area	3	33%
<b>Total Responses:</b>	<b>9</b>	<b>100%</b>

### Ranked Responses to Question #3:

**What leadership achievements do you believe the new superintendent should have accomplished in his or her current and previous leadership roles? Select your top six (6) choices.**

Leadership Achievements	Total Responses Per Choice	Percent of 9 Respondents Choosing Item
Working with the Board of Education to engage in strategic and long-range planning for the school district	7	78%
Improving and expanding professional development programs for ALL staff	7	78%
Facilitating, monitoring, and sustaining a "healthy and productive" school district culture based on expectations of excellence in performance of all	6	67%
Raising student achievement for ALL students	6	67%
Facilitating and sustaining a climate of trust throughout the extended community	6	67%
Facilitating school administrator and staff efforts to create and sustain a positive learning environment and school climate for ALL students	6	67%
Responding to and facilitating implementation of federal and/or state imposed school reform initiatives and mandates	4	44%
Recruiting, training, and retaining "high quality" district and school employees	4	44%
Improving school district operational efficiency and productivity	3	33%
Facilitating and sustaining standards-based supervision and evaluation of staff and holding all employees accountable for the success of the school district	2	22%
Facilitating and sustaining a climate of trust within the school district	2	22%
Working effectively with parents and parent groups/organizations	2	22%
<b>OTHER</b>	0	0%
<b>Total Responses:</b>	<b>55<sup>(1)</sup></b>	

(1) One respondent selected seven choices rather than six.

### Ranked Responses to Question #4:

Given the current "state of affairs" in the school community, what specific administrative skills do you think the new superintendent will NEED to achieve early success in the Mansfield Public Schools? Select your top six (6) choices.

Administrative Skills	Number of Responses	Percent of 9 Respondents Choosing Item
Skill in professional development of staff, both certified and non-certified	8	89%
Skill in curriculum design, implementation, and assessment of programs	7	78%
Skill in operational budget development and management	6	67%
Skill in communicating the district's needs and goals through the annual operations budget	5	55%
Skill in fostering good, productive community relations and communications	5	55%
Skill in policy implementation and monitoring administrative regulations and procedures to achieve accountability throughout the school organization	5	55%
Skill in instructional leadership and setting high standards for student achievement	5	55%
Skill in fostering good faculty relations within and across schools	5	55%
Skill in managing and coordinating operations in school facilities	4	44%
Skill in overseeing supervision of special education and student services programs	2	22%
Skill in employee contract negotiations and personnel management	1	11%
Other	1	11%
Skill in overseeing supervision of student activities (sports, extracurricular, etc.)	0	0%
<b>Total Responses:</b>	<b>54</b>	

