

Stakeholder Input Report for

Warren County Public Schools

Front Royal, VA

submitted by



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EXECUTIVE RECRUITMENT & DEVELOPMENT

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School/Community Input Groups for Superintendent Search

The consultants Dr. Chris Lowder and Dr. Dana T. Bedden met with stakeholder groups on August 18, 2025 and conducted face-to-face meetings with various groups from within the district. The complete lists of feedback by group is recorded within this document. The groups are categorized so as to report what each group shared with the consultants as it was emphasized during the meetings that comments made by individuals or small groups will not contain reference to specific individuals or positions who shared their comments during each session. All of the input regarding the selection of the new superintendent for Warren County Public Schools is outlined in the executive summary, including consistent themes and ideas are recorded. They represent input that was consistent to all or most of the groups and could be considered to have broad support.

Additionally, Dr. Ralph Ferrie conducted virtual meetings with Board members and other elected officials. All of the input regarding the selection of a new superintendent for Warren County Public Schools is outlined in the executive summary, including consistent themes and ideas. The complete list of feedback by group is recorded within this document.

The team will also report out regarding the respondents to an online survey that opened on August 18, 2025 and make the results available to stakeholders once the survey closes.

The Warren County Public Schools Board of Education should be commended for the willingness to conduct these shareholder input strategies and the online survey to ascertain what the internal and external school community believes to be important regarding the selection of the new superintendent and the future of the district.

Executive Summary

Across all seven community meetings, Warren County stakeholders described their community as welcoming, close-knit, and rich in natural beauty. The school system is valued for its inclusivity, personalized approach, and strong support for educators and students. Unique programs, such as career and technical education, were highlighted as strengths. However, challenges persist, including strained relationships between the school board and county, budget and staffing constraints, technology infrastructure needs, and the impact of COVID-19. Stakeholders emphasized the need for a superintendent who is approachable, communicative, collaborative, and able to build trust and relationships with all segments of the community.

Transparency, instructional leadership, and the ability to balance diverse stakeholder needs were highlighted as essential qualities for the next leader.

OVERALL THEMES BY GROUP

Warren County Public Schools Conference Room-8:00-8:30-Central Office/Director of MVGS

- 1. What makes your community a good place to live?**
 - Small town feel
 - Hour from DC to get to cultural things
 - Can catch metro
 - Community feel and embrace the person
 - church involvement and providing supplies
- 2. What makes this a good school district - for students and staff?**
 - The people, people care and care for each other
 - Teachers care about kids and want them to succeed
 - Teachers build relationships
 - Know students by name and ask about them even when they/students leave
 - Most staff have kids go through school system
 - Students come back to work in school district
 - Dual enrollment and academic program
- 3. What are the issues that a new superintendent needs to know about as he or she comes into the district?**
 - Partnership challenge with county for funding of schools
 - Person needs to build trust with county
 - Past five or so years been a challenge
 - Economic Development Scandal and trust is gone with the county towards school district
 - Large home school community and strong catholic relationship
 - Somewhat anti-public-school feel
 - Feel effort to make public school fail
 - Relationship changes between board and superintendent
 - Need to cultivate a culture and strong relationship with county and create community of learning in schools
 - Create a educational system, not individual person
 - Can't be superman attitude
 - Need to watch board meeting videos prior to starting
 - Lose staff due to salaries
 - Expensive to live in Warren County
 - Funding has been level for several years
 - Late budget adoption impact retention

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Need to work with county to rebuild trust
- Backbone
- Follow policy, don't be wishy washy
- Walk the Talk – be who you are inside the office and outside in the schools and community
- Charisma
- Be supportive of staff
- Have people follow the protocol
- Have collaborative meetings between parties to solve problems.
- Approachable
- Good communication
- Be open to talking with anyone
- Be good listener
- Support for support staff from Superintendent
- Make sure everyone feels important to the school district to work
- Communicate within school district so they are aware before social media
- Strong instructional leader

**Warren County Public Schools Conference Room-8:45-9:15-Elementary
Admin/Leadership;Prek, HJB, LKF, ASR**

1. What makes your community a good place to live?

- Small enough to know everyone
- Community has a lot of organization-events that take place in a small area
- Beautiful-national Park in back yard-hiking biking canoeing-close enough to DC-nice location

2. What makes this a good school district for students and staff?

- Very inclusive with students with disabilities-inclusion classes
- Easy to build relationships with families,
- Raised here-small close-knit type of community
- Diverse -growing population
- Hometown pride-opportunities to homegrown students etc.
- Staff size is good
- Common planning time
On the same schedule for curriculum

3. What are the issues that a new superintendent needs to know about if he or she is going to be successful as he or she comes into the district?

- Budget is number one concern
- We work with staff we are given
- Community doesn't always understand the need for resources

- Staffing
- Don't have enough teachers or positions
- Not competitive pay
- Political
- Very conservative and very liberal
- Budget
- Technology is not what it should be bandwidth, Chromebooks not working, not enough devices
- Working with the board of supervisors
- Funding and staffing are major problems
- People working against each other within the board
- Transparency with the parents
- Clear communication
- Transparency within the office -to make sure people know what is going on
- Demanding parents used to getting their way
- What is best for students vs. the entire division
- Achievement scores are not what they should be-underperforming
- Retaining teachers is a major problem
- Class sizes are too big
- Seeing more severe behaviors
- Way too much sharing of staff-need way more instructional assistants and behavior Specialists-guidance counselors
- Probably need another elementary school-or redistrict them to be more equally allocated
- Need more SPED teachers
- We don't have any speech or language positions-having to do that virtually-recruiting is a problem-we are not competitive
- Custodians make more than clerical

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Approachable-parents and staff want to approach-someone that listens to principals and teachers-understands instruction and what it looks like-can teach others how to be instructional leaders-staff
- Someone who is humble -can admit they made a mistake but also will stand up to whoever they need to
- Don't just listen to a select group of a few-interest of all stakeholders at heart
- Present at the schools-instructional meetings -have to actively participate-be engaged with all they are doing
- Participate in after school activities-attend the football game-attend community events
- Can take the first hit-can handle an angry parent-support your principals-continues that level of support-following the chain of command-making sure the school board knows the chain of command
- Establish a system for communication in relation to the board
- Have tough skin to be able to handle to that-a lot of parents have started speaking up

- Someone who has been recently in a building
- Need a great listener
- Need to speak and acknowledge people in the hallway

Warren County Public Schools Conference Room-9:30-10:00-Technology

1. What makes your community a good place to live?

- Natural beauty,
- Canoe capital of VA
- Close to DC
- Outdoor activities
- Good place to live
- Low crime
- Good schools

2. What makes this a good school district – for students and staff?

- Small community
- Personal connections between student-teachers, staff-staff, etc.
- Good CTE program preparing kids for work
- Strong teacher support system
- Tech does a lot with little resources, one-to-one
- Commuter town to DC
- Metro/Subway to DC
- Good IT department
- People invested in school system, not just to collect a paycheck

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Student attendance
- Teacher attendance
- Budget – just enough money to keep the lights on
- Retention of staff
- Low socio-economic family needs
- Lack of refresh budget
- Technology a second thought for county
- Salaries not as competitive as needed
- Strained relationship with county
- Board adversarial to Superintendent at times

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Personable, build relationships
- Need good relationship with county for funding

- Consistency in treatment of staff
- Ability to create policies and procedures put in place that are written due to turnover
- Create systems
- Not a micromanager

Warren County Public Schools Conference Room-10:15-10:45-Transportation

1. What makes your community a good place to live?

- Beautiful
- A tight knit community
- A lot of history here
- A lot of challenges here
- A good team environment
- Outdoor stuff to do
- Community works well together

2. What makes this a good school district - for students and staff?

- Staff members that care
- Boys and girls club partnership
- Salvation army supports the school system-assisting with transportation
- Good partnerships with others

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Huge Catholic population that is anti-public education.
- Parts of the community trying to take down public education
- You see it in school board meetings, the school board who don't have students in the district and actively work against our students, it is very difficult at the top to get things done
- There is a bit of a rift between the county board and the school board
- Trying to mend that is pretty important
- Geographic concerns with weather for the school system, 8 or 9 roads that flood consistently,

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Willing to talk to everyone
- Open minded
- Take the time to hear you out
- Valuing the voice from everyone around you
- Good listener-everything comes back to being a good listener
- Focus on teaching and teachers
- Strong willed but also be able to hear everybody
- Stand up for what we need to be doing

Warren County Public Schools Conference Room-11-11:30 Instructional Resource Team

1. What makes your community a good place to live?

- Scenery, landscape, hiking, pretty place to live
- Commuter location and access to DC
- Tight community that is supportive
- Small community and personable

2. What makes this a good school district - for students and staff?

- Everyone knows each other
- Continually trying to be better
- Division looking for strong leadership
- Positive energy towards improving instruction
- Instructional staff that always want to improve
- Ready to move forward with right leadership
- Just right size
- Tech center
- Governor's school
- Dual Enrollment
- SPED department strides and team
- Moving towards more research and evidence-based instruction
- Ability to make people feel seen
- Strong teacher support system

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Poor community perception by a segment of the community
- Student attendance
- Poor county relationships
- Some leaders on the board(s) (county and school board), don't value public education by their actions
- Lack of understanding how schools are run by county supervisors and community
- Need to build relationships internal and external
- Large home-school and private-school community
- Budget and Finances – how it should be run and managed
- Accountability at state level
- Number of schools with some academic needs for improvement via state label
- Teachers have not felt supported by superintendent
- Parents getting what they want by bypassing the chain of command
- Staff trepidation of Superintendent based of past issues – lack of trust

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Need to speak and acknowledge people in the hallway
- Approachability
- Strong instructional background
- Firm but fair
- Meet and speak with stakeholders before making changes
- Collaborative
- Decision-maker when necessary
- Action oriented
- Visible in schools and relationship with students
- Change the perception of the Superintendent
- Clear communication to all stakeholder in systemic manner
- Decisions made in the best interest of students not parents and staff
- Data-drive decision maker
- Good Communicator
- Able to see short-term and long-term impact of decisions
- Proactive versus reactive
- Value and support the staff and community

Warren County Public Schools Conference Room-11:45-12:15 SPED dept/Diversified Minds/Pupil Services

1. What makes your community a good place to live?

- Location unique with only 60 minutes to DC
- Hiking and outdoors stuff, river, trails
- Close-knit community
- Small, beautiful area
- Civil war history that exist here
- Recreation
- Division focus on child and family
- Very personable environment
- Safe environment

2. What makes this a good school district - for students and staff?

- Division caring about individual student and family
- Hiring former students
- Connections between staff and team members
- Relationships among employees
- People are approachable
- Supportive without competitiveness
- Non-traditional education program
- Tech center
- Many opportunities for students

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Stagnant with student success since COVID
- Increase engagement with students without chrome bools
- Chronic absenteeism
- Teacher Retention
- Step one good, but not other steps keeping up
- IA salaries not competitive
- Need to keep competitive increases compared to local districts to retain staff
- Turnover of staff impacts student performance
- Transparency to endure trust
- Public perception not positive
- Economic Development (EDA) incident damaged the trust
- Large home-school population that doesn't like public school

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Good communicator – with internal and external
- Transparent
- Proactive in identifying barriers, less reactive
- Deliberate instructional leader with action plan
- Active participant with staff
- Teamwork oriented with schools (not us against them)
- Accessible
- In schools and visible, present
- Appreciate special services and non-traditional education

Warren County Public Schools Conference Room-1:15-1:45-Elementary
Admin/Leadership:RJES, EWM

1. What makes your community a good place to live?

- The people are “homey”
- The area is beautiful
- There are no strangers
- The recreation possibilities are great
- Great place to raise and education children
- Strong sense of community

2. What makes this a good school district - for students and staff?

- Leadership is known and it is a small district
- Great ability to have influence
- Good supports in place
- Strong relationships

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Political environment
- Being able to stand up to the community etc. when needed
- Board of supervisors has issues-they have a different agenda
- The political environment does not make us appealing
- No set policies for board protocol etc
- A defeated type of feeling in the school system
- The budget
- Need to form relationships and be personable
- The board of supervisors and school board run the district

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Integrity
- Present
- Visible
- Approachable
- Forms good relationships
- Experienced superintendent
- Walks the walk
- One that sets boundaries and follows them

Warren County Public Schools Conference Room-2-2:30-Facilities/Food Services

1. What makes your community a good place to live?

- Safe
- Low crime
- Good outcome for students
- Good education system
- Beautiful area, mountains
- Good place to raise a family
- Close to DC

2. What makes this a good school district?

- Always progressing
- I like the opposing views on the board
- Tight knit community
- Country but not too country
- Classroom feels like a family

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Opposing board
- Test scores - low
- Cell phones
- EDA scandal (community corruption) and superintendent prior to the last
- Melody – tough board member
- Getting one of the Asst. Supt to respond to emails

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Upfront
- Transparent
- Acknowledge errors
- Truthful
- Courageous
- Approachable

Warren County Public Schools Conference Room-2:45-3:15 Warren County Educational Endowment

1. What makes your community a good place to live?

- Beautiful area
- School system has progressed
- Community itself is strong
- Churches involved in the safety net
- Retirees move here
- Supportive community

2. What makes this a good school district - for students and staff?

- Technology is great
- Great Principals
- Positive energy around the school system

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Going to need to build trust
- Going to have to establish procedures and processes with the school board
- A divided school board
- Need communication system
- A large population of home school
- Very conservative faction that operates with school board members

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Someone who can build trust
- Wants to be a community member
- Participate in the community and community activities
- Instructional leader
- Effective Communicator
- Be a change agent

Warren County Public Schools Conference Room-3:30-4-Warren County Educational Association

1. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Balance of close to nature with a town with resources
- Good parks
- Small community
- Not far from urban or bigger areas
- Quiet and nice
- Slower pace

2. What makes this a good school district – for students and staff?

- Strong sense of community among the staff
- Schools ready for positive change
- Strong sense of family and community
- Can find resources you need
- Safe schools
- Kids are loved
- Schools reach out to support families

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Money wise not good
- Relationships not currently good with school board or with county supervisors
- Split school board
- Election in November
- Two board members not pro for schools
- Majority of board could be anti-schools after election
- County not funding schools 4-1
- Schools hurting due to politics
- Communication from top down not consistent
- Inconsistent implementation of directives or programs
- Small pockets of resistance to change
- People stressed and overworked

- Morale has taken a beating
 - Joy of teaching diminishing
4. **What skills, qualities, and characteristics will the new superintendent need in order to be successful?**
- Clear communicator
 - Communicate clearly
 - Tell the truth
 - Support teachers
 - Not cater to parents
 - Interest in becoming a part of the community
 - Visit schools and classrooms
 - Good listener
 - Considers various points before making decisions
 - Team oriented
 - Vision for the future

Warren County Public Schools Conference Room-4:15-4:45 Secondary
Admin/Leadership:BRTC, WCMS, SMS

1. **What makes your area a good place to live?**
- Good area to live
 - The kids are great here
 - The community is good
 - Smaller school district-not just a number
 - Outdoor parks, etc.
2. **What makes this a good school district - for students and staff?**
- Teacher support program
 - More structured here in meeting people where they are
 - Lots of support-endowment
 - Professional development embraced
 - Teachers have more autonomy in their classrooms
3. **What are the issues that a new superintendent needs to know about as he or she comes into the district?**
- Politics is negative
 - Budget vs. need
 - Making sure the board and central office are on the same page
 - Community relations
 - Common vision
 - Transparent
 - EDA issue "haunts" the district

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Personable
- Visionary
- Innovative
- Strong Communication
- Need to make connections
- Honor the traditions of the past etc
- Good steward of financial resources
- Understanding of the work within the building
- Someone who has been a principal
- Compassion
- Empathy

Warren County Public Schools Conference Room-5-5:30-Secondary
Admin/Leadership:SHS, WCHS

1. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Small community with access to bigger things, like DC
- Safe and Quiet place to raise kids
- Beautiful environment
- Everyone knows each other
- Hometown feel
- Events and community activities
- Kids programs – i.e. Little League Baseball

2. What makes this a good school district - for students and staff?

- Inclusive school division
- Feeling valued and supportive
- Support Services (internal and external)
- Good size, not too big or small
- Dual Enrollment program – at no cost to students
- Technical center

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- School board members are unique
- Challenge to tie together the board and county supervisors
- Budget
- Politics

- Teacher recruitment and retention
- PayScale not competitive
- Student attendance
- Weather variations impact attendance
- Teacher retention

4. What are the skills, characteristics, and traits that the next superintendent should possess?

- At least worked in similar size school district
- Experience having taught a core subject
- Humility
- Realistic
- Honest and trustworthy
- Student-Centered
- Visible and present in school and events
- Approachable
- Enthusiastic
- Similar characteristics to Dr. Martin
- Manager, not micromanager
- Allow leaders to lead (flexible)
- Stand by their word

Skyline High School-6:30-8 Community Meeting

1. What makes your area a good place to live?

- A great community
- Support people in need
- Natural things to do outdoors
- Community support of kids (little league example)
- Quiet and peaceful
- Ways to be interactive in the community
- Great place to raise your kids
- Safe
- Small town charm
- People come together for good and bad
- Community support and organizations

2. What makes this a good school district for – students and staff?

- Working with great teachers and worked with teachers
- Great dedicated teachers
- Great career options
- Tech center
- Graduate high school
- Dual enrollment

- Earn college credits
- Proactive and innovative school district
- We do a lot with a little
- Experienced staff
- Responsive teachers
- Great administrators
- Student on 504 and they have served her really well
- Admin also watches out for students

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- The policies-too hard to get a kid help
- Someone needs to look out for all kids-IEP case was not handled well
- Students don't always get what they need
- Special education issues-larger state policies and how they are applied
- Direct line into how Special Education is going
- Teacher turnover-teachers leaving for other districts
- Budget issues
- Retention issues
- Chronic student absenteeism
- Lack of Communication from schools and parents
- Communication to the community
- Take on our challenges
- Funding shortages
- New staff changes and board changes
- Communication
- Proactive and transparent
- Political climate in the community
- Need a change agent
- Need to move into tech environment

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Change agent
- Experience
- Have new ideas and ways to change the system
- Energetic and not discouraged by lots of issues
- Ability to reach across the aisle regardless of "side"
- Also up to the board not just the superintendent
- Patient
- Resilient
- Personable
- Active in the community
- Visible in the schools

- Classroom experience
- Passion for teaching students and working with kids
- Clone Dr. Martin
- Listens to teachers

Overall Summary by Question

1. What makes Warren County a good place to work, live, and play?

Stakeholders praised the area's natural beauty, outdoor recreation, and proximity to Washington, D.C. The community's small-town charm, safety, and welcoming atmosphere were repeatedly mentioned. Many noted the strong sense of pride, generational ties, and the ease of building personal relationships. The area's unique blend of urban and rural experiences, as well as its cultural and historical significance, were also highlighted.

2. What makes the school system a good place for staff and students?

The school system is recognized for its supportive environment, inclusivity (especially for students with disabilities), and strong community involvement. Programs like the Technical Center, dual enrollment, and non-traditional education were cited as strengths. Staff and community members value the personalized approach, manageable size, and opportunities for collaboration. Alumni returning as teachers and the dedication of staff to student success were also noted as positives.

3. What are the main challenges or issues facing the school system?

Common challenges include budget constraints, staffing shortages, outdated technology, and teacher retention. Strained relationships between the school board and county, as well as a vocal anti-public school community, were frequently mentioned. Other issues include the impact of COVID-19 on student engagement, the need for improved instructional practices, and the importance of clear communication and transparency. Geographical and socio-economic factors, such as weather-related disruptions and low-income families, also present ongoing challenges.

4. What qualities and skills should the new superintendent have?

Stakeholders across all groups emphasized the need for a superintendent who is approachable, a strong communicator, and able to build relationships with staff, families, and the broader community. Instructional leadership, transparency, and the ability to balance diverse stakeholder needs were highlighted. The new leader should be collaborative, open to feedback, and willing to invest time and energy into the community. The ability to advocate for resources, navigate political dynamics, and maintain a positive reputation were also seen as critical.

Warren County Public Schools - Superintendent Search

Results and Analysis

McPherson & Jacobson
August – September 2025



Overview of the Research Project

The Superintendent Search Feedback Survey was open from August 18 – September 1 ,2025.

The survey was available via a public URL posted on the district's website

The was translated into Spanish.

This report summarizes district-level survey results.

The report incorporates an analysis of open-ended response items. Responses were systematically coded through pattern coding, after which related codes were consolidated into broader thematic categories.

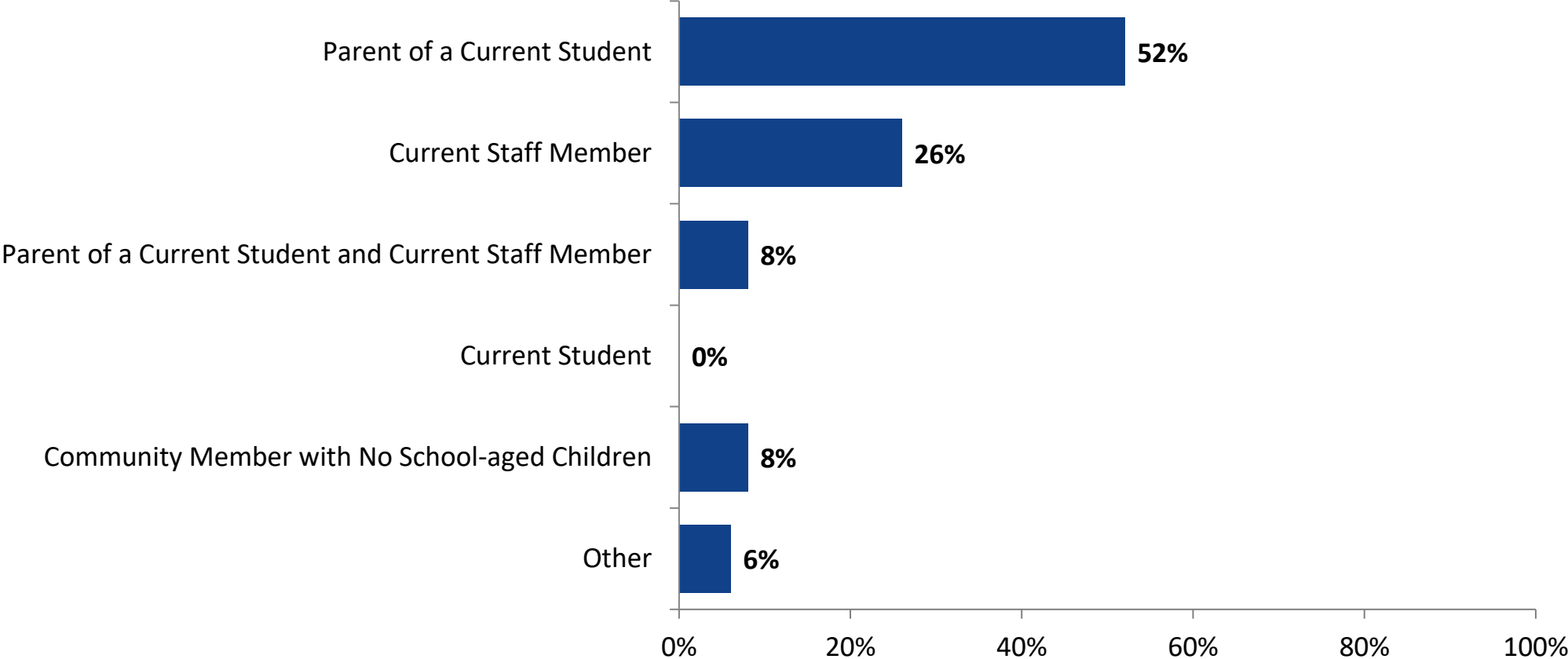
Findings for each item in the report exclude participants who did not answer.

Data labels less than 5 percent are not shown in charts and graphs.

Percentages may not total 100 due to rounding.

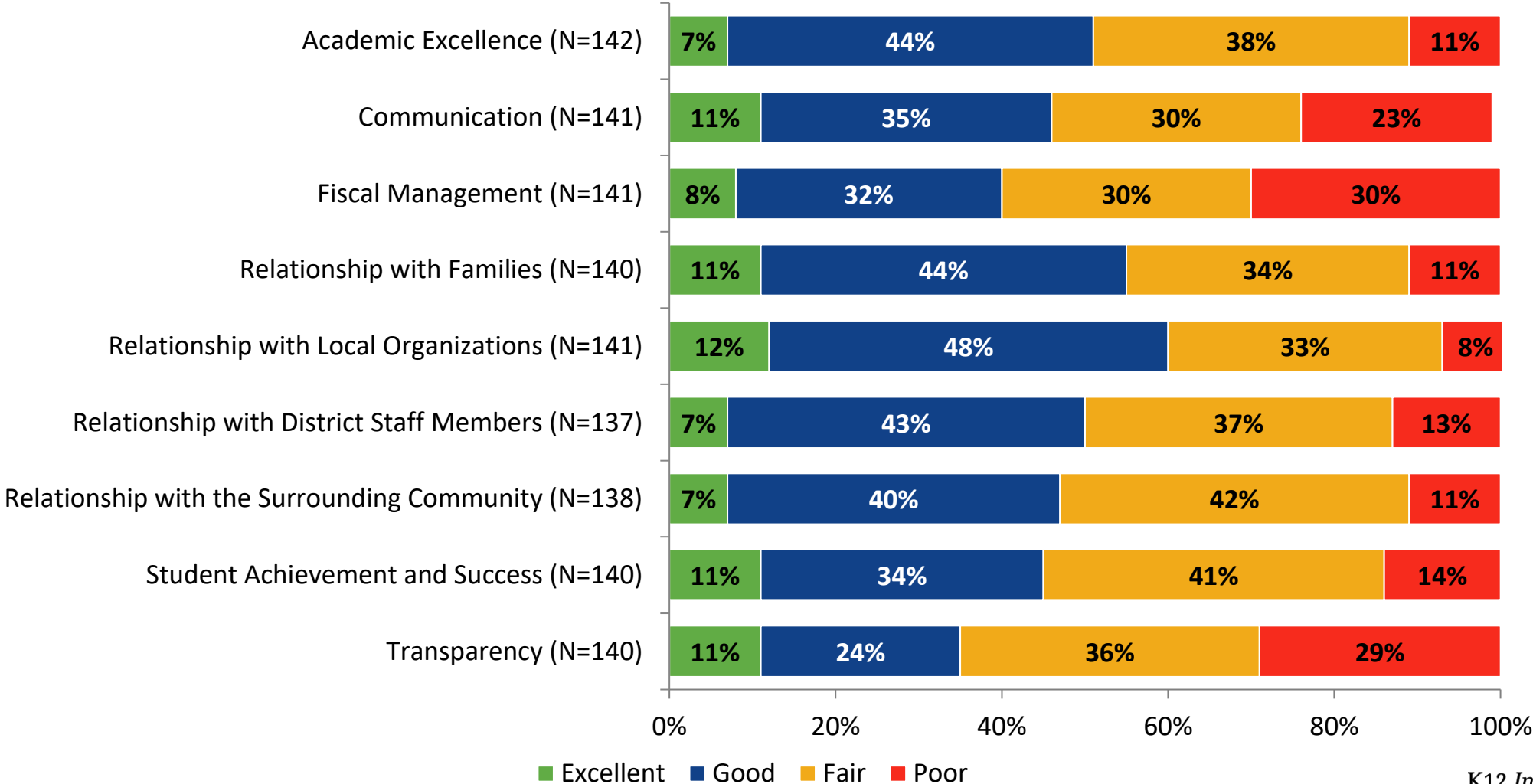
Relationship to the District

Which of the following best describes your relationship to the district? (N=144)



Aspects of the District

Please rate the quality of the following aspects of the district.



Great Things about the Community and District

Please tell us great things about your community and school district that potential candidates for superintendent should know. (N=113)

Community Pride & Support: The community consistently comes together in times of need, rallying around students, families, and schools. There is a strong sense of resilience and unity, with residents supporting one another during challenges or crises. Many highlight the “family-like” atmosphere, where people look out for each other’s children and celebrate successes together.

Dedicated & Caring Educators: Teachers, staff, and administrators are frequently praised for their passion, patience, and commitment to students’ success. Many educators are described as going “above and beyond” despite challenges such as limited funding. Schools like RJES and ASR were noted specifically for their teamwork, student-centered culture, and welcoming environments.

Family & Parental Involvement: Parents are actively engaged in school life, from volunteering to supporting sports, clubs, and extracurricular activities. Families and schools collaborate to create strong partnerships that reinforce learning and community values.

Natural Beauty & Location: The area is celebrated for its beautiful mountains, river, wineries, and outdoor recreation opportunities. Residents value the small-town charm combined with proximity to Northern Virginia and Washington, D.C., offering both peace and access to resources.

Safe & Supportive Environment: Many describe the community as safe, close-knit, and a wonderful place to raise a family. There’s a strong emphasis on protecting students, supporting special needs children, and maintaining traditional values.

Student Potential & Opportunities: The student body is described as talented, diverse, and full of potential. Schools and the community provide numerous activities, sports, clubs, and youth organizations to encourage growth. Pride in academic, athletic, and artistic achievements is widely shared.

Awareness of Issues

What are the issues a new superintendent should know about when coming to this position? (N=117)

Behavior, Bullying & Safety: Ongoing concerns about bullying, disruptive student behavior, and inconsistent discipline. Many call for stronger enforcement, dedicated behavior support, and closer coordination with law enforcement to ensure safe learning environments.

Funding & Compensation: Insufficient funding from the county and school board leads to resource shortages, building maintenance gaps, and low pay for teachers and staff. Noncompetitive salaries are driving turnover and making recruitment difficult.

Governance & Leadership: Community members cite board micromanagement, political and religious influence, and favoritism in hiring. Calls for clearer roles, transparent decision-making, and accountability for principals and administrators are frequent.

Instruction & Student Services: Concerns about uneven academic standards, overreliance on technology, and lack of rigor. Gaps in special education, gifted programs, arts, and dual-enrollment opportunities were noted, alongside praise for but underfunding of CTE programs.

Staffing, Retention & Morale: High turnover, provisional hires, and low morale are pressing issues. Teachers feel unsupported, overworked, and underpaid. Feedback emphasizes the need for leadership that listens, supports, and values staff.

Operations, Facilities & Communication: Overcrowding in growing areas, inconsistent transportation services, and aging facilities are major challenges. Families want better communication around events, policies, and student progress, as well as consistent practices across schools.

Significant Challenges

What do you believe will be the most significant challenges the next superintendent will have to confront? (N=119)

Behavior, Bullying & School Safety: Bullying and student aggression, especially in middle and high schools, were cited as major concerns. Lack of consistent discipline and accountability undermines student safety and teacher authority. Calls for stronger enforcement of rules and clearer consequences.

Budget, Funding & Resources: Widespread frustration with inadequate funding from the Board of Supervisors and competing community priorities. Resource shortages limit programs, staffing, and building maintenance. Budget micromanagement viewed as blocking innovation and growth.

Community Culture & Climate: Resistance to change, “good ole boy” culture, and ideological/religious divisions create barriers. Some community members push political or religious agendas into school decisions (e.g., curriculum, book bans). Concerns about inclusivity, acceptance of diversity, and the ability to unify stakeholders.

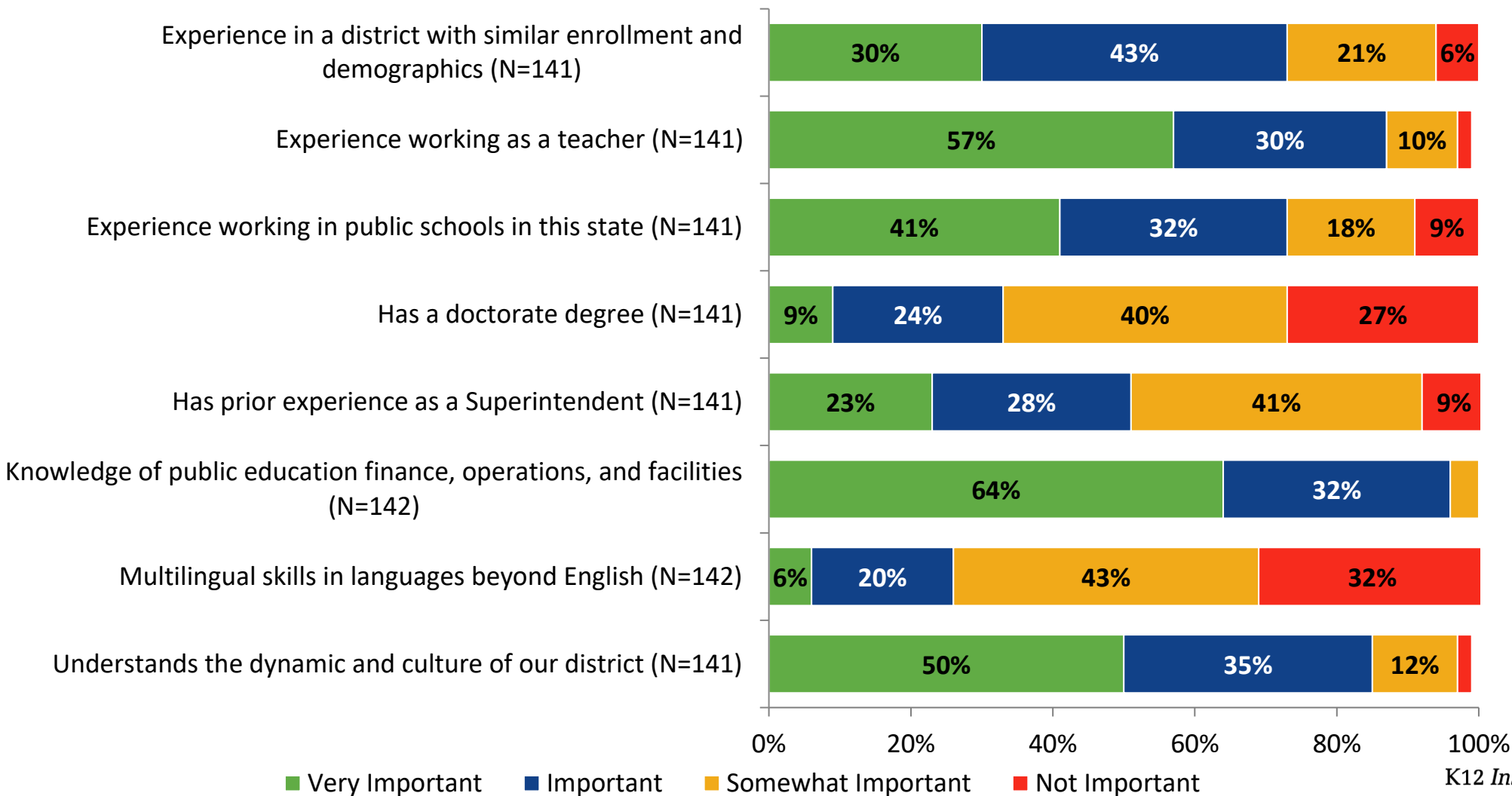
Governance & Leadership: Deep frustration with a divided school board and BOS seen as political, agenda-driven, or unsupportive of public schools. Perceptions of unqualified or incompetent leaders, favoritism in hiring, and lack of accountability at multiple levels. Desire for a superintendent who is visible, transparent, and willing to set clear expectations.

Instruction, Academics & Student Support: Declining student performance, low academic rigor, and inconsistent standards across schools. Limited support for SPED, gifted, and trade/CTE programs; lack of enrichment opportunities. Concerns about overreliance on technology (Chromebooks) instead of teacher-led instruction and books.

Staffing, Retention & Morale: Teacher and staff turnover is high due to uncompetitive salaries, low morale, and lack of support. Many educators leave for higher-paying neighboring districts. Staff (teachers, IAs, transportation workers) feel undervalued, unheard, and exhausted, calling for better pay and stronger advocacy.

Areas of Expertise

From your perspective, how much importance should the Board of Education place on each area?



Qualities, Skills, and Characteristics

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? (N=116)

Character & Integrity: Honesty, transparency, fairness, and strong ethics. Integrity in decision-making; not beholden to local power structures or political agendas. Courage to stand firm for what is right, even under pressure.

Communication & Visibility: Excellent communicator with students, staff, parents, and the community. Transparent, approachable, and responsive. Present in schools, classrooms, and community events—not just at high-profile functions.

Community & Cultural Awareness: Ability to adapt to a rural setting while valuing diversity and inclusivity. Familiarity with Virginia’s education laws, culture, and expectations. Relationship-building across differing viewpoints, with respect for all community values.

Leadership & Management Skills: Strong, decisive leadership paired with collaboration and consensus-building. Skilled in budgeting, organizational management, and accountability. Visionary leader who sets clear goals while supporting innovation and growth.

Student-Centered Approach: Always putting children first—protecting their safety, wellbeing, and opportunities to succeed. Advocating for equitable education for all students, including those with diverse or special needs. Willing to listen to students’ voices and ensure they feel heard and valued.

Support for Staff & Instruction: Deep respect and advocacy for teachers, administrators, and support staff. Experience in classrooms and understanding of instructional challenges. Commitment to improving morale, retention, and professional development.



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Warren County Public Schools - Superintendent Search

Open-ended Responses

McPherson & Jacobson

August 18 - September 1, 2025

McPherson & Jacobson
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Which of the following best describes your relationship to the district?		
Responses	Count	%
Parent of a Current Student	75	52%
Current Staff Member	37	26%
Parent of a Current Student and Current Staff Member	12	8%
Current Student	0	0%
Community Member with No School-aged Children	12	8%
Other (Please specify)	8	6%
Total Responses	144	

Q 1. Which of the following best describes your relationship to the district?: Other (Please specify)	
Q1. Which of the following best describes your relationship to the district?	
SR No.	Response Text
1	Other (Please specify) :
2	Other (Please specify) : Grandparent/guardian of student
3	Other (Please specify) :
4	Other (Please specify) : Citizen of the state of VA
5	Other (Please specify) : Family of staff
6	Other (Please specify) : Bus driver
7	Other (Please specify) : grandchildren i care for
8	Other (Please specify) : Now homeschooled, wish to put back into public school

Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student	
Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.	
SR No.	Response Text
1	Our community is beautiful, has open arms for the better good, comes together greatly.
2	This community is full of people who want to help and see the students in this county succeed. Community outreach is crucial
3	Friendly staff
4	Great support staff
5	We have a gorgeous town.
6	I operate a non-profit youth wrestling program that has supported the community for the last 15 years. We partner closely with and leverage school facilities to run this program.
7	A small town community & feel with some great families throughout.

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8	Needs a strong love of the special needs community.
9	Positive parental involvement is encouraged
10	Very patient with the students
11	Love the community friendly helpful, kind caring school district
12	We have a great supportive community. We have hiking, the river, and we are close enough to DC without the headache.
13	Our community is diverse. There is a significant amount of under privileged families (especially in RJES district) that need extra support. Our students who overachieve (GT kids) need extra support beyond 2x weekly in enrichment. They need more stimulation in the classrooms and they deserve an education directed towards their needs just as much as those with special needs.
14	That we are all family. My daughter is almost in High School and I still talk to parents of kids she went to elementary school with. Parents come to her sports events that don't even have a child playing. We are a family at the end of the day.
15	Nice quiet place to live with lots of options for activities.
16	I believe that the children in this community have the potential to excel and bring Front Royal back from being known for poor education.
17	Close knit community that take pride in our schools and traditions
18	We are a majority conservative district and raise our kids to be the same. We do not support liberal policies like boys in girls bathrooms or litter boxes for the furries.
19	Nothing! The last Superintendent was the worst! He put staff above our children!
20	We have a lot of dedicated and experienced teachers and staff. There have been several that stood out as going the extra mile for their students.
21	My children are in high school and are starting their second full year in WCPS. There is potential in Warren county in location and growth. Students need guidance to become successful young adults. The right leaders can make that happen
22	Beautiful nature, relative proximity to DC, nice friendly people.
23	There are very active clubs and youth organizations in our community. There are excellent teachers who deserve support.
24	I think we have a great group of teachers and administrators and they need someone to back them up. They should have full support by the superintendent. I also think our children should be first. I know the state of VA makes the laws for what is taught, but I also think the kids and teachers also need fun, learning in a creative style and not just on the computer and making them stare at a screen all day. You get better behavior when teachers have the backing, the students are stimulated and challenged and the admin feels support when making decisions. We're a family! A big Warren County / Skyline Family! We need someone who cares.
25	There are many activities for children around town. Parks and playgrounds are abundant.
26	That we are still a small town with small town beliefs. Meaning we put our students and teachers first. We do everything we can to protect them and honor them. We encourage parents participation and want them to be involved in our child's learning. Most of the time our parents and teacher hangout on the weekend so why not have them engaged in the classroom. We aren't northern va and we don't want to be. Keep the politics and gender neautral bathrooms out of our schools.
27	The teachers! It's the teachers. Or at least the teachers at HJB and WCMS. I can't even think of the superintendent's name. I'm seeing any sort of impact (good or bad) from the superintendent.
28	We have a pretty "close-knit" community here and everyone tends to look out for everyone else,

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	especially the children.
29	Our kids are great, some are a little rough around the edges but truly are amazing kids if given a chance.
30	Majority of the community are very helpful!
31	N/A
32	It's beautiful, in the mountains.
33	We have a unique community. We have some families who have lived here for generations and others who just moved here. Our community has the ability to be tight-knit, but it's not always the case.
34	Please help the kids futures and teach them life skills and not to get upset every time someone hurts their feelings. And more outdoor activities at schools.
35	That we need to pay our "good" and "dedicated" teachers so we can continue to have our kids have the best experience in school. They need to be kept safe, security is important, and the administration needs to hold children accountable for their actions.
36	Beautiful place to live
37	LFK is a great elementary school, I am not so familiar with others. There need to be more field trips for kids, lunch and recess need to be a little longer.
38	We have a great group of educators, administrators, and school staff overall. I love our location. We have the mountains, river, state parks, and even a national park here. It's relatively quiet. When I miss the city, it's an easy drive to Northern Virginia and DC. Our community sticks together in times of crisis like death/sickness in families.
39	We are a small but mighty community. Parents are engaged and a lot of students are eager to learn.
40	Lockdowns and mandates remain devastating to children's growth. Screentime, promoted by mandates, remains a danger.
41	This is a small safe community, where people look out for one another and a great place to raise a family. It's especially great if you love the outdoors and amazing views.
42	Warren County is a warm, rural community with a great deal of local pride. There is a mix of multi-generation families and new families with similar, rudimentary wants and needs. Those wants and needs are to provide the children of this community a safe and rich school environment in which to learn. Our community values strong relationships, family involvement, and total transparency. While there are dark clouds that linger over our community, the residents yearn for growth and expansion of investments into our youths upbringing.
43	We have a great community that pulls together when it counts. Our schools are not perfect and there will always be areas of growth but we have a really good foundation to build from. There are seasoned educators within our schools and new educators that with the right environment could walk the paths of those before them...Again with support, resources and the tools necessary to be entrusted with their position.
44	We are small and that's great, our problem is that we are way to close DC/Fairfax
45	The Principal at WCMS has been amazing. Very communicative when issues arise. I like that they run a tight ship in comparison to other schools that I have seen. The course correct when something isn't working.
46	This community will rally behind the children in this area. If there is a need or an ill child, the community will come together to support the needs.
47	Small town, majority favor and cherish small town, old fashioned, conservative beliefs and ways. The people here do not want to live in Northern Virginia or bring Northern Virginia ways here.

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	Alot of folks have relocated here from points east. They moved here because they were unhappy with things there, but often they're unwilling to leave their entitled ways behind. Don't let them ruin out hometown.
48	the teachers seem pretty cool. And there's mountains!
49	For the most part the school is okay. But I am having an issue with the athletes programs. I feel there is so much turn over and the children do not want to play sports they love because of how they are treated from the ones running the program. They lose all the amazing coaches and the good ones dont want to work for them. That is a problem and it kills all the conference of the children. It a big problem.
50	Offering free lunch
51	There are a lot of great resources in the county that the school system could team up with to make learning more engaging for students.
52	Ensure all students receive a quality education, not cut programs that benefit students, and advocate for every student regardless of color or race.
53	We have a great homeschool community, and a great public school system. However we need someone who will fight for the children.
54	dedicated teachers and principals
55	The teachers are dedicated professionals who truly care about their students and their success—not just in their class but for their students’ future.
56	Small community. Working parents
57	There are many dedicated teachers and administrators at WCPS.

Q 1. Which of the following best describes your relationship to the district?: Current Staff Member

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

SR No.	Response Text
1	The community is great as they always come together in a time in need. As, far as the school district is horrible. Not only do we have a school board who is very incompetent in their roles but also have central office staff who some are not even qualified nor hold credentials to be in the position they are in. A huge change is needed. The WCPS board members need to go!
2	Very dedicated teachers.
3	Student body with many interests Dedicated staff
4	We are a close nit community that put our kids first.
5	ASR is a small school with mighty educators. We love our students and strive to ensure each student gets an education that meets them where they are. We set high expectations and love watching students reach them. We work together as a team and feel comfortable and confident to ask questions to any staff member.
6	Warren County is a beautiful place. WCPS can be a great school system if our leaders would lead with logic and heart.
7	We are a tight knit community who work together to get results. We come together for the good of our community. We work with limited resources.
8	We have wonderful families who support teachers and education. We have a beautiful river and mountains to welcome you to our area! We have very strong and dedicated educators who love what they do and are committed to this small hometown community (even though we could go about 45 mins away and almost double our pay).
9	We have incredible educators that work under the pressure of an underfunded county and

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	continue to choose to come back each year.
10	When tragedy strikes, the area pulls together to support. Beautiful mountains, and a river with abundance of outdoor activities. Still have some rural area, with farming views. Lots of wineries with beautiful views.
11	It is a beautiful place to live with a great history.
12	Discipline policies are in effect and are effective. Following the dress code and CELL PHONE policies are very effective.
13	civic minded community, small town (but growing) feel, a good mix of rural and suburban developments, lots of hometown teachers and staff in the district
14	We live in a beautiful area and we have great people. So many people that want to help. You just have to look past the negative and naysayers - they are everywhere. I have lived here my whole life and and grateful for this area, most of the people.
15	It's a nice place to raise a Family. It's also a great sports town. There's a lot of good people here in Warren Co.
16	Strong base for community involvement and support.
17	Teachers in our county continue to provide excellent education despite not getting paid enough to even live in the community they teach in.
18	I am a Warren County Alumni and I love the community here. I am biased, but I love working for my school. There is such great staff and admin.
19	The Warren County community has the potential for great things. Bouncing back from EPA cleanup, EDA corruption, divisive politics, and current lack of identity, the county is poised to progress in many positive ways. The school district reflects a similar promise of moving in positive ways toward achieving its potential.
20	The town has a small-town community atmosphere. Avoids many of the major issues that big county or cities face.
21	The community wants to be involved but they need a clear vision and how to unite all pulling in the same direction.
22	This is a small town where people can feel like family. We come together to support one another when needed.
23	If you are responsible for finding Ballenger, good God, help us all. We need someone who cares about working WITH and striving to make better WCPS. Ballenger was arrogant, acted as a bully and didn't care about WCPS.
24	We have so many great kids here. They can be kind, smart, and creative. The art community in town is trying to grow and has been including the schools in events. Some of the parents try to be involved.
25	Some of our teachers are the hardest working teachers ever.
26	I enjoy working at my school as it was the school I grew up in. I was excited to come back and teach where I went to school even though I live 30 minutes away. I have brought my own children to Front Royal with me to attend school in WC. Over the years there have been ups and downs and I have stayed loyal because it's "home". I want someone that will come for the long haul, not for just a stepping stone till off to the next thing.
27	"Great" is a stretch!! There are some positive things going on.
28	Warren County Public Schools is a close-knit, student-centered district in the Shenandoah Valley with strong community pride and support. Families, teachers, and staff work together to ensure student success, creating a caring and collaborative culture. The district offers dedicated educators, engaged parents, and diverse opportunities in academics, athletics, and the arts. WCPS

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	provides the charm of a small town with the beauty of the mountains and rivers, while still being close to larger cities. This combination of supportive schools, community partnerships, and a welcoming environment makes WCPS a wonderful place to live and work.
Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student and Current Staff Member	
Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.	
SR No.	Response Text
1	The candidate should be familiar with the local culture, and preferably be from this area of Virginia.
2	I have worked at every school in this district, RJES is by far the best school that I have walked into. They are welcome, they love every child with 100% of their hearts, there is a huge team effort and everyone works great together. I couldn't be happier anywhere else than RJES and was lucky enough to get a position this year at the best school in the entire county.
3	Small town atmospheric, good kids, tight knit community
4	We have some really great educators in our district who want the best for our students.
5	There is a lot of parental and community interaction in the school district.
6	Beautiful location
7	We have a wonderful caring community that comes together whenever needed. Lots of great sight seeing and close to lots of fun places to visit. Beautiful schools, Main street, restaurants and lots of local vineyards. It is also within close proximity to DC, Several Beaches, and lots of mountain areas. Overall great community.
8	I took a lesser paying job here to work where I live and love. Our kids have been extremely successful in the school system here, it takes a village!
9	We have many employees that truly care about the students. These employees also work hard to help each other to the best of their ability.
10	There are too many great things about our community and school district to list! I love living and working in this community.
11	Teachers are good, we live in a beautiful area
Q 1. Which of the following best describes your relationship to the district?: Current Student	
Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to the district?: Community Member with No School-aged Children	
Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.	
SR No.	Response Text
1	Strong republican and rural community. Classic small Hometown atmosphere.
2	There are students ready to learn and teachers excited to support them, if administrative staff is willing to put forth effort
3	We have great volunteers that look out for our children and hope the school will continue to work with them to find out where or whom needs help the most.

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4	A.s. Rhodes staff works hard to help my autistic grandson be successful in school. Warren county middle school provided a good integration of my 11 year old grandson into the 6th grade.
5	Knowledge of the education system is most important and not looking for a name or title like another candidate. Being in the education system and yourself a teacher is a definite plus and we don't need people that just run to fight for the library's status as a platform.
6	I am a community member and work part-time staff member. Having relocated from Fairfax County, I am disappointed in the quality of education for our students. I think the students need to be challenged with higher expectations besides meeting min. requirements to graduate or passing the SOLs.
7	We have buildings in relatively good shape. The community wants a successful school system that is fully funded. The right person has a great chance to succeed and have a meaningful impact on our students and system.
8	There are many families whose members have been present for generations and are related to each other in some way. This often contributes to a sense that "community" is also "family". Many people and businesses are very giving and are quick to gather to respond to citizens in need. This is a highly resilient community which has overcome all sorts of challenges. This is community where members often hold faith in a higher power, value family, and value work. Many folks are also highly vocal and independent -- they are quick to rally if there is an issue of concern.
9	Our community supports youth. Some examples include sports (fantastic financial support for winning little league), Service Club support of Interact, Early Act, and other youth focused clubs, FFA. DECA, yearbook etc.
10	We are a close-knit community that values education for all, including all, excluding none. We are in a struggle with our BOS concerning the funding of our "Virginia's Best Library". Our teachers are our family members, friends, and soon-to-be friends.
11	We have a wonderful staff of dedicated teachers and administrators who have been doing "more with less" for years. The school system is supported by the Warren County Educational Endowment, which provides grants to its teachers and administrators. This year, the Endowment will provide up to \$87,000 in grants for innovative projects that positively impact student learning and achievement.

Q 1. Which of the following best describes your relationship to the district?: Other (Please specify)

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

SR No.	Response Text
1	Small town, caring community.
2	We have a small community that takes a tremendous amount of pride in the successes of our children's academic and athletic accomplishments. We live in a beautiful area with mountains and the Shenandoah River.
3	One that the current way the students go to school isn't working out well. They should go back to the HS students go into school first and get off the earliest, so they can be there to pick up the younger siblings if necessary. The buses are coming to the middle school 30-40 minutes after school has ended. I believe the schedule should go HS go to school from 7:30- 2:30 MS 8:00 till 3: 00 and ES 8:30 till 4:00. Even better a four day school schedule with an hour longer day. Say Tuesday through Friday because the buses are running and no need to get some started for a football game if the schedule is Monday through Thursday. Bus drivers need to be paid a higher rate so there is incentive to get more bus drivers. More are needed.
4	come to transportation and check out get involved with us.

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5	we live in a somewhat decent family oriented community , some areas everyone looks out for each others kids .
6	There are some very good programs such as FFA, art contests, Vo-tech, etc. The community comes together when needed
Q 1. Which of the following best describes your relationship to the district?: (Did not answer)	
Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.	
SR No.	Response Text
No responses found.	

Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student	
Q3. What are the issues a new superintendent should know about when coming to this position?	
SR No.	Response Text
1	When talking to teachers that have left WC for teaching positions in other districts the number one issues was behavioral issues among students and administrators don't and won't help them. The second issues was pay and benefits.
2	Bullying in this district is insane and the consequences are limited.
3	Lack of gifted education in Warren County
4	Parents need more communication from teachers directly regarding grades. Too many teachers rely on PowerSchool.
5	Your SPED department is lacking in support and funding. Your teaching staff deserves a living wage. Your support staff deserve a living wage. This county is a lower income levels and a lot of kids are raised by their grandparents or guardians. You have a lot of work to do to earn the trust of the lifers here. And please, do what's best for these kids, they are our future.
6	Wrestling is huge in this community, please stay flexible with this.
7	Far right Religious Zealots sitting on the school board with homeschooled students who's religious beliefs override what's truly best for the public school populace.
8	Protect the innocent.
9	Some school board members possibly not having the best interests of the schools in mind when making decisions, as they don't have their own kids enrolled in the public school system
10	Need to retain good teachers
11	?
12	Not anything I know of
13	The community is torn in 3 directions, left , right and the rest of us who just want politics left out of the schools and see actual improvement. We have great teachers, administrators, kids and parents. The lack of communication, discipline lead to most troubles we have in our schools. We have kids being passed by who can't read, we have kids with IEPs just being given answers, we have teachers who can't teach because every kid has been rewarded from bad behavior and their focus is on those kids vs teaching. We have a budget issue, everyone wants more money for each department but no one is getting more money because no one wants taxes raised especially without seeing improvements. We have teachers getting experience in the classroom and leaving for better opportunities not just from pay but respect, better policies, actually enforcing policies they have for kids causing issues. You should probably look up the EDA scandal that still affects us.

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14	BOS plays favorites on who gets additional funding within the county. Our special education students need more funding and adaptations to meet sensory needs. Schools are horrible about communicating special events occurring at the schools, picture days, adequate notice about field trips, etc.
15	We believe in our schools and the pride of our schools!!!
16	county political climate Financial needs of the county
17	The curriculum and standards of education in this county fall very far in comparison to many other counties.
18	Bullying is a huge problem in all grades and administration need to listen to teachers and children and fix the problem instead of sweeping it under the rug or brushing it off as no big deal
19	Please focus on teaching our kids how to be adults and not how to be a liberal that hates Donald Trump. I don't know what your political stance is. Just focus on teaching our kids what they need for adulthood.
20	Lack of awareness within administrative staff. Bullying Lack of care from teachers Lack of boundaries w teachers and staff
21	There's a lot of cracks and crookedness in Warren County schools.
22	Discipline should be enforced. Money should be spent wisely, with a focus on good teacher and staff retention. Continue good relationship with WCPS to provide security for all schools.
23	I do worry about teacher turnover/retention. My worry is that they aren't being paid competitively enough to keep them in this area. Also, look out for folks with an extreme religious ideology trying to take over the school board. They most certainly don't speak for all of us. I value public education and want all of the kids in our community to thrive and have every opportunity possible.
24	Lack of respect amongst students and parents. My children have been appalled by the behaviors they have seen. We have also in our short time experienced losing a teacher because she was arrested. Educators should be role models. They have attended school in two other school systems in VA and not experienced the amount of disrespect they have witnessed inside and outside of the classroom
25	The breakfasts and lunches that are served at school, as well as summer meals, contain too many unhealthy foods. Children spend half a day at school, and they need to have freshly cooked healthy nutritious meals. Schools should develop healthy eating culture and habits, as one of their goals.
26	Be prepared for resistance as trying to instill change will be difficult for some. Gradual and effective change is needed.
27	Teachers feel lost, not heard, not supported. Children feel lost, dumbed down, staring at computers all day when doctors have clearly said it's not good for their eyes and brains.
28	Funding and staffing are difficult subjects to address directly.
29	That some of our administrators have been here too long. They don't want parents involved they don't even celebrate the kids' achievements especially at HJB. We have a divided school board and that's not your job to fix. You need to come in and focus on our kids.
30	1. Budget 2. How to prioritize 3. Listen and actually hear those around them 4. Respect & support the teachers 5. Ban cell phones, & secondary devices (such as Apple Watches) 6. Bullying- address it and handle it. 7. Rules are rules for a reason and when they are "broken" or not followed there should be consequences otherwise, you get people who think they are above the rules (aka Trump) 8. DO NOT WHITEWASH US's HISTORY! There is nothing wrong with teaching our children about our past. It's not always going to be pretty but in order to grow, you must learn from the past (and not the past that Trump did to the Smithsonian's!!) 9. Keep

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	Religion out of the classroom. Follow the Constitution - Separation of Church & State. I'm Christian, specifically Catholic, but I don't need the 10 commandments posted in a public school classroom. 10. Actually, have a backbone and defend education of our students.....Constitutional Rights, Critical Race Theory and LGBTQ, etc
31	Not sure
32	We need school bus stops that are at least accessible for children to SAFELY walk to
33	Bullying is county wide but extremely awful in Skyline Middle and Skyline High Schools. There's been issues with multiple students being harassed and bullied by their peers and teachers alike!
34	Alot of the teachers are new
35	Don't be anything like the last one
36	My biggest problem is with athletics. All the kids are allowed to leave WCHS to attend SHS just for better teams and coaching. A huge portion of the SHS kids that make a difference on the teams or are champs, are actually slated for WCHS. This hurts WCHS chance at any championships and wins. It brings moral down and cause kids not to want to play for the school. Why not fix the issue, the coaching and stop allowing kids to switch schools for sports alone. It's so unfair to the kids that don't switch schools, they never have a chance. The coaches at WCHS are the worst, they are bottom of the barrel and literally have NO experience at all. There are so many folks that would love to take on the team but instead they hire friends, former athletes that haven't been involved in the sport in years or the good old boys that own or make up majority of Warren County. Clean house, start with the Athletic Director, he is horrible all around. Wrestling is the only sport that has amazing coaching.
37	I am a teacher, but in a different county. I cannot stress the importance that the superintendent needs to be in touch with their teachers, staff, and students. I've been a teacher for a long time, and I've had superintendents who have truly cared about teachers, staff, and students, and that makes such a positive impact in the learning community. Being present, ready to listen AND learn from others, and being an effective leader on all fronts is so very important. Being an educator isn't easy, but knowing the superintendent cares about people and not just test scores makes a tough job a little easier. I've also had superintendents who only focus on test scores and numbers; while I cannot deny those are important, they are not the most important aspect of education. As a teacher, I want a leader who cares about me and my students.
38	There are too many kids bullying others in Middle schools and phones are a big issue. My kids love the schools here. We could use more police patrol at schools and watch for speeders and kids who are causing trouble. Also the teachers should discipline kids more! They are coddling to kids and it is not going to end well when the bullies do not get in trouble. I also think community service work should be used for all kids and adults who break the law or need to be disciplined without jail. Consequences need to be taught again. Also life skills should be taught in schools and our True history of the USA.
39	It is important to make sure the kids have consequences for their actions. Bullying should never be tolerated.
40	We talk past each other and have become as polarized as the rest of the country.
41	Proper salaries for teachers and other staff. Salaries need to be competitive! Proper care for students and for teachers. Mental health days are important.
42	You should know that the school board has members who dislike and wish to dismantle public schools. They homeschool their kids. There are also conspiracy theorists. They are CHALLENGING and need a superintendent who will stand on what they say in the best interest of students and parents of students that go to public school in Warren County and not fold to whims and conspiracies. If there's anything remotely faulty in your background or your family, this can be and will be dragged up by said members, so be prepared. Hopefully, they are voted

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	out but in the meantime, that's what you're walking into. Skyline seems to be an issue with disciplinary items at the middle and high school levels.
43	There is not enough enforcement regarding teacher principles in relation to policies. For example, bullying will not be tolerated. Yet, last year my child was bullied, two students following him to engage in a fight. He did the right thing and went to the teacher for help. She told him to go to his locker, get his phone and call me. So, he grabbed his phone and hid in a bathroom stall and called me. How is that protecting my child? I immediately went to the school and talked with the principal who assured me he would take care of it, when he had time. Not immediate, not that day... I was frustrated. Knowing that he wouldn't be protected the rest of the day, I took him home with me. My child was marked absent for courses that afternoon in which he did not initiate the absence. However, I knew he was protected if he wasn't there. NOTHING happened! Not to the students or the teacher. How can we trust our kids to these teachers if they won't act on their behalf?
44	See above. Also, Loudoun County is a great example of what NOT to do. Money alone isn't a cure-all and though education can mitigate some damage, you can't fix stupid - again see above
45	The new superintendent should be well informed on our county's budget shortages. The immense needs of our schools that the county can not provide due to those budget shortfalls. They should be aware of our ongoing teacher and staff retention problems. Our schools are struggling with both behavioral issues and lower than average academic outcomes. Overall this county is struggling. We need someone with strong problem solving skills and someone who can stay positive during times of strife.
46	Prior to stepping into this position, know that the local government does not place the education of our youth as their top priority. A Superintendent can fully expect to be Stonewalled when dealing with budgetary needs and requests to the Board of Supervisors. It should be obvious that you will be met with hostility from parents who do not fully understand what it takes to operate an entire school district. There are massive behavioral issues at our schools and staff spends more time attempting to help with those needs than meeting the educational needs of our students (at no fault of their own). Gifted children are among the most underrepresented students at WCPS and greater, more expansive programs should be created for them. No child left behind was a beautiful concept, but is greatly failing our children. Educational needs of students vary greatly from student to student and WCPS has continuously failed to underline the different needs of each child.
47	Get books back in the classrooms!! And not one that is shared in each class. The laptops are making children more lazy and weak!! Covid is over!
48	Bullying and behavioral issues are I believe are at the core of the problem. And lack of respect from students to teachers/administration.
49	I wish that schools would address online safety and safe communication. Very popular games and influences of social media outlets have opened up for another realm of abuse and exploitation that often kids as young as first graders do not recognize for the threats that they could be.
50	fight the battle to keep this county's small town pride. Do what's right. Stand up in front for what most refuse to stand up for. The community will support you. Keep the entitled mindset out of our schools. All these children are equal. No one deserves special recognition days or months, or get's to decide which restroom or locker room they use. Your job is to protect our children when they're under your care during the school day. Don't put them in situations where that could be in question.
51	The crazy homeschool folks needing to get into the public school business.
52	For the most part the school is okay. But I am having an issue with the athletes programs. I feel there is so much turn over and the children do not want to play sports they love because of how

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	they are treated from the ones running the program. They lose all the amazing coaches and the good ones dont want to work for them. That is a problem and it kills all the conference of the children. It a big problem.
53	Maybe offering more lunch options for kids with texture issues ect
54	The county is in need of more funding for education and educational resources for students. People leave the county because their pay is not competitive and support for teachers and classroom are lacking compared to surrounding counties. The county would also benefit from an additional elementary school as the schools are crowded which is resulting in teacher overwhelm.
55	Keep good teachers in schools More oversight in schools with problem students
56	There are evil people trying to shut down the local library which anyone in education knows is a horrible thing. Also we have evil people who want boys and girls to share bathrooms. Quite disgusting and souls never happen.
57	staff pay is not compitive with surrounding counties. Need to ask for more funding from the school board. The school board has several right -wing Christians on it and they are apt to push thier religious agendas.
58	Newer teachers often leave to go to a nearby county that pays their teachers better. Teachers and staff have been demoralized by particular members of the school board. One not only argues with teachers who have shared their perspective but has a “cheerleader” who adds profanity and direct attacks on teachers and anyone else who speaks up in support of our schools, administrators, teachers and staff. Not a great retention or even recruitment tool.
59	Attendance has been a long-standing issue. Unfortunately, many parents are not involved in their children's education but there are some of us who care tremendously and want to be involved in the decision making. We appreciate openness, transparency, and lots of communication. The WCPS-101 is a great program is worth continuing. The more parents understand how the school system works, the more support you'll have.

Q 1. Which of the following best describes your relationship to the district?: Current Staff Member

Q3. What are the issues a new superintendent should know about when coming to this position?

SR No.	Response Text
1	Be prepared to be a puppet of Melanie Salines and Tom McFadden (school board members)!
2	Very little parental involvement/backing
3	Not enough funding for the arts
4	Funding-lack of resources, lack of building maintenance, etc.
5	ASR has limited resources since we are the smallest school. We are in need of programs and people to help all students reach their potential and help alleviate unneeded stresses on teachers. We need curriculum that matches our standards and not something we have to pick a problem here and there from certain pages.
6	There is quite a bit of smoke blowing from those on the board and within the Central Office. Our last super really let us down. Students do not need to be on a Chromebook while they are inside an educational facility grades K-12. Let the teachers teach from the front of the room....not put the student on a chromebook watching a video.
7	Just because we are a small community be aware that we expect results and transparency. We do have vocal people in our community.
8	Parents control everything and pretty much always get their way. The zoning issues are a huge problem! Too many allowances which leads to over crowded for some schools and not for others. Behaviors are HUGE!!!! We need a behavioral support team/program!!! We also need support for testing! We spend too much time testing when we need to be teaching!

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9	The Board of Supervisors. Communication between departments and a consistent message to all schools.
10	Support to the individuals who transport students to their destination as well as teachers. Support in a way that ensures parents and students are held accountable for their actions. Parents need to be held accountable.
11	Consistency across all schools in the district concerning instruction. Accountability for school administration is similar to the accountability we hold for teachers. There is a need for updating and/or expansion of elementary schools to ensure there is room for the growth of the student population.
12	Teacher salary good ol' boy system needs to be busted up.
13	the community is growing quickly, especially the north end. Schools are becoming overcrowded and understaffed. Staff morale is waning due to insufficient resources
14	Our district/schools are very "old" school mentality and are not happy or wanting change. Change is needed in many areas. From the software we use within the division to the processes, (or lack of). It seems its a us vs them mentality and the central office seems very "removed" from normal day to day happenings at the school. This is a huge issue and this happens when they are making decisions- they do not seek or take advice from those who "live" or work it. we need to streamline things, unite and be consistent across the county.
15	???
16	Think they should research the area and know about the EDA embelssment issue and how the politics have been swaying since that happened. Also looking into the local issue with the Library and the groups that are trying to control the government with their religion background. Not wanting to separate religion and governement. They are most likeley to see alot of bullying by adults who want their way.
17	Our county loses dozens of amazing professional educated caring teachers to other counties because we cannot compete when it comes to teacher pay. Want better teachers? Pay them appropriately. Make them WANT to stay, make them CHOOSE to stay.
18	Staff need to get paid more. There are teachers/personnel with bachelors and masters degrees who do not get paid enough. Personally, I have to work a second job to keep up with the economy.
19	A prevailing lack of confidence in local officials can be overcome. The inconsistency of previous administrations can be corrected. County educators are eager for capable leadership moving them in a new (read kinder and gentler) direction.
20	Pay scale for teachers is falling behind. Limited budget for new innovations and technology
21	Role clarity is needed for school boards - they are responsible for enforcing policy and procedure - not running the school. Raise the standards within WCPS.
22	There is political division in our county between far right and more moderate groups. The far right support not raising taxes over increasing funding to schools and other government entities. This group can be suspicious of our schools as well leaving our staff feeling unsupported at times. Also, our county struggles with parental involvement, student attendance and academic achievement.
23	Communication is awful (from the top down)! Leadership is awful (from the top down)! Attendance is awful (from the bottom up)! Our Board of Supervisors is a joke. The school board isn't strong and one has her own political agenda, yet chose to homeschool her children and cast judgment on everything happening in WCPS with which she disagrees.
24	As mentioned in answer 2, we have wonderful kids here. We do not have a diverse group of students, though. I feel that the students we have with differences from the average student have

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	been made to feel, by the school system, not necessarily by the students, even more different.
25	Navigating our school board members. Some of our schools have very inexperienced staff. Some of our processes make things harder than they need to be.
26	1. The employees at Central Office have a friends and family program. When a position opens, it is reserved for friends and family of the current administration. Candidates are hand selected (often times husbands and wives), and the positions aren't opened for consideration to the rest of the division despite having people with better credentials. 2. Many if not most of the principals are incompetent in their roles. Again, they are part of the friends and family program where candidates aren't considered, unless you are part of the "club" 3. Principals may have an admin degree, but they aren't trained to be leaders or how to properly manage conflict and bring resolution. More than likely they are friends and neighbors with the teachers and don't want to upset personal relationships. This is no way to run schools.
27	We have to stop letting the parents run the county. We should not be afraid to reprimand students because of what the parent might post on facebook. Teachers are not feeling supported when parents get special accommodations just because they want something a certain way for their child and it creates more work for the teacher. There is no discipline for behaviors and sometimes the kid comes back from the office with a toy/reward. That undermines us in the classroom. There are also a lot of disruptive behaviors in the elementary setting and the rest of the children that are following directions get penalized, yet the problem student gets to leave for 5 minutes and come back with a toy.
28	Leadership at both high schools is extremely weak
29	A new superintendent should know that the success of a district depends heavily on holding administrators accountable. Some principals avoid instructional leadership, ignore teacher concerns, or fail to follow through on initiatives, which directly impacts school culture, staff morale, and student success. Clear expectations, consistent oversight, and multiple measures of accountability (such as teacher feedback, data checks, and regular evaluations) are essential. Without monitoring admin performance, ineffective leadership can go unnoticed, leading to inequities, low morale, and high teacher turnover.
30	There are lots of political tensions that seem to be dividing our community and that spilling over into the school board which has really had a negative impact on the district. Our board of supervisors and certain members of the school board have been resistant to investing financially into the school system, and it will continue to be a challenge that a new superintendent will have to be prepared for and face. We are a district that doesn't regularly offer salaries that can compete with neighboring districts to the north and east that pay better, so we end up with consistent turn over and a high number of provisional hires. We seem to be more reactive than forward thinking when it comes to planning for inflation and tax cuts.

Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student and Current Staff Member

Q3. What are the issues a new superintendent should know about when coming to this position?

SR No.	Response Text
1	BUDGET and why are we paying outside LLCs to find our superintendent?
2	Staff/parent relationships with sped. It is really hard to be told from a parent not to correct an aggressive child. On a parental side: please make it mandatory to let parents in the class know there is a child with lice in the classroom. No names need to be given but we have a right to know if we need to look out or be concerned about it.
3	School system which is facing financial issues, lower pay than surrounding counties, lack of solid teacher recruitment and retention. Growing minority of the community which uses social media and politics to try to influence school policy

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4	We have some school board members who make educators feel uncomfortable because of their actions. Meanwhile, we have some great ones who fight hard for the teachers and students of Warren County.
5	There is a lot of community involvement in schools . There are groups that demand that they get their way in decisions.
6	Small town good old boy/girl network. Potential school board reluctance to allow real change. Entirely to many teachers with provisional licenses.
7	Lack of funding for new teacher recruiting. Needs for College Level Teachers for Dual enrollment in the High school level. Funding needs for IA Grants and Special needs teachers.
8	The schools need updates, deep dive into item budget, accountability at all levels, standardized process at all levels.
9	Our transportation department needs a lot of improvement. The leadership there from the director, the route coordinator, the sped. coordinator, and the directors assistant is horrible and needs a change. It has greatly brought down moral and motivation within the transportation department. There is little to no communication with the transportation employees when something is needed, teachers and staff at the schools, or parents. Many things that are done there need a close evaluation.
10	Every time we went to Ballenger calmly to discuss an issue, we were placated. I feel like we have been trained that in order to see change, we have to yell and scream. The coach's pay scale is antiquated and sexist. 3 sports that have the same number of games and athletes are paid completely different amounts. Basketball, mainly coached by men, is paid hundreds more than volleyball, which is coached by more of a mix of men and women, and over a thousand more than cheer, which is coached by all women. New pay scales have been proposed for the last 2 years, but when there isn't money to adopt the new scale, they go back to the same antiquated scale, vs bringing volleyball and cheer up to what basketball makes. If you listed our top 10 behavior issues, 8 of them are coming to us from LFK. If we are going to have all LFK's behaviors, we should be compensated for it.
11	Teacher retention- teachers keep leaving for higher paying districts. We need incentives to keep teachers here (higher pay, 4 day week etc) Lack of parent involvement

Q 1. Which of the following best describes your relationship to the district?: Current Student

Q3. What are the issues a new superintendent should know about when coming to this position?

SR No.	Response Text
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No responses found.

Q 1. Which of the following best describes your relationship to the district?: Community Member with No School-aged Children

Q3. What are the issues a new superintendent should know about when coming to this position?

SR No.	Response Text
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1	The private school Catholics are trying to infiltrate and defund our public schools.
2	Lack of support from school board, disinterested parents, and a declining educational standard
3	We hope the children will continue to be treated as children. Let life be taught or ok'd by home. Keep our bathrooms divided, let trans students have a private room. Drugs and smoking may be an issue, how will you handle it?
4	I worry about violence, drugs and bullies in the higher grades. Smaller classes .. 24-25 children in an elementary classroom seems very high. Students can get lost. Maybe more aides. Higher pay to attract the brightest and best teachers.
5	Research all the schools and the issues in each one. I've heard Skyline has major discipline issues

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	that need handled. Spec Ed teachers need help and people that will back them up, not turn the other cheek and ignore. Or move a problem spec child from one school to the other because a parent has influence. That doesn't take care of the problem. Also true for any problem student
6	Many students come from parents that have never attended college and don't expect that from their own kids. It is disheartening to meet a smart student that does not aspire more from themselves but that mentality comes from their home environment. Our community owes it to our students to expect more but give them the quality education they deserve.
7	There is a total lack of discipline in the schools. Students are allowed to skip class, leave in the middle of class, do no schoolwork, learn absolutely nothing, and are still passed on to the next grade. Students dress in inappropriate clothing, and even some teachers dress like slobs. The previous superintendent sided with the lunatic left who claimed the young woman (president of the class of 2025) gave a Nazi salute during her speech at graduation. He should have supported the student, who did not give a Nazi salute, instead of supporting the lunatic left. Boys are allowed to pretend they are girls, and girls are allowed to pretend they are boys.
8	Lack of funding by BOS and two school board members who don't have the best interest of our schools. We need another elementary school. Our vocational school is successful but too small.
9	There are many truths to stories about people and situations. For example, although I mentioned the family atmosphere above, there are also very vocal competing interests of residents. There are families who treat this as a bedroom community, working long hours outside of the area -- which will limit their involvement with out-of-school activities. There are other families who are quick to criticize the public school system. Some may not take advantage of opportunities to be involved, but they will also be upset if they feel the school system has overstepped and excluded appropriate parental involvement. Some folks are not impressed by the evolution of higher education and will not be overly assertive with promoting dual enrollment or college -- and possibly not even worry about their children achieving high school education. Several families are experiencing a myriad of social and economic concerns.
10	Teachers seem to be unhappy with volume of paperwork that takes time away from teaching and interacting with students.
11	Some programs for the elementary level are not being funded. Because our teachers and mentors are so talented, one whose position was not funded is still involved with the same children in a volunteer position.
12	The school division needs a stronger financial commitment from the Board of Supervisors who have not adequately funded our public schools for years. There is a community trajectory of Catholic homeschoolers who are attempting to take over the School Board and the Board of Supervisors. Our students' mastery of core subjects needs improvement.
Q 1. Which of the following best describes your relationship to the district?: Other (Please specify)	
Q3. What are the issues a new superintendent should know about when coming to this position?	
SR No.	Response Text
1	Haven't been here long enough to really know. There's been some push to ban books at a local library, the community rallied behind the library to keep it open.
2	Getting the trust and support of teachers. We have put up with the salary challenges, low morale, the half of the school board not supporting public schools but seeking their own agendas. We have teachers that are not certified to teach their subject matter and our students deserve qualified teachers. We need a superintendent that is pro teacher and looking out for what's best for the students. We also need one that is not afraid to tell the school board and Board of supervisors to stay out of their way and let them do their job. There is too much micromanaging in our system.
3	Maintenance and Security issues need to be taken care of. The lack of support and resources are sorely missing.

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4	there are still problems of bullying in schools ,and on buses. also we have a problem when it comes to closing or delaying school openings due to weather ,, must be aware of students living on top of mountains or a great percentage of students will be absent on those days..... theres a problem with credits always changing in order to graduate making it harder for some students. maybe offer more subjects/activities to help with credits. there is still a problem with some teachers speaking or acting towards students in a abusive way which causes a low esteem in a student. make sure to provide the latest learning tools and text books.
5	Too many kids at a young age are falling to the system. Suicide, drugs, crime in general. Lack of accountability among students. The old Superintendent never expelled any kids. Brushed ALOT under the rug, including sexual crimes. SOL's are going towards rock bottom. Education is declining in our community at a very alarming rate.
Q 1. Which of the following best describes your relationship to the district?: (Did not answer)	
Q3. What are the issues a new superintendent should know about when coming to this position?	
SR No.	Response Text
No responses found.	

Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student	
Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?	
SR No.	Response Text
1	Behavioral issues (bullying is horrible in the middle schools).
2	Addressing bullying and budgeting
3	Culture
4	Bullying, lack of resources for kids needing academic support.
5	The close minded people that don't see the need for growth, inclusion, free thinking... and of course the sad budget public education is given.
6	Budget within the community and competing priorities.
7	Dealing with the zealots trying to defund schools while cutting trade programs due to funding yet taking that funding & acting like they “found” more money. IE Moving money from one pocket to the other doesn’t mean you made or found extra money!
8	Immorality in the schools.
9	School board members and some parents trying to push ideological and political agendas
10	The adjustments to a new school and new system.
11	N/a
12	Changes. I feel like you should definitely hear out your administrators and teachers but changes have to be made. I respect our teachers and administrators but ignoring what is happening in our schools will continue to lead us down a bad path. Issues have to be addressed, policies need to be made and followed, which rarely are now. If you can get the community to buy into what you are selling, your time here will be much easier. They need to see the superintendent not just at graduation but at games, community events, if they know you care people will cut you a break. I feel that’s what we have been lacking. People see a title but not a person who is invested in our kids.
13	The biggest issues are budgetary, and retention of experienced teachers.
14	Teacher pay, school politics. I saw it as a parent when Warren Middle got a new principal. I'm sure a superintendent won't be much different.

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15	Political climate Retaining staff Academic success
16	Properly preparing the staff and students for better success in the future to come.
17	The good ole boy philosophy that has plagued small town communities including ours. Be the Change for the better
18	Keeping political opinion out of teaching.
19	Realization that minor student within HS STILL REQUIRES PARENTAL INPUT. When staff addresses a student after the parent has stepped in they e gone too far
20	To not be part of Warren counties good ole boy club.
21	Budget issues and discipline in schools
22	I think dealing with a limited budget and a sometimes contentious local political climate will be a challenge.
23	Board of supervisors Overcoming the way things have always been done Teacher retention
24	School system funding.
25	Teacher retention and parent involvement
26	Undoing the mess the previous superintendent created!
27	Funding and staffing
28	The school board being so divided
29	Uneducated individuals who truly believe every single thing that Trump says. They will not want the Constitution taught OR taught how many of the amendments are currently being violated. Uneducated parents that pass down racists conspiracy theories and believe in “fake news”
30	Not sure
31	The animosity between staff and students (and parents)! The trust and faith in the WCPS staff is basically nonexistent due to how past incidents have been handled. Most of our kids do not feel safe at school.
32	Teacher losses to higher pay
33	Not being like the last one
34	Bullying, teacher involvement, coaching.
35	Frankly, a significant challenge may be with the elected school board and perhaps their desire to limit what our students can read. I'm sick of it, to be honest. As a parent, I want my child to learn from all aspects of the world, including authors that write about tough topics. The fact that certain books are being pulled from the library and classroom makes me angry. If parents want to limit what their children read, they certainly have the right to do so. But please don't limit my child.
36	people's feelings being hurt and being able to let that happen when needed
37	Our kids attend WCMS and LFK and they are doing a great job so not sure.
38	Keeping our schools competitive with the rest of the state
39	Funding and lack of wanting change. Change=growth, and some people do not do well with change.
40	Please see number 3.
41	Educators that are educated and not just there for a job. Enforcement policies. Bullying.
42	Continued fallout from #2 and a continued flight of rightfully concerned parents to homeschool which takes away funding

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43	The culture of the school environment has become quite negative. The next superintendent will need to be aware of the challenge they will face while trying to improve our overall situation. It wont be something that can change quickly, so this person will need to be determined and focus on the long term process of change. Because we are a small community, change is often met with hesitation and rejection. Changes will need to be slow. Most importantly involving staff and parents in the change process will be most effective.
44	Politics, religion, gender identification, small budget, under qualified teachers and principals, staff exhaustion, and a horrendous school board.
45	The new superintendent will be working with school board that has two members that do not support our schools and did not support the previous superintendent. Finding ways to fund the schools for resources, materials and staffing are a major concern. Implementing policies equally across all schools and tackling behavior problems head on- the children need to be safe and are there to learn.
46	If you like to chat I would be more than happy to discuss the different on going issues! Superintend should on their first day turn down any school board thoughts of shorting school day times!!!!
47	Dealing with parents and unruly kids. Retaining teachers. Hiring good teachers.
48	These teachers deserve to be paid competitive wages and be rewarded for their loyalty to the county.
49	Keeping children safe and keeping order in the schools and enforcing school rules
50	In addition to the above non stop tasks, learning the schools, be personable to parents, be available. Make decisions based of what you know is right, not what politics tells you to do.
51	Conservative people trying to bring down public schools and chasing away superintendents and teachers
52	The Athletes programs. To watch so many kids lose there love for the sports its dishearting.
53	School safety/bullying or community issues ect. (Not sure)
54	Competitive pay/ support/ resources for teachers.
55	That students receive quality education and that graduates are accepted into universities are the future of this country.
56	Possibly dealing with parents who are fed up with not having any day in the school system and also parents who want their voices heard in the homeschool community.
57	economic disparity and the tensions related to this disparity. People opposed to lgbtq+ and religious freedom
58	The religious minority who is taking over all our government boards, who want school vouchers, and don't care about those students with special needs and are able to deny them admission to their private school. Warren County is a mecca for homeschoolers, partly because Seton Home School and Christendom College are located here. There is a very vocal elderly man who keeps insinuating that our high numbers of homeschoolers is a result of our schools "failing"—I believe it is because they are drawn here because of Seton Home School and Christendom College. I've heard that from several people for which this is true.
59	Gaining the trust of the community. Improving quality of education, working w board to all pull in the same direction.
60	The school budget and lack of support by the Warren County Board of Supervisors, and unfortunately, many other who don't have an appreciation for the needs and what it takes financially to meet those ever-increasing needs.
Q 1. Which of the following best describes your relationship to the district?: Current Staff Member	

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Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?	
SR No.	Response Text
1	Probably would be multiple lawsuits from the current school board's incompetence. Along with unqualified staff.
2	Continued decrease in student abilities, especially at the elementary level.
3	Systematic issues in the district as a whole
4	Funding shortage
5	Getting acquainted with all staff may be one. Letting teachers and staff feel heard might be a challenge.
6	Those who are younger who do not know how to appreciate knowledge. Realizing that the smaller staff such as IA's are looked down upon and treated much lower. IA's work really hard, they are very loyal and are paid very low for all that is asked of them.
7	The community having to accept them. I feel like the past superintendent didn't have a fair shot at this. He was truly an "outsider" compared to the past superintendents.
8	Being on the same page as the school board... have fun...
9	The Board of Supervisors
10	An outsider coming into the school system. Ensuring there is "team" energy. The school board will be challenging.
11	The community and budget. I find that some people in this community do not always welcome outsiders and struggle with change and growth.
12	Parents that don't want their children to be held accountable or suffer consequences due to their actions.
13	overcrowding and understaffing. Lack of funding
14	Not giving into the pressure or the very big complainers. Doing what is right for everyone and not a few. By allowing the administration at schools handle issues without going against them or contradicting them or themselves.
15	Attitudes... Bringing people together.
16	The bullying from the county and board members who are used to bullying people to get their way. I feel that if we had a superintendent with a personality and ability to work well with others and look what needs to be fixed and strive to improve with a plan and communicate then we will go further.
17	I believe the biggest challenge will be the agenda of several school board members as well as several BOS members. I also think keeping quality teachers should be at the top of the list. Losing experienced teachers every year and having to replace them with new teachers (or virtual teachers!!) is not addressed enough. Our kids are the losers in this situation, year after year.
18	MONEY-BUDGET.
19	Garnering trust. Navigating the challenges and impediments mandated by the current VA Governor and US President.
20	lack of funding, prior relationships with BOS, political climate, revolving door of high level central office staff (lots of changes of people in what is called the cabinet) in the last five years
21	Budget and Funding
22	Alignment with School Board, Building relationships with board of supervisors, raising the standards within WCPS.
23	Depending on how the elections go in November, increasing our budget to get our students the

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	supports they need will be a big challenge. Also, increasing academic achievement, student attendance and parental involvement have always been challenges.
24	The Board of Supervisors hates the WCPS staff and doesn't care about paying them (hence a huge problem for hiring and retaining quality employees). The school board seems to often have its own agenda.
25	Extremist viewpoints being spread into the schools are a worrisome thing. I worry about the separation of church and state, with how some situations have been addressed in the past years or so. Our professional development is repetitive. The best of the teachers leave the county as soon as they can.
26	Reunifying the school division and community. Navigating the school board members.
27	Navigating the stupidity of the current board of supervisors
28	The community and people that are clueless as to what happens in the schools. They are the first to jump on the bandwagon of all the bad things happening and there is a ton of disrespect happening from parents.
29	- attendance - spiraling staff morale - budget... including significantly fair raises - a school board with its own agenda - severe opposition from the Board of Supervisors
30	The next superintendent's biggest challenge will be ensuring consistent accountability among administrators. Some avoid instructional leadership or fail to support teachers, which harms morale, trust, and student outcomes. Rebuilding confidence where weak leadership has driven frustration. Teachers need safe ways to share concerns, and the superintendent must act when patterns of poor leadership appear. Finally, creating consistent expectations across schools will be essential to ensure equity and hold all administrators to the same high standards.
31	The divide in the school board and the overstepping of the board of supervisors in exerting pressure on the school board to trim finances while increasing performance results/measures.

Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student and Current Staff Member

Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?

SR No.	Response Text
1	Getting ahold on bullying and disrespect of students to teachers
2	BUDGET
3	Middle and high school aggression/violence.
4	Teacher pay and retention
5	Staff salaries aren't competitive with surrounding areas. This causes people to commute to neighboring systems. The candidate should be a teacher advocate.
6	Trying to overcome the aforementioned issues. Getting the school board to accept that there are issues and allowing the appropriate action to take place to address them.
7	School Board issues. Funding Challenges. Teachers staying with competitive pay.
8	Anything to do with change, acceptance in this community, funding for the schools and needs of all community, staff, students etc..
9	Lack of motivation. This could be a great county to work in, but it needs someone involved and who shows they care not only about students and parents, but the employees.
10	That a majority of the staff and parents are conditioned to "come in hot" or that nothing will happen. Securing funding from the ultra-political board of supervisors. One county over, the schools pay almost 40k more than WC. Transportation does not have enough buses; teachers are kept past contract hours every day waiting for buses to arrive. Transportation to sporting events

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	is terrible. We will tell transportation what time we must leave. They say, "OK," then show up 40 minutes late and say there were no buses available instead of telling coaches/ ADs beforehand. We desperately need to be redistricted to balance out the numbers.
11	Lack of parent involvement, support Keeping good teachers here
Q 1. Which of the following best describes your relationship to the district?: Current Student	
Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to the district?: Community Member with No School-aged Children	
Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?	
SR No.	Response Text
1	Getting a school board that actually has or will have public school students. Competitive pay for our teachers.
2	Bringing the district together as a cohesive unit instead of Skyline vs Warren County
3	Tran students
4	Integrating today's technology into every classroom. Meet the children where they are with technology. .Up-to-date equipment for all children. Find teaching strategies that are fun and make children look forward to coming to school.
5	Parents! Many parents want to turn back the clock to the 1960s where ignorance is bliss and "why change!" With the technology we have available to our kids, we can't turn back the clock to a time when kids had limited resources. Our kids need to be equipped to deal with the world outside of school and to be prepared adults to attend college and a trade.
6	The total lack of discipline. Students are allowed to skip class, leave in the middle of class, do no schoolwork, learn absolutely nothing, and are still passed on to the next grade. Students dress in inappropriate clothing, and even some teachers dress like slobs. Boys are allowed to pretend they are girls, and girls are allowed to pretend they are boys.
7	A new BOS and school board. The additional staff needed and a building program.
8	1. Warren County is in trouble with its budget and the school's large budget is a target for cuts. The citizens are often not well positioned and not supportive of paying more taxes. So a new superintendent has to prioritize and justify school expenditures and figure out ways to retain teachers and students without escalating the budget. 2. School board members may at times be divided over issues and approaches. 3. Student retention and safety. All students attending the public school should be able to expect a safe learning environment that allows them to fulfill their full potentials. And the public school system needs to be practical in admitting when some students create a safety hazard for others. 4. Teacher retention. Teacher pay will always be a concern, so a superintendent needs to be creative in finding non-monetary ways to promote retention. 5. Dealing with challenging parents and families and helping enforce appropriate boundaries with parents, youth, and teachers.
9	Dealing with the BOS over budget needs.
10	The BOS
11	The Catholic wave Underfunded budgets Parents wanting to control the curriculum and decide what their children should learn
Q 1. Which of the following best describes your relationship to the district?: Other (Please specify)	
Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?	

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SR No.	Response Text
1	Close minded people.
2	Students are performing below state averages. Teachers morale is low. Money and budget is a huge deal. For whatever reason, they won't listen to the needs of schools. Other districts are hiring 6-10 new positions a year and we have to beg , borrow, and steal to hire one agriculture teacher for the high school. It's embarrassing and we are losing programs and opportunities because of the micromanaging of the budget.
3	Teachers leaving for higher paying jobs in surrounding counties. Updating the electronic devices students use. Possible going to an ipad instead of a chromebook. Less likely to break.
4	Be more involved
5	same as above in number 3.
6	Standing by policy. Getting all of the schools on the same page. Everything was so wishy washy. This school does this, this school does that.
Q 1. Which of the following best describes your relationship to the district?: (Did not answer)	
Q4. What do you believe will be the most significant challenges the next superintendent will have to confront?	
SR No.	Response Text
No responses found.	

Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student	
Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?	
SR No.	Response Text
1	I would like the superintendent to be educated on VA school rules/laws (knowing how VA does or will run their schools), a compassionate leader. If he/she can talk the talk and walk the walk, say what they are willingly to do and do it. Make changes that our county schools need.
2	A strong behavioral management background Leadership Servant heart Compassion
3	Communication, ability to adapt to a rural community, ability to move Warren County in a positive direction.
4	Firmness. Not be railroaded by parents or the board. Being visible to students and families.
5	Putting the kids first, supporting the staff, listening to concerns and not brushing them off. Be visible within the schools on a regular basis.
6	Genuinely caring and enthusiastic about the kids and community.
7	The ability to listen carefully to those actually have kids enrolled in the school system & that aren't McFadden or Carroll puppets.
8	Strong ethics.
9	Good communicator, honest, listens to all sides before making a decision, engaging, straightforward
10	Just open minded caring about students success
11	Open minded Strong Thick skin A people person especially with kids Someone who has heart to see potential when it's easy to see the negative
12	Needs to be able to rub elbows with the BOS the way the Bonzano and Cline do so that our schools can get the funding they deserve.

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13	Understand the culture of our schools and understand the importance of your decisions because they effect us all
14	Be visible and present in the school system and in the community Positive and forward thinking Collaborative yet visionary
15	They need to show qualities of a good leader. Someone that knows how to take charge and earns the respect by showing that they have no problem working in the trenches. Someone that listens and has great aspirations for the young minds that they are responsible for.
16	Personable, friendly willing to set clear boundaries, engaged iin all the schools and sports of all the schools by being there in person and available by email in less then 7-10 business days
17	Stern leadership skills, high expectations, motivation and consistency.
18	Be willing to communicate w parents, w students. Be willing to take the day and visit the school and classroom of those that have many comments about
19	Listen to parents not side with teachers no matter what! Get the 2 crooks Funk and Pence off the board!
20	Not from a large city. Needs to have experience in a more rural setting and culture.
21	We need someone who is forward thinking, values our teachers, and who can stand up to the grown up bullies in this town.
22	Leadership, management, and budgeting skills. Must be present and approachable
23	Good health, patience, good education and related professional experience.
24	Passionate, supportive, inquisitive, strong leadership, and adaptiveness
25	Friendly, caring, back up your staff, interact with the staff and students, know what they go through,
26	They should be empathetic and always protect the children at all costs. Listen to the children. Obviously curriculum is important. The well being of children and proper surroundings as a top priority.
27	They need to be a people person. They need to want to be walking through the halls visiting schools and engaging with our teachers. They need to be family oriented and understand that communication to parents is paramount.
28	1. Honestly/ Transparency 2. Understands budgets and acquisitions 3. Patience - I have a feeling lots of uneducated parents would fill up your time 4. Backbone- honor and defend the Constitution 5. No embezzlement 6. Your beliefs should not be the basis of all the decisions. Decisions are based on actual facts that have a source (cite your source) rather than some sort of fake conspiracy theory or fake narrative coming from the White House
29	Strong leader, personable, outgoing
30	Open mind, a kind heart, a stern disposition, and the willingness to listen to students and staff in a positive unbiased manner.
31	Empathy and stability. Level headed
32	To make sure they don't turn out like the last one
33	Thick skin, a good head on his shoulders and be ready to clean house.
34	A successful superintendent will have effective leadership - wow, that's hard to define. But having open, candid conversations with parents, teachers, staff, and children are imperative. What's working for a particular school may or may not work for another one. Cookie cutter solutions rarely work, and a successful superintendent will be able to differentiate effective solutions on a case-by-case basis.
35	An American attitude! no BS! set things straight. NO boys in girls bathrooms or sports! no

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	phones in class! etc!!!!
36	Make sure the parents are involved, we know what is being taught, morals and values are important. No woke stuff being taught to our kids. Have a child in our public school system.
37	Empathy Interest in getting involved in the community — specifically in a civic group like Rotary
38	- Able to manage crisis -" People skills", good with people of all walks of life
39	Excellent communication skills, strength, integrity, experience in education and other administrative roles. Critical thinking skills.
40	They need to be fearless and not worry about being the popular one. They should have the stance of protecting our children and their education no matter the circumstance. I also feel as if open communication and strong leadership skills would be most beneficial. Above all else, they need to be great with kids, no matter the age. Some sort of psychology background would have a huge impact.
41	Bravery to admit when things go wrong. That courage is what belays competence. Teachers unions unfortunately aren't always on the right side of things.
42	A leader who leads with strength and pride in our staff and students. Our superintendent needs to be a strong supporter of our administrators and teachers. They deserve to be treated with dignity and respected as the professionals they are. We need a collaborative leader who engages with staff and parents to problem solve. Lastly, they will need very strong communication skills our schools are lacking in communication with parents and staff.
43	A backbone, great sense of self worth, great understanding of the youth of this community rather than the parents and the School Board, a sense of humor, and ultimately the ability to stand up for what is right.
44	A superintendent needs to be a good listener, someone willing to look at all side of a situation and collaborate with all of those involved. They also need to be able to be a strong leader and make the tough choices when it comes down to it. A superintendent needs to have classroom and admin experience to be able to effectively understand where his staff is coming from and truly get what they need.
45	Get teachers to teach! In WC middle school last year half of my child's teachers were complaining about their pay to the students. We need American flags displayed through out all the schools. Keep DEI out out out of class rooms Create a Dads support program to be on site and supporting the school staff. Create a finance course for 11 and 12 graders
46	Good leadership and communication skills to the parents needs. Listening to what challenges the students face, and what challenges the teachers face, though sometimes the ideas are conflicting and being able to find a happy medium that benefits all parties. I think it would start with protecting the teachers first and foremost, then the rest will trickle down into a much smoother routine. No tolerance policy resides at the WCMS. I have not heard or seen of major issues with this principal. I am not aware if the other schools enforce that policy.
47	Be approachable. He or she should be seen and involved in the schools and sporting activities not just as a facade either, know your students and celebrate their accomplishments.
48	The superintendent should care about the students, should work with parents, enforce rules, show compassion, but also have standards. I would hope the superintendent would assist teachers in their job .
49	Honest, Transparent, available to students / parents. Ready to stand up and make decisions that not every one will agree with.
50	Patience, authority, willingness to put kids/teachers above politics
51	So one who actually cares and is humble. Its not about the money but the children. I would hope

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	they would be able to actually listen to the children and parents and have an open door policy. Like really listen to the problems and fix them. That is a huge problem. No one fixes them. The only people that suffer are our children.
52	Leadership, accountability and attentiveness
53	An education background as well as a business background.
54	work for the community as a whole, not just for one group
55	They need experience in education, and I do not mean failed classroom experience like one of the local candidates for school board. I mean real experience. Whether it be classroom or homeschooling. They also need managerial experience. They also need financial experience. They also need IT experience. This position crosses over so many types of background because of what it entails. They also need experience in being a smaller area that is near larger areas. They also need to realize that we have a demographic representative of a small community.
56	mindful and aware of Social and emotional learning for students. effective in change
57	The ability to be open to the perspective of the above people but able to strongly, politely and calmly refute their false claims. The ability to stand up to and call out those board members who are causing the staff's demoralization.
58	Honest with everyone about what problems we have.
59	Transparency. Obviously, a thick skin because there will always be people for and against every decision. Ability to build consensus. Willingness to engage parents in working groups and other venues (i.e. surveys, focus groups, etc.). Ability to clearly articulate the needs of the WCPS in simple terms that everyone can understand in order to build support.

Q 1. Which of the following best describes your relationship to the district?: Current Staff Member

Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

SR No.	Response Text
1	Strong communication, use all legal power against the school board for what is right for our children. Staff Support!
2	People person. Realistic views and goals.
3	Open minded Supportive Curious
4	Personable, approachable, knowledgeable, and realistic.
5	They need to have been in a classroom at all levels. They need to be open and easy to approach. They need to be understanding and listen with an open mind and heart.
6	Heart Love for a child Honesty Truthfulness
7	Communication. Availability.
8	Approachable, realistic, fun, and willing to do fun things to keep staff in WC!
9	Must be fair, trustworthy and a people person who stands on integrity.
10	An ability to connect and build relationships with good leadership skills and a willingness to hear new ideas and collaborate.
11	Be personable, open to hearing ideas whether he/she believes in the same things, former teacher and principal. Come into the schools and TALK to teachers about the challenges we face in the classroom on a daily basis.
12	Thick skin. Sense of humor. Recent experience in the classroom or in direct school administration. Understanding the current and ever-changing needs of students and staff, and the willingness to fight for those needs in the face of adversity from certain parts of the community.

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13	Someone who is "KIND". Not fake. Vested in the community/schools. Not close to retirement but yet not fresh either. Experience, has good finance or "business" sense. Someone willing to listen to even the lowest paid staff member- A person that stands their ground- not afraid to go against the norm or what looks good and does what is needed. A person who believes in their staff and stands behind them- builds good bonds and supports every role, every person.
14	Patience @ Determination
15	Communications, personality and have guidelines and follow through with them. Not be on the fence about everything. Be a good listener and then communicate back with people what will be done if anything.
16	I would like to see the superintendent in the schools, in the classroom, listening to the people they are hired to serve.
17	Understanding. Getting to know staff members across the county. Have a knowledge and experience and guide WCPS to what would work best.
18	Equity/fairness, empathy, consistency, backbone, PR savvy, willingness to listen, more captain than commander
19	great communicator, great motivator, a great understanding of curriculum in all levels of education k-12, willing to be involved in the community, open to constructive criticism from the community and staff (willingness to accept they may need help to solve a problem)
20	Economically minded and support for current teachers to stay
21	Transformational leader. Clear vision, great communicator, and actions that align. Stand firm on standards of excellence.
22	The superintendent needs to be visible and personable by trying to be in the schools and make connections as much as possible. He/she will need the ability to work with people with greatly varying beliefs on both the Board of Supervisors and School Board. I also think our next superintendent needs to be someone who is willing to listen to ideas from others when determining how to improve our schools.
23	Character: Character flaws cannot be ignored because they can eventually make a leader ineffective. Influence: What is the leader's level of influence? Who influences this leader? Positive attitude: One's attitude can affect many aspects of life. EXCELLENT people skills: A great leader knows how to make others feel welcome and comfortable. He/she can also ask great, though sometimes probing questions, without coming across as being negative or pompous. Proven track record: A proven leader will always have a proven track record. Confidence: It is a fact that people are attracted to other people who convey a certain degree of confidence... without being cocky Self-discipline: how someone handles his/her emotions and how he/she uses his time in a day. Effective communication skills: Does this person have genuine concern for our students/district? A warm smile? Make eye contact? EXTREME discontent with being "good enough" or "because we've always done it that way"
24	They should be kind and a clear communicator who fights for the teachers and all the students. This town is growing quickly, and so is the diversity. They should be forward-thinking, making sure that our schools keep up with the town.
25	Strong leadership, clear and honest communication, ability to simplify processes
26	Energetic, fun, down to earth, supportive, invested, not afraid to fight for our teachers and kids and stand up to the naysayers.
27	-strong leadership - clear vision - excellent communication - relationship-building skills - problem-solving and critical thinking abilities - financial management - aptability in a changing environment
28	The next superintendent should be a strong communicator who builds trust through transparency

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	and approachability. They need visionary leadership to set clear goals, paired with decisiveness to make tough choices in the best interest of students. Strong instructional knowledge and organizational skills are essential to keep teaching, learning, and systems on track. Just as important are integrity, fairness, empathy, and resilience; qualities that allow the superintendent to listen, support, inspire, and hold others accountable while staying grounded under pressure.
29	Well spoken. Dynamic speaker. knowledge of Spanish would not hurt. Experience in school system leadership a must. Humble and a well respected individual who will treat others like he/she would like to be treated. Caring and sensitive to the needs of others and able to relate to everyone in the school system from the custodian