

Stakeholder Input Report for

**Whittier City
School District
Whittier, California**

submitted by

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EXECUTIVE RECRUITMENT & DEVELOPMENT

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**Whittier City School District
Whittier, California
District Stakeholder Input**

Executive Summary

Ms. Aida Buelna and Mr. Ben Johnson conducted nine (9) stakeholder meetings. The target stakeholder groups were students, retired employees, parents, teachers, classified employees, community leaders, cabinet & management - Stakeholder Groups that included over 90 people. Additionally, there were 61 responses collected from the online survey.

Outlined below is an Executive Summary of the major themes expressed by the participants at these sessions. Following the Executive Summary is a compilation of all the input received from these groups and individuals in response to the four questions asked of each group and participants. The final section of the report consists of responses by individuals who completed the online survey.

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

- Whittier is a thriving, close knit community of people who often grew up in the area and are raising families here.
- Community is ethnically diverse and culturally diverse. Whittier City has all types of household incomes, including the very poor and upper middle class. We have a large Spanish speaking population.
- Vibrant uptown; New businesses including restaurants and housing which is creating a modern environment and look for our community.
- Deep seated roots; Whittier is a generational community of hard work.

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

- Parents are committed to the education of their children and many are very involved in their local schools through PTA, volunteering.
- Many parents and employees were also students in Whittier.
- Our community cares about our children, teachers and employees.
- Most importantly we have a dedicated staff in every position throughout the district. Teachers and staff go above and beyond because they truly care about each and every student.

3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- As with every District, COVID and the impact to our students and staff is still a major concern.
- There were significant issues as it relates to the type and lack of communication between the district office, school sites and community.
- The Board could benefit from governance and Robert's Rules training.
- Trust needs to be reestablished throughout the District. The past couple of years have been challenging for many, especially employees. This has led to poor morale in many areas. Trust needs to be re-established.
- Whittier is a diverse community, and some do not feel that their voice is being heard. District needs to have courageous conversations.

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

- Visionary
- Approachable & Visible
- Exceptional Communicator and Listener/Truth & Transparency are essential
- Inclusive leader that listens and respects all
- Someone that is truly student centric
- Hold self and others accountable to ensure the best outcomes for students

Stakeholder Input
Reported as received from each Stakeholder Group

Name of Stakeholder Group: Students (5 individuals)

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

- People
- Movie theaters and restaurants
- Parks
- libraries
- Colleges
- Girl scouts-projects
- Softball
- Uptown to have snack with family
- Bowling
- Take walks in the neighborhood
- Biking
- riding with my mom and puppy

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

- Opportunities at each school for kids to attend
- Great education and safe schools
- Clubs can be started at schools
- Clubs can pump up the kids so that we can enjoy schools
- Counselors were available to us all of last year
- All the teachers and principals and information that they teach
- Every month we have raffles, first Friday with prizes
- Weekly updates to keep everyone connected-to stay connect during distance learning
- ASB does videos and we give facts to start off the week
- SEL talks about our feelings, relaxing exercises
- Math stuff to start off the day
- We had after school sports, cross country, volleyball

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- School lunches are not appetizing
- A lot of boys who I found crying and they said they were being bullied
- We should have lockers to put our backpacks and books in because carrying them around all day they get heavy
- The girls bathrooms should have sanitary products
- The bathrooms are small and very tight

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

- Responsible, kind
- Visit schools
- Kind to parents and students
- Ensure that they have everything they need
- Should hear about student issues directly from students; Honest to parents and community around them
- Listen to students
- Communication with students is important
- Enjoys working with kids and knows how to talk to them They should get to know the principals and schools
- Should be all ears and the students will trust him or her
- Know how to support us and everyone else

Name of Stakeholder Group: Retirees (7 individuals)

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

- Very different from other community
- Neighbors helping during pandemic
- Involved
- A sense of Community is strong
- Good place to live
- Very good relationships with families
- Parents want the best for their children
- Parent involvement in the schools
- Parents form bonds with staff
- A lot of people went to school here and work here and are leaders in the community
- We have different districts with lots of cooperation with businesses, districts and communities
- Unique relationship between districts and community
- Demographics has changed, majority Spanish Latino
- Small town edge of metropolis
- Access to resources of big city
- Staff drives from far away to work here
- We enjoyed working and living in the community to help make it better
- We taught new people in leadership positions in the district
- We've had students come back to live in community after they've gone on to college
- Concerts in the Park
- Parents share stories with us

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

- Kids first and the Whole Child
- Good libraries
- Teachers very collaborative, they want to learn, they want to try out new ideas and be the best that they can be for the students
- Excellent principals
- Parents who care about their children
- Teachers represent the community (different ethnic backgrounds, languages) Students also represent the community
- Teachers and staff want to be good at their job, be masters of their job, they are committed to their job
- Schools received Gold recognition from the State for PBIS-during the pandemic
- Systems in place kept the work moving forward able to withstand the pandemic
- Created academy (STEM, Dual-Immersion, Technology, Arts) this was central to maintain enrollment, hiring staff to support these academies
- Staff that care about their students and families-they go out of their way for students and families
- Teachers are very dedicated to the students, Emotionally, academically and trying to help them become successful citizens
- Many employees have their own children in the school district
- Our staff are dedicated to raise the bar for themselves and schools
- Strong partnerships with LACOE – technology
- Integrating Arts, technology, raising the bar for our students
- Bring more joy to teachers so that they can become creative as they teach
- Support staff as a principal because of their dedication

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Lots healing, it's been a rough 3 years for many people
- Emotional; things will need to be addressed
- Understand we are awkwardly size district, difficult to offer higher salaries
- Value highly connected school community-create a legacy-make this a district for others to come and join our team
- Lack of trust
- We've been treated like country bumpkins
- Need to bring people along on a shared mission
- People say, I belong to the Mustang Family...(school is the family) throughout the district and community- superintendency needs to understand this and become part of the family
- Staff felt they were not appreciated

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

- Transparency
- Open Communication
- Leadership through service rather than the power they possess
- Service oriented
- Someone willing to stay and not use us as a stepping stone
- High integrity
- Honest
- Ability to present circumstances as they are
- Truthful
- Someone who understands Whitter and the community
- Respectful
- Build the Vision and Mission that we currently have
- Service to community, schools and administration
- Dedication to Social Justice and Equity
- Disrupt poverty, prison pipeline
- Trustworthy
- Doesn't embellish what others have to offer
- Knows what's going on in schools
- Helps administrators grow
- Willing to be visible good or bad times
- Visits the schools
- Communicates with everyone
- Visible
- Staff shouldn't worry that you visit schools
- Appreciates the hard work that staff has given
- Shows gratitude
- Decision making based on input from the stakeholders and data
- Important to make everyone feel that they've contributed
- Nice to have someone with instructional experience
- Interest in all areas of the curriculum (Arts, Science)
- Bilingual -English/Spanish

Name of Stakeholder Group: Parents (8 individuals)

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

- Pocket of Whitter-family oriented and close knit
- Very diverse community – social economic level
- Individuals with disabilities and all individuals receive assistance
- Folks went to school here and have returned to live in Whitter
- See very familiar folks returning
- Schools are close to each other, parks are close to each other
- The school scores attracted us to this area
- Whitter is a very good place to raise a young family
- Our population has many children in K-8
- Community ties the history to the schools
- Open spaces in the park are wonderful
- Most of the educators are very enthusiastic
- Generational – Generations in the community
- It's nice to walk to the uptown area
- We recognize people in the community
- Tight knit community

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

- High academic scores of the schools
- Parent participation
- Community involvement in the schools
- Very inclusive programs
- Able to work with all Social Economic backgrounds
- Open arm feeling
- Friends outside of the classroom
- Open environment for the community
- PTA does a lot for students and staff, brings people together
- Staff & teachers are the best of the best
- Past year has been a good example of what Whitter has been able to do with the pandemic-Schools did drive through events-allowed for school spirit and community
- Resources offered by the schools when school was open
- CPR, intervention programs, teachers always available
- Teachers very responsive
- Communication from teachers was excellent, very much appreciated
- Parents have attended schools in Whitter, now children attend schools in Whitter
- Amazing communication from the schools
- Support from the principal and vice principal has been excellent
- Faculty is warm, welcoming, principal speaks to parents as they drop off the kids
- Focus on STEM, Dual immersion, Art – this is important so that the community can support and be aware of what's happening

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Staff would like more transparency
- More honesty communication
- Limitations that parent are forced to endure by the District
- Limitations on facilities
- Many of the facilities need upgrades
- Special ed adaptive equipment
- Playgrounds adopted for all kids with needs
- Programs for all special needs students
- Special needs students' educational needs need to be met
- Majority of our students with disabilities are 80-90% not proficient in language arts and math (For decades with little change have accepted these failures.)
- The SARC reports show only 10% have met proficiency in language; 11-12% meeting basic proficiency in math – families with concerns for their special needs students are they provided with high quality education. Very concerning that the leadership accepts these results. Leadership 10 years ago did not question the status quo.
- Issue-address the low achievement of students with disabilities, general education students, acknowledging that change is necessary to assist students with disabilities.
- Look at special education department – review the history of the department. Trainings offered and look at how we can strengthen the department and program for students.
- We understand that we were understaffed, support our staff and build on good people

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

- Charismatic
- Personable
- Leadership
- Trustworthy
- Active listener
- Integrity
- Diverse experience
- Not going to be bias
- Meet the unique needs of all student populations and be fair and equal
- Align with parents' agenda – look at best interest of everyone
- Engage the community
- Visible
- Speaks to students
- Speaks to parents
- Vision of continuous improvement across all students and demographics including special needs students
- Leader that will be careful to understand their role in meetings (SELPA) monthly meetings to help support our students with learning disabilities. Will not be careless in how time is spent in meetings for special education.

- We need a leader that cares of holding themselves accountable for the low achievement of special education students
- Leader that cares to improve the system and outcomes
- Not afraid to ask uncomfortable questions
- Challenge the Board to do something different for systemic change

11 a.m. - Management

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

- Wonderful community; close knit
- Easy to partner with community agencies
- Common vision throughout community
- Somewhat safe
- Shared vision
- Community connection
- People know each other
- Engaged partnership
- Highly accessible
- vibrant uptown that competes with OC old town; Vintage old town
- deep seated sense of belonging
- strong community-based communities
- Good partnerships
- Whittier college
- tight close-knit community
- defined Los Angeles culture
- generational families
- Big commitment/long time
- residence
- Families/generational
- Families invested in the community
- Small community
- Good relationships
- Employees live in the community
- Pride in living in Whittier
- City opportunities: Boys & Girls Club
- Good relationship
- Working families/Busy

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

- Many families live within the community
- People
- Family environment
- Understanding and compassionate
- Welcoming and patient
- Large percentage of staff work well together
- Building talent
- Professional Developments
- schools have themes
- variety of settings
- not overwhelmingly large
- art important component of schools
- dual immersion
- school of fine arts (elementary)
- historic landmark
- many parents were students
- Proud Latin culture
- Outstanding partnerships with Lloyds Cotsen Foundation
- parents invested
- Families move here because of the special ed department
- District provides forum to advocate for their children
- Collaboration/Hearing from all departments
- Working together
- Principal Team supportive of each other
- Committed and passionate employees
- Every school has a theme (open enrollment based on availability)
- Top notch professional development
- Difference of opinion accepted within the District
- History of innovative programs (one to one technology)
- People

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Understanding everyone's workload
- Small district and many people wear different hats
- Understaffed
- Decision making not focused
- Communication can be improved
- High turnover
- People often do not feel supported
- Decisions are often reactive
- Understand the roles
- Trust is lacking

- People feel blamed
- Morale is low in many areas
- Board does not know their role
- Trust needs to be re-established
- People do not feel supported
- Concerned about change
- Needs to listen to the broader organization to understand the challenges and issues
- District caters to The Board
- Board very connected to the community
- Five different Board agendas
- declining enrollment
- schools under 300 students
- Governance needed
- 5900 enrollment (2020); 5500 (2021)
- tight budget
- benefits program has limited employee contribution
- Strong professional development and support
- Trust needs to be developed in the organizations
- Defining Accountability
- Relationships within the community needs to be developed
- Resources limitation can have impact on service availability
- Outdated strategic planning
- Know populations and demographics of the District
- Understands the challenges of The Board
- Robert's Rules of Order not consistently followed at meetings
- Lack of Trust
- Combative parents
- Dissention
- Understaffed
- Too many initiatives
- High turnover in district office
- Morale low
- Strong unions
- Robert's Rules & Brown Act not followed
- Division exists between different departments
- Fragmented communication between different departments
- Poor direction/communication from the top
- Lack of support from the District Office

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

- Good listener
- Understanding
- Good Negotiations skills
- Authentic
- Help the Board develop direction
- Confident
- Not using District as stepping stone
- Committed to staying in
- Compassionate
- Manage all of their departments
- Teambuilder
- Servant Leadership
- Educational Leader
- Visionary
- Bridge Building
- Understands how to work with The Board
- Courage
- Successful experience
- Conviction
- Collaborative
- Kind
- Brings people along
- Focuses on students
- Values Relationships
- Transparent
- Student Centered
- Good Listener/Seeks input from others including sites
- Good Follow-up/Reflective
- Visionary
- Visible within community and school sites
- Be informed
- Integrity
- Getting to know team
- Knowledgeable
- Equitable Support to the sites
- Strong and effective communicator/active listener
- Approachable
- Servant Leader
- Trailblazer
- Collaborative
- Data Driven
- Trustworthy
- Committed

- Understands the difference between manager and leader
- Decision maker
- Rolls up their sleeves and does the work
- High EQ
- Situational Leadership
- Sets Expectations and holds people accountable
- Builds leadership capacity in others

2:30 p.m. **Classified staff (CSEA)**

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

- Many people have been here for years
- Close family
- Tight knit
- Classified lives in the community
- Many people were also students within the District
- Wants children to stay and live in the area
- People care about the community
- Fun things for families to do
- Growing community
- Welcoming community
- Lots to do in the community
- Easy access to the hiking
- People like to stay here

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

- Great classified employees
- Great students & families
- People are committed and dedicated
- People come together and help each other
- Home away from home
- Some are afraid to speak their mind
- Dedicated employees; loyal to jobs, each other and the students
- The students are why we get up in the morning and to do our best
- People know their work makes a difference

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Superintendent bullied by school board
- Divided community
- People are concerned about retaliation
- Lack of respect
- Some are afraid to speak their mind
- Morale is low; feelings of not being appreciated
- Confidentiality not maintained
- Growing divide being certificated and classified
- Lack of equity between acknowledging classified/certificated
- No transparency
- Poor communication
- Board members have agendas
- People will be supportive of the superintendent
- Financial concerns
- People are leaving the District
- High turnover especially in district office

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

- bridgebuilder
- truthful
- empathetic/humane
- caring
- doesn't do things just for show
- transparency
- listens and values feedback
- strong leader

Zoom session

3:30 p.m. **Certificated staff (WETA)**

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

- Big City with small town feel
- Everyone knows everyone
- Lots of family ties
- Generational community
- Many diverse pockets of Whittier
- Socioeconomic diverse

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

- Lot of people know each other; family feel
- Easier to connect with leadership due to the size
- General caring concern from classified and certificated
- Many people leave within the community
- Employees want to be collaborative with all stakeholders
- Site level people come together and support each other
- People stick together especially during difficult times
- Word travels fast
- Agile; able to make changes quickly
- Collaboration across different school sites
- We are family
- Proactive and progressive district
- Strong union
- Ahead of many districts as it relates to technology
- Dual Immersion Program

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Negativity of previous superintendent caused people to leave
- Collaboration exists and decisions are made together
- Not a top down culture
- High percentage of special ed. students
- People will move to Whittier for autism program
- Very involved special ed parents
- Lot of broken bridges; healing needs to take place at multiple levels
- Trust does not exist in many areas
- Relationships have been broken
- Teachers sometimes do not feel supported
- Union representatives are negotiating in best interest for all
- Staffing shortage throughout the District

- Lowest paying substitutes
- Lack of support for dual immersion program
- Equity needed at various schools

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

- Someone who supports technology
- Someone that has strong background in special ed.
- Healer
- Someone that knows how to build trust
- Active and involved
- Long term superintendent
- Vested in community
- Integrity
- Respects the profession of all employees
- Active Listener
- Holds self-accountable and takes responsibility
- Transparent
- Truthful
- Motivational
- Inclusive/collaborative decision making
- Strong Communication Skills
- Caring

5:30 p.m. Community Leaders/Partners

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

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

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- High level of communication
- Political challenges with the Board and District
- Board doesn't understand their role
- Went to CASBO
- Micromanaging of the leadership
- Good/Experienced cabinet
- Strong partners and community
- Challenges with the Unions
- Community Projects/Social Service needs supported
- Declining enrollment
- Leasing three buildings; They are still landlords and must maintain those buildings
- Never sell property

- Student migration patterns
- Birth rates declining
- All of the superintendents interact together

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

- Community minded
- Visible in the community and District
- Collaborative
- High level of communication
- Knows the roles of Board and Superintendent/ Has ability to influence
- Understands the long-term needs of District
- Visionary Leader
- Continued to market great programs
- Relational
- Culturally Competent
- Ability to connect with community resources with students

Survey Monkey Results for Whittier City School District

September 2021

*(NOTE—these responses have not been edited,
they are printed as entered by the stakeholders)*

61 Responses

Administrators

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

- Whittier is a thriving, close knit community of people who often grew up in the area and are raising families here. At the same time, it is a community whose demographics have changed within the last 10-20 years to include many Latino families and thriving local businesses. It is rather unique in that there are 4 elementary school districts (East Whittier, South Whittier, Los Nietos and Whittier City) that feed into one large comprehensive high school district. However the communication between the districts is strong.
- The Whittier Community strives to work together to serve all families. We are small enough to form meaningful partnerships that support the current needs of everyone.

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

- Whittier City schools are amazing. They tend to outperform schools with similar demographics and, in addition to a focus on academics, each school has a strong commitment to the social and emotional well-being of students. An emphasis has been placed on the development of academies as a way to promote and retain enrollment and engage students in exciting learning opportunities. The academies include Mill School and Technology Academy, Phelan Language Academy, Sorensen STEM Academy and Edwards STEM and Language Academy.
- The Whittier City Schools have worked hard to provide academic and social emotional support to their community.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Of primary importance is the district culture. The last superintendent was extremely disrespectful of many staff, in particular some school principals, and a feeling of fear and mistrust grew during her short 3 year tenure. The principals had, with the previous administration, grown used to working in highly collaborative settings with trusting relationships at all levels and therefore, many left the district during the last 3 years. Furthermore, many of the district office staff felt fearful and as a result, the day to day work experience was a solemn endeavor lacking in any sense of camaraderie or

enjoyment. What is concerning is that the Asst Superintendents were supportive of the last Supt (until they saw the writing on the wall) and have adopted a top down authoritative approach to leading.

- There has been an increase in staff turnover in the last 3 years. The staff are needing more frequent communication and support.

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

- Personally, I would love to see a person familiar with the district or at least the community be selected for this role. Obviously, the candidate needs to have a solid understanding of how to build trusting relationships and heal some of the damage done. There exists a strong foundation in excellent teaching strategies and a commitment to high expectations for all students but the principals and staff need to feel encouraged and supported in continuing on their path to high levels of achievement for students.
- Honesty, Experience and genuine listening skills

Certificated Staff

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

- Our community is tight knit, and many of our families have been generational WCSD students who then became parents of students. We are people who have often grown up and long resided in Whittier, and have a history with our schools, teachers and community.

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

- Many of our teachers know our families well, having had several children, and often cousins from the same families. Many of our employees, both teachers and classified, have children that have gone through WCSD. There are many deep connections between our different school sites.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- There is a deep culture here that supports families and the connections to our local schools. One major problem with the prior Superintendent was that she didn't really make an attempt to understand and know the culture and people of our district, especially teachers. To see what is here that is already working, and to hear concerns about areas that we need to see improvements. A successful Leader in a new position should really make an effort to know and understand what is the climate, culture, and ultimate goals of what is already in motion.

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

- Leadership should include great listening skills and ability to guide with encouragement. We do not need a leader who instills fear and strong arms compliance. We are a district of highly competent professionals who are dedicated to helping our students to be the best well rounded people they can be, and should be treated as such. We need someone who is honest and transparent, and doesn't just want to take media photos to have our district appear great, but to truly be a great district.

Classified Staff

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

- The community supports their students and strives for students best interests in education, health, and safety.
- I like that there is information going out. I feel it is very important that communication between everyone: parents, schools, students, and school employee are extremely important to be on the same page.
- This is a close knit community with very active residents.

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

- So far staff have been very supportive and welcoming.
- Our staff is hard working
- I like Andrews. The staff is very friendly and kind and the cafeteria ladies are nice to the students and staff.
- Our schools strive for an enriching education for our children.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- The lack of communication between the district and schools. Parents have many questions for their school staff, but majority of the time staff members are clueless themselves. Guaranteed access to parking at all schools for staff members. Offer a change in school lunches and the quality of the food.
- There is a lot of DRAMA in our district. Morale is low. The hiring process is broken. Responsibilities are not fairly distributed.
- The superintendent needs to be more visible to the employees at the school sites more often. As employees we tend to be forgotten by the board, they do not see what we do on a daily basis and make decisions based on their decisions only. It important to get feedback from the employees of what their job is and what they do and how to help them

get the proper tools and information. Last year in Covid, it was not fun to work, we did not feel appreciated.

- COVID misinformation has been a concern. Parents & some staff are struggling with the handling of this pandemic.

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

- Open minded, understanding, ready to make much needed change, be about their actions and not just words. Avoid redirecting or rephrase questions being asked.
- Fairness. Level headedness. Personable. A sincere person who genuinely cares about their staff's wellbeing.
- Friendly, be honest, be truthful, able to communicate to the parents, staff, and students on a daily basis, to have fun, meet the employees, be available, be a positive person, solve problems & crisis situations, be bold with new ideas for the future, think forward, how to make WCSD the best for all students and staff, be caring of others, involve others from all groups to have a say.
- Our new superintendent needs to listen to staff, parents and our labor organizations. Communication is necessary on every level. Top concerns, COVID, wages and transparent information giving.

Community Members

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

- 1. A lot of long time residents. Born and raised
- small town feel; people like to be connected to what's happening around town; businesses are very supportive of each other and our education partners
- There is a strong sense of family here in Whittier.

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

- They provide a number of challenges for the new superintendent to work to improve. I don't see anything really good or really bad about the schools in general
- we have accessible leadership in both superintendents and school board members; superintendents are regular attendees at Chamber events and are visible in the community.
- As I am not a current employee, nor do I have children enrolled. I cannot speak with confidence about the state of the schools.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Special education issues ie equal opportunities for all students and compliance with all laws and requirements. Staff salary needs to be improved if you want to recruit the best people. ADA will be decreasing. WUSD school need to distinguish them selves form each other and other schools in nearby districts. What make a school special??
- Family homelessness; increased housing plans which means potential increased enrollment for schools.
- There seems to be an issue with management interaction in that people are not being welcoming or respectful of all employees. Any candidate should be very respectful to all, from the noon duty aide to the Asst. Supt.

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

- Ability to plan for the future. Ability to work with his board not under them Ability to instruct the board on issues impartially ability to work with diverse ethnic and economic interest groups Ability to inspire and work with staff. Knows how to prioritize budget categories and communicate these items to staff and community. Keeps the board focused - no micromanaging
- Aside from managerial skills needed to be an effective superintendent, he/she should be an engaged community leader.
- -Respect for all -Learn names of employees -Keep promises -Monies are for the kids, the new superintendent needs to remember this when having lunch with board members on the districts dime -Rules need to be fair across the board and not one set of rules for teacher and other rules for superintendent, asst. supts., and board members

Parents

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

- Mostly Latino and tight knit community. Very engaged and involved parents.
- We are aware of our neighborhoods and we like to help each other out. Our number one concern is our children.
- Whittier district offers dual programs and like the uniforms kids wear to school. Community offers good communications.
- My family has resided in Whittier for four generations. I grew up here, and loved it so much I never left. Whittier is a lovely college town with unique experiences for families.
- Low crime, low traffic, most streets are clean, low homelessness.
- Our community appears to be concerned about each other. They are willing to help out wherever they can. Friendly.

- Whittier is a good mix of various generational families. We have some terrific first gen families and youth and some families that have been living here for generations. Whittier College adds a small time college feel to the city and Uptown has become a real local place of destination for local and outsiders.
- The Andrews community has so much pride in how they integrate new students and parents. The PTA is amazing and has numerous activities for students to participate in.
- Close knit community.
- Very family oriented.
- We put a strong community that come thousand assist when needed. We are #WhittierStrong!!!
- Las ganas de tener un mejor ambiente social, para mejorar a nuestra comunidad, y así ayudar a los niños y jóvenes The desire to have a better social environment, to improve our community, and thus help children and youth
- They do surveys and help their best to keep our kids safe
- socially economically diverse than most los angeles county cities. Small town feel with big city problems
- Friendly and welcoming. I like the multicultural nature of our area as well
- We have good school's but we need stricter rules with them because the virus
- Our community is becoming more and more diverse. Which is amazing as there are more opportunities to learn from each other and challenge thought processes that wouldn't have otherwise been challenged. We are a small community, there are members who have been here for generations as well as new members and all welcomed warmly. A strong community stands equally on a solid foundation as it does on the open mindedness of new information.
- I really enjoyed the parent conferences they used to have.
- Great access to parks and recreation services; wonderful special events; caring neighbors
- Our community encourages diversity and unity
- We are far away from the freeway, so that makes us a “locals” only suburb that has a lot of city pride.
- Plenty of things to do with family, rather it be shopping in the beautiful Uptown Whittier area or if you're a food lover there's a variety of foods to satisfy your hunger.
- Clean the school inside and outside. They are dirty. Cut the grass. The district lacks leadership. Someone not girlfriendish. Someone not part of the mean girl.
- Uptown Whittier Community has a lovely small town feel to it with shopping, restaurants, and neighbors who look out for each other.
- Our community is wonderful..neighbors helping neighbor even when we not home..
- diverse

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

- Dedicated teachers and principals.
- Each school is unique with their concentrations. Great principals are important like Kathy Anderson. Special education is amazing, especially everyone at ECEC including maintenance staff.
- Like the dual programs
- The schools have tremendous educators who genuinely care about their students. All of my son's teachers have been superb. I can say the same for the principals; they have taken time out of their day to listen to my concerns and propose solutions to problems.
- High API, bilingual and science proficient
- Sorenson is family. I like this school because even though we were on zoom last year, the Principal and school personnel know the names of each student and interact well. Now that we're in person, the kindness and enthusiasm has not changed. The school is creating college bound attitudes. Lots of encouragement that they can be great and overcome any obstacles.
- Speaking about MSTA I can say that the teachers are dedicated and hardworking and the leadership is strong. There's a focus on math and science which is great. I'd like to see more emphasis on history and civics however.
- Andrews makes use of the PBIS system and students love to be a REAL Wildcat!
- Andrews is one big family, great teachers & staff.
- New to the schools and district.
- Los maestros de MSTA súper capacitados para sus aulas, pero muy poco apoyados por sus representantes MSTA teachers super trained for their classrooms, but very little supported by their representatives
- They help our kids as much as possible with learning and keeping them safe
- small school district completing with other small districts in the same city
- The schools usually offer a lot of unique opportunities for self expression for the students
- The schools are good
- Our schools have great teachers, who seem to love what they do. They provide stability when administration in the school changes. We have a core group of parent volunteers who do their best to provide opportunities to students that wouldn't be in the budget otherwise. There is an increasing effort to provide students with additional educational support and room for more.
- I can only speak of two schools (Hoover and Dexter). Hoover actually has amazing teachers who care about their students. The instruction in the arts is so vital for their overall learning. I can only say that the Speech therapists at both schools are great.

- It feels like a community within the community. Our kids teachers set great expectations for parents and students, which has translated to a very positive experience. The teachers and administrators are caring people.
- This is our first year. Schools are clean, Covid practices are in place and enforced. Staff is friendly.
- Mills science and technology academy is educating minds that will be more than prepared for the fast pace technology world.
- The schools have greatly improved since I was going to school in our city.
- Great dedicated teachers and classified staff. Some great administrators. New admin wrong hire with former superintendent characteristics. We need genially authentic people that cares about the kids. One can not just say they care ... care by fixing the school, clean them. Increase academic marks.
- Hoover Elementary School staff really care about the students and parents. They are patient and understanding.
- I like that the school care about safety and education of my children
- Dual immersion programs

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- We have a very involved union that cares about its teachers and we lacked a superintendent that worked in a collaborative manner with the teacher's union. We lacked transparency from the previous superintendent and need one that is transparent with its stake holders. We need a leader that is authentic and that will build genuine relationships with its principals and teachers. The district has also lost many great teacher's and leaders to neighboring districts due to the lack of leadership and compensative pay to the teachers of this district and furthermore has difficulty recruiting and hiring qualified experienced teachers.
- Our diversity includes mixed income families so equity in education is vital so we can all succeed. J v
- The special education department is in dire need of a complete and total restructuring. To be clear, the SPED teachers are not the problem. There is absolutely no “common sense” when it comes to problems facing students with diverse abilities. I have asked the sped district administration for assistance, only to have my concerns to be passed off to someone else. I have tried to share ideas in an open dialogue in an effort to help the district be innovative. My ideas were immediately shut down and no alternative solutions were offered through our meetings. The new superintendent needs to be aware of the unique challenges of students with disabilities. I’m hopeful this search will result in a leader who utilizes common sense, promotes of inclusivity, and helps solve problems instead of ignoring them.
- Better street conditions around schools. Cracked streets found around the whole Los Nietos area.

- There is a sort of outdated approach to education that bumps up against more progressive approaches. I think this tension represents bigger tensions in the city. The school district tries to avoid topics like Ethnic Studies despite its inevitability as a requirement. The math and science teachers get tremendous support, but the same can't be said about history or social studies. I think the recent partnership with UCLA is great and much more support is needed to shift the traditional approach to history that happens in this district.
- Parents need before and after school care programs expanded. Parents like dual immersion programs and would like to see them expanded. The high schools do not perform as well as one would hope.
- During several public comments on board meetings, staff have said they'd wish for more transparency from the district.. so that issue should be looked into to better the morale.
- I have left several messages for the principal at _____ in regards to sanitization of the students lockers and have yet to receive a phone call. We as parents sent our children to school with the impression that the schools had been sanitized, and ready for them. Not the case. My daughter received a locker with rust, spiders, and spider webs. Even the teacher said the lockers had not been touched in 16 months. Where is this ok? I have also left the superintendent a vmail and no response. I also have a son that attends _____ Elementary. The lack of maintenance is absolutely horrible! The school needs tons of TLC. These schools were given money through this whole pandemic and our children were brought back to school to receive funding. The playground is absolutely unsafe. The sponge pad is lifted and is a hazard for the children. The swing set has such a big dip in it that if a child falls they are sure to break something. I strongly believe in investing in our future and that is our children's schools!
- Our Whittier School District have very LOW ratings. We need accountability for each of schools. We need to make sure we TEACH the children, but also involve the parents and community to raise funds and awareness to the schools when needed. Social platforms are a great tool to promote higher learning and get others involved. We need our schools. Our great school summary are all below average, that is unacceptable! We need to address student support areas and progress. In addition, we need to provide our kids with college readiness.
- La inclusión de niños con discapacidad o necesidades diferentes, o niños con capacidades y habilidades superiores a su nivel de grado que necesitan más programas y personal, sabiendo eso entenderá las preocupaciones de los padres The inclusion of children with disabilities or different needs, or children with capacities and abilities above their grade level who need more programs and staff, knowing that they will understand the concerns of the parents.
- Make sure that all kids and parents are wearing mask at all times.
- poor past performance from last superintendent. Need to establish positive teacher and parent relations. Manage budget properly, implement appropriate strategic academic programs, continue to increase after school and non academic programs, and lastly reestablish music, pe and arts programs into elementary schools with credentialed teachers.

- I think that more attention and effort should be placed with our special communities of students. Both students with IEPs and GATE students are often asked to go along with the gen ed curriculum
- They need to talk to all teacher's about equality and understanding we live in a mostly Mexican community and to not discriminate
- With diversity brings opposing opinions. Especially in the current world environment this rings true. At our school we have experienced a variety of of these opinions. Some of the most important voices to hear are often the ones that have trouble speaking up. As the new head of the district you should have ideas about how to help those voices feel comfortable in expressing themselves. Secondly change usually brings more change. While change is very important to a growing population, stability is important for our children. Hopefully any changes made will be well thought out and consider not only the growing diversity but also the stability of our children's learning experience. Lastly it is widely known there is never enough funding when it comes to schools. Looking at our improving school in this district compared to the schools of East Whittier; it is hard not to notice the difference even in appearance alone. It is my hope you will be a fierce advocate for our district. Our students deserve quality education.
- Bullying and lack of real learning are huge problems. There are many children who have lost the desire for learning due to teaching for exams. Reading scores are low but most importantly the desire of learning has been stamped out. This is a national issue but it needs to be taken care of it at home. Community events need to happen to deal with the mental health issues of the students and staff. Services and such are long overdue.
- High traffic and vehicular issues at West Whittier Elementary and Edwards Elementary schools that make it unsafe (speeding cars, unsafe turns, need more crossing guards)
- Not aware of any
- Funding for Mills is not up to par to allow for more in-depth exposure for students and technology. They get the basics but more funding will allow for more part time stuff to be hired to teach more class about coding, 3D graphic, audio visual, etc.
- Well do to the Pandemic unfortunately many students including some of my children have fallen behind in some area of academics. They need to be aware that the test scores of the school year might not be up to par.
- Lost of enrollment due to lack of curb site beautification. Lack of green on campus. Low quality after school program. No real rigorous enrichments activities. Too many fundraisers to already low income families. Too many after school pay events. Too many PTA junk food for sale events. We need more service events. Low test scores marks on school real state market ranking. Poor leadership from former superintendent. Lack of oversight to superintendent and principals.
- Too often the district's decisions are based on the need to acquire more funding. When the acquisition of money is the goal, kids actual learning takes a back seat.
- We have the safety issue of covid and the fact that alot of children are behind.
- The need to rise the quality of the pedagogy of the current district to the standards at par and better to those within our city boundaries.

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

- The new Superintendent needs to be bilingual to better understand and represent this community. Needs to have a good understanding of the Dual Immersion program at the district schools and be responsive to the unique needs of the program. Be a good listener, communicator, facilitator, well organized, visionary, honest, caring, genuine, authentic and be able to focus and prioritize students, teachers and principals.
- Multilingual, approachable, problem-solver, hands on, a true representation of the demographics.
- Professional, friendly and communicative.
- I would like to see more quality posts on social media regarding programs and academics. The Twitter and Facebook streams promote things that have nothing to do with my child's education. For example, I don't want to see admin posing for pictures for an ancillary holiday or staff showing team spirit by wearing a shirt. I want to see posts about adequate supplies, students engaged in their studies, how tech is being utilized, how teachers are preparing students to be life long learners, and so on. As stated above, I'm hoping the new superintendent will advocate for SPED students, and be innovative when problems are presented.
- Independent and critical thinking. He or she should be able to relate to the community and the major needs around schools and parents with younger kids. Provide more after school programs. More STEM programs.
- Knowledgeable, flexible, organized, best interest of students, parent interaction
- Communication. The ability to communicate a vision for the district and our youth is paramount. Instead of placating a school board and simply being responsive, we need a superintendent with a clear vision. Literally, communication is vital. A superintendent that can speak Spanish is necessary. The second characteristic is courage. We need a superintendent who will not shy away from introducing ethnic studies, who will not shy away from keeping youth safe from COVID. Finally, we need someone who is curious and forward thinking. The last thing I want in a leader is someone with out-dated approaches to leadership and education.
- Someone who is able to look for grants and money opportunities to enhance learning. Someone who is tech savvy and can make use of the resources to communicate with the community at large.
- Someone who engages in the community, focuses on their teachers and is always looking for way to improve themselves, counterparts and schools.
- Hold teachers accountable to a higher standard of teaching for our children. Make sure we higher innovated teachers with the skills and passion to teach!
- Apertura y ganas de atender con empeño las necesidades primero las básicas y después las que su distrito demande Openness and willingness to eagerly meet the basic needs first and then those that your district demands
- N/A

- have been a credentialed classroom teacher for more than 7 years. Also been an assistant superintendent of instruction from previous job. Our superintendent salary is extremely competitive and the last superintendent was under-qualified for the pay. Qualified applicants should see the salary pay in regards to years experience and expectations!!! This district should not be used as a stepping stone for new or under qualified superintendents.
- I really liked Mrs. _____, I felt that she was open to students and parents alike. I think they should be highly involved in school improvement and making sure the schools are living up to their goals and designations. The school of fine arts should have many opportunities to showcase artistic endeavors, the school of technology should teach coding and robotics, etc.
- Ideally the new superintendent will be bilingual (Spanish/English) they can get by without, however even this questionnaire is translated into both. Having a teaching background would be nice. Teachers are the core of the educational experience, it is difficult to understand what happens in a classroom if you have never instructed one. Not only should they be efficient and organized, they should be warm and welcoming. It is very easy to become familiar with the core group of participating parents, be warm enough to reach out to the other parents as well.
- This person must have integrity, compassion, take initiative, transparent with behavior, actually be genuine, persistent, be the leader and go first. Also love and like children. Authenticity cannot be hidden.
- Competent in public education Ability to unite and inspire teachers, parents and students Motivated to set and achieve high standards
- Not aware of any
- Strong leadership skills that will give clear direction for the school board to follow and knowledge of the latest technology skills being touch to child so that Whittier is in the elite level of educating children with technology.
- Open minded, compassionate and able to communicate well with the community.
- Be multilingual. Be a people person. Someone not into career advance to promote themselves on social media and community. Someone that does not get into board and local elections or politics. Know Leda le in equity and diversity. Someone relevant and not vain and narcissistic. Someone real and not fake. Please check their social media for neutrality and someone professional and not just about themselves.
- I think the superintendent needs to be able to do what's best for the children regardless of popular opinion, political trends, the need for funds, or the pressure to have children score well on state testing.
- I would like someone who wants to look out for my child needs in school and my special child too
- Someone with proven leadership that has taken a school district from its current state to a higher level and ranking. A person with the quality to really engage and pull in the community it services for dialogue and understanding.

Students

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

- whittier is a great place to live. lots of schools and lots of parent involvement.
- Unity, tranquil atmosphere, Kindness, Clean, peaceful.respectable to neighbors.
- Most schools within our district limit has awesome teachers. Hoping they can shape the others schools that are not up to where they should be.
- Muy limpio de la ciudad whittiere Very clean city whittiere
- Muy limpio de la ciudad whittiere Very clean city whittiere

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

- my younger son just entering kindergarten. my older son just started college, but went to Whittier HS. love the involvement and cooperative atmosphere
- Great staff and programs available to students for working parents.
- The teachers we had for independent studies should be the foundation of what quality teachers are. They are truly awesome and work wonders to ensure the kids are engaged. All school should have these teachers without a doubt
- Tiene buenas maestros Has good teachers
- Tiene buenas maestros Has good teachers

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- obviously Covid-19 concerns and how it impacts our kids' emotionally, socially, and intellectually.
- Upgrading to the benefit of the students. Like restrooms fresh meals.
- The lack of quality teachers. The staff at the district levels are often rude when you speak with them about a concern. They act as if your bothering them, they are our first line of defense and should be willing and ready to help us.
- Al menos que sea problema deficil Unless it is a poor problem
- Al menos que sea problema deficil Unless it is a poor problem

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

- kid friendly, fair, honest.
- Leadership, project management, Culture development and equity.

- Truly have a passion to help others, allow parents to respectfully share their thoughts, opinions and concerns without feeling like they can't talk or be heard. _____ was awesome and she truly cared
- Buen estudiante un maestro un buen estudiante A good student a teacher a good student
- Buen estudiante un maestro un buen estudiante A good student a teacher a good student

Teachers

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

- Small community People seem to care
- The community has a sense of family. It is far deeper than a school district. Generations of Whittierites live here. For those that live elsewhere and commute, the same sense of family grows. It is like no other place I have worked. They take care of each other. They respect each other. When the district was running well, the feeling of unity transmitted from the Board of Trustee/Superintendent, to the teachers, classified and parents. The children benefited from the family unit.
- My community is ethnically diverse and culturally diverse. Whittier City has all types of household incomes, including the very poor and upper middle class. Parents are committed to the education of their children and many are very involved in their local schools through PTA, volunteering, and as employees. We have a large Spanish speaking population and with the growing Dual Language Immersion program, we are fostering an appreciation of multi-lingualism.
- We value dual immersion programs, kindness, social emotional learning
- There are many new restaurants/shops/condominiums being built which is creating a nice environment and look for our community.
- There are many families who have been in the community for decades. Generations have attended a certain school. Families are eager to see genuine, transparent, communicative, student-serving individuals in positions of leadership. Not just individuals who are seeking to advance their careers (meaning--this position is a stepping stone to something else and the individual is not thinking primarily of the needs of the students and staff).
- Our community is family strong-based, caring, helpful, honest, hard-working, and giving. Parents are supportive in their children's education.
- There is a great sense of history with the city of Whittier. Families start here. They grow up here and raise their own families here.
- Parent support is great.
- Our community cares about our children, teachers are valued for their good judgement and their commitment to the students. The principals have been transparent and honest, committed to communication with the community.
- Whittier City School District area of Whittier tends to be a somewhat tight knit community. Families that attend our schools tend to be lower middle economic status to upper middle economic status. Sections are blue collar workers and other areas are white

collar workers. We also have a population of homeless students. Parents will speak up and give input, but the majority will not.

- We have a wonderful community of hardworking families from various cultural backgrounds. We have several first-generation families and young parents. We also have families all along socio-economic spectrum.
- Our community is great and works with our school closely.
- Support for the Visual and Performing Arts; an effort to work together when challenges arise.
- The community has a familial feel to it.
- The Whittier community is diverse with 1st, 2nd to 3rd generation Latin, Asian, and White American families. There are resilient and hardworking families.
- People are willing to come together and support our schools. People want the best for their kids, but sometimes do not know how to go about doing what's necessary.
- Muy buena Very good

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

- Teachers care about kids. technology is good.
- The schools continue the sense of family. Teachers work with their Longfellow family, their Sorensen family, the Wild Cats family... it is not just a school. The students hold that same sense of being part of the community and take pride in their schools. Teachers work collaboratively with their grade level, site administrator and district to provide quality education for the students. They are not afraid to go the extra mile for the school, even if WC is not the best paying district in the area. This is evident in the principals, teachers, support staff, classified and many of the PTA and volunteer groups.
- Andrews is the only K-8 school in the district. It has students of many socio-economic backgrounds and from various nationalities and ethnic groups. Parents are very involved in the day to day activities of the school. Many teachers and staffers have their own children attend this school. It feels very safe and there is a positive energy.
- We have teachers who love to learn and work diligently to support students' needs
- With the Measure Z, our schools were able to purchase iPads for all students, have renovations to all schools, and have professional development for staff.
- -Families are open to academic support (enrichment--to enable them to support their students) -Teachers, for the most part, work well together. -There seems to be a delineated distribution of responsibilities (who is in charge of SLC's, RTI, PBIS, etc.)
- Our schools have hard working, highly effective, kindhearted teachers, supportive administrators, and smart, loving, caring, students.
- We have great schools and good teachers. Teachers who really do care about the kids. Many staff members are products of our schools.
- Good school community. Dual Immersion offered.

- Our schools are schools that people from other communities are transferring in to be part of. Our schools have wonderful Principals, teachers, classified staff who work hard to have the best schools that they can.
- Since our district is small, staff are a tight knit group. We have seen our very own teachers move up the ranks. Some have gotten assistant superintendent positions. We tend to love seeing our very own move up the ranks as they have the history and understanding of what our district is about and what needs to get done to get there. Most teachers and administrators are very dedicated to their jobs and go above and beyond expectations.
- Our teachers are very dedicated and go above and beyond to serve the needs of the community. We value partnership, communication and professionalism.
- Our school Culture is top notch. Our teachers are like a family and we use our genius to help each other in different ways.
- Dexter-focus on student success in academics, social/emotional needs, and behavior; band and chorus program, art program.
- The schools in the district have a focus. Phelan and West Whittier are dual Immersion, Hoover an arts academy, Jackson focus' on AVID, Mill is centered around Science.
- The schools have teachers who work hard to engage students, they teach them the education requirements plus universal connections that students themselves can gain understanding and input into their lives.
- Our admin is amazing at Edwards. These teachers run circles around teachers at "rich" neighborhood schools. We can't just assign things that get virtually scored because we don't have money for that. We have to really teach and help kids access their skills. Then we have to actually read what they wrote or give feedback on their work.
- Exelente Excellent

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Issues between the board and the school staff. Board not involved at school sites. Recent exodus of teachers, staff and aides from the school.
- This district has lost a number of key players in leadership over the past three years. New people may not represent the district with the same loyalty as those that have embraced the Whittier family spirit. This has impacted not only the ability to run smoothly, but it has significantly damaged morale and trust.
- The past 3 years were very hard for both teachers and parents; the former superintendent did not convey a clear vision and direction. Additionally, the various challenges that arose with distance and hybrid learning has left the community shaken and distrustful of the leadership. Our district is once again very top heavy, but with little support at the classroom level: not enough instructional aids, unbalanced classroom libraries, deteriorating facilities, lack of supervisory aids for student safety, not enough substitute teachers, large class sizes.

- *A huge lack of equity in terms of our dual immersion students. We don't have adequate resources to support teachers or students *Teachers need a lot of professional development, particularly in all areas of balanced literacy and how to adjust their teaching to differentiate for the variety of needs our students have
- He/she needs to know how last superintendent and district have not been transparent with all stakeholders.
- -There is a distrust of admin. I don't know to what degree this has been communicated to the district level--but what we have seen many times is evidence of a vapid, ignorant (in terms of curriculum/instructional needs/ best practices in teaching), self-serving "leader".
-Teachers need to feel that their input truly DOES matter (in terms of seeking a new principal, a new superintendent, etc.) -Many students have foundational skills needs. Please offer short "boot camps" where we can teach parents how to approach these needs in foundational skills.
- Issues to be aware of are the lack of trust and communication among the teachers and the superintendent. Most teachers did not feel valued and did not feel the superintendent was sincere in her words/actions. Teacher input was always AFTER decisions were clearly made. District always rolling out new programs at the last minute and puts extra stress on teachers (Ex. Aeries). Training always comes AFTER we are already using it. Special Education teachers are not always taken into consideration for many issues. Dual Immersion schools needs a STRONG experienced leader to guide the DI teachers. There is a lack of a consistent language program.
- We have struggled as a district in a few areas. One is the support of our ELs which has fallen through the cracks.
- Support with Dual Immersion schools/teachers needed (Dual Immersion coach/TOSA)
- This district since it is so small, it has issues with favoritism. Most males are chosen for positions of leadership due to women outnumbering men. They are chosen not necessarily because they are better qualified but just due to their gender. Positions are offered to some, yet "flown" as to appear fair when in reality, this is not the case. The last superintendent did not treat all fairly.
- With our previous superintendent, there was a lack of communication with administrators and teachers/classified. There were also lies that were told in public settings such as school board meetings. We lost many great employees who moved up the ranks to other districts because they did not want to deal with the lack of integrity our previous superintendent was running the district. When working with the union the sup would say one thing to the unions and something different to the school board, in other words, trying to play both sides.
- The superintendent should be aware that she/he needs to be ready to rebuild relationships and trust with the teaching and support staff. There is a great sense of distrust and lack of faith in the district in regard to competency, transparency, clear and continuous communication and follow through.
- Unsatisfied Parents, especially special ed parents that needs are not being met.
- Micro-managing doesn't work. Servant leadership is essential for growth. Success rises and fall on leadership and that leader needs to be a humble team-player.

- The board seems to have their own personal agenda
- The decline in student population and how that affects teacher to student ratio.
- That there are actual middle schools. We are not a one size fits all sort of place. Middle school wants and needs are very different from elementary schools. We should not still be doing an open house at this level-we are a virtual school. I'm all for focused parent nights, but not to just walk in and stare at my QR codes or have me manufacture pretty things to put on the walls.
- Mucha limpieza A lot of cleaning

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

- -Familiar with district fo similar size -Aware of technology needs -Able to build community
- The new superintendent should have integrity and the desire to serve the schools and the community with a caring and respectful manner. The hope would be for someone that wants to join a team/family that stay in the district, not for the paycheck, but because they can't imagine working anywhere else. The superintendent should have an understanding of all the areas of running a district, then develop a team that can build from the leadership. For a small district, Whittier City is often on the cutting edge of new ideas. One thing that was lacking over the past three years was any form of vision... new ideas or passion. There is a safety in knowing what drives leadership and the commitment to the promotion of student success. The district thrives in feeling respected and being taken care of. Transparency and visibility is critical for the new leader. Integrity and a heart for service would complete the hopes for the new superintendent.
- The next superintendent must have experience as a superintendent and have a clear vision for learning success. S/he must have knowledge of our current curriculum (Units of Study ELA, Eureka Math, Dual Language Immersion), and be able to articulate the benefits and limitations of these pedagogical models. While being bilingual and/or of Latino ascent would be favorable, because it mirrors the majority of the student body, I believe it would be more important that s/he have a history of actions that show her/his committed to diversity, inclusion, and equity. Finally, the next superintendent should be an excellent communicator, visible, accessible, reflective, and with a solid practical plan to guide us in closing the achievement gap caused by the pandemic.
- Our new superintendent should be equity driven and an anti-racist. They should prioritize the needs of students first
- Honesty and transparency is what our teachers and community want in a superintendent.
- -Present (visit campuses, classrooms) -Know some curriculum -Know teaching best practices -Be committed to serving people and not just adding another item on your resume.
- Superintendent should have an extensive background in education, leadership, and strong communication skills. Qualities should be honest, trustworthy, resilient, caring, hard-working, intelligent, reliable, assertive, capable, integrity, empathetic, and accountable.

Characteristics include collaborative, creative, open-minded, lifelong learner, innovative, proactive, and motivational!

- Knowledgable of middle school, not just elementary. Being a true leader of our district, not just a figure up an an office. Someone who really does care what we have to say and listens before making decisions.
- Bilingual and have knowledge of how a Dual Immersion program works.
- Genuine, not fake, no "car salesman" type personality Honest (transparent) Fair (be accessible to all)
- The superintendent should possess the following qualities: 1. An excellent communicator 2. Someone with honesty and integrity. 3. Someone who trusts the local unions and is willing to work alongside the unions in order to collaborate with them to make decisions that will have a positive impact on students, teachers/classified, and the community. 4. A person who is vested in the community of Whittier. 5. A person with knowledge and competence on how to run an elementary school district. Somebody with experience. 6. A doctorate is not necessary. 7. A people person with charisma.
- He or she must have heart. We want to get along with our super; positive relations and interactions are a must.
- Someone who is knowledgable, supportive and committed to the success of programs outside of general ed programs: Sped, dual immersion, etc.
- Communication is key. he/she must be :Honest, forth coming and great with management.
- Servant-leadership; empathy; courageous to do the right thing; integrity; humility; honesty; team-player; understanding of the importance of visual and performing arts for every student, ELD and special ed included.
- Thick skin, patience, ability to be flexible with community members and staff
- Leadership, Communication skills, flows with the environment, compassion, student and teacher oriented, and understanding
- Empathy. Nobody feels valued here. What can you do to ensure everyone from custodians to clerks to teachers feel important and have a sense of worth for working in this district? Relationship building How can you retain employees? People get trained here but flee to East Whittier and it's not just for the higher pay. There's little new teacher training, not BTSA, but day to day stuff.
- Ser muy atento Be very attentive