<b>Board Member</b>	<b>Question 5:</b> What personal qualities and leadership attributes best define your idea of an effective and successful superintendent?	<b>Question 6:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment?
1	<ol style="list-style-type: none"> <li>1. Honesty</li> <li>2. Team mentality</li> <li>3. Good communicator, responsive and gives answers to questions</li> <li>4. Long-term goal setter</li> <li>5. Creative thinker</li> </ol>	<ol style="list-style-type: none"> <li>1. Reorganize administrative and auxiliary staff; i.e., IT needs, consultants, specialists, etc.</li> <li>2. Set realistic budgets; minimize special interests</li> <li>3. School buildings -- facility assessment</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Approachable- shows care and concern for all stakeholders</li> <li>2. Experienced- but has not moved from position to position Must show an ability to commit to a community over time</li> <li>3. Visionary- able to address day to day operations effectively-yet will work to develop and implement long range goals</li> <li>4. Knowledgeable- of current school reform initiatives and mandates</li> <li>5. Able to delegate and supervise appropriately</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrating strong leadership skills right from the onset, to show staff and community school system is moving forward in a positive direction</li> <li>2. Addressing our infrastructure and technology needs</li> <li>3. Work with BOE and staff to determine what is the best way to address curriculum and professional development needs</li> </ol>
3	<ol style="list-style-type: none"> <li>1. Trustworthy</li> <li>2. Experienced</li> <li>3. Effective</li> <li>4. Knowledgeable</li> <li>5. Good management skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Curriculum and professional development;</li> <li>2. Maintaining educational excellence while addressing budgetary pressures</li> <li>3. Moving forward on school building project</li> </ol>
4	<ol style="list-style-type: none"> <li>1. Creative leader</li> <li>2. Good listening skills</li> <li>3. Broad knowledge and experience base</li> </ol>	<ol style="list-style-type: none"> <li>1. Professional development</li> <li>2. Curriculum development</li> <li>3. New school buildings</li> </ol>
5	<ol style="list-style-type: none"> <li>1. We have an absolutely wonderful district. We will benefit from a superintendent with a long term vision (guided and informed by all stakeholders) and the ability to communicate that vision and operationalize it to the district and community.</li> <li>2. Within the district, we need a leader in the areas of curriculum and professional development, and</li> <li>3. Within the community we need a leader for guiding us forward with the school building projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Curriculum development and related professional development</li> <li>2. Building plan</li> <li>3. Community relationships</li> </ol>
6	<ol style="list-style-type: none"> <li>1. Unquestioned honesty and integrity.</li> <li>2. Have a vision for ways to enhance the educational program.</li> <li>3. Must be very knowledgeable and creative about approaches to enhance educational achievement.</li> <li>4. Has to work well with others - be approachable, personable.</li> <li>5. Demonstrate ability to listen to concerns of district employees, parents, and community members and be able to communicate the needs of the district and a vision for the district to each of these groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishing a teacher professional development program that has a long-term strategic, needs-driven focus.</li> <li>2. Developing a coordinated district-wide curriculum in all subjects.</li> <li>3. Working with principals across all four schools to continue their development and develop a better coordinated educational program across the entire district.</li> </ol>
7	<ol style="list-style-type: none"> <li>1. Invested in our town and it's children</li> <li>2. Honest</li> <li>3. High standards for self and others</li> <li>4. Effective leader/decision-maker</li> <li>5. Well respected</li> </ol>	<ol style="list-style-type: none"> <li>1. Addressing our aging schools</li> <li>2. Sorting out professional development</li> <li>3. Maintaining breadth of programming (even with declining enrollment projections)</li> </ol>
8	<ol style="list-style-type: none"> <li>1. Intelligent</li> <li>2. Trustworthy</li> <li>3. Decisive</li> <li>4. Visionary</li> <li>5. Problem solver</li> </ol>	<ol style="list-style-type: none"> <li>1. The new superintendent will have to gain the trust of the school community as well as the non school community.</li> <li>2. The new superintendent will have to begin getting stakeholders involved in a discussion related to school facilities. We have old buildings that must be replaced or renovated to new a few years down the road.</li> <li>3. The new superintendent will have to deal with declining enrollment, staffing, common core, etc.</li> </ol>

<p><b>9.</b></p>	<ol style="list-style-type: none"> <li>1. Ethical</li> <li>2. Honest</li> <li>3. Ability to listen, hear and follow through</li> <li>4. Has the experience to jump in with both feet running.</li> <li>5. Trust parents Learn from our Interim Superintendent Honest response and timely follow up to parents, teacher and student issue and/or concerns. When a parent comes to MBOE with an issue, look at the issue with fresh eyes. Find a safe way for honest concerns to be made without fear of consequences.</li> <li>6. When a MBOE member asks a question of the Superintendent answer honestly.</li> </ol>	<ol style="list-style-type: none"> <li>1. TRUST ~ Fostering trust with the MBOE, MBOE employees, parents, residents, Town Council and all who were affected by previous running of the District not limited to the previous Superintendent</li> <li>2. Curriculum and Common Core and review current programs and get rid of D'nealian (handwriting program)</li> <li>3. Budget ~ declining enrollment, keeping class sizes small and keeping the breath of the programs</li> </ol>
------------------	---	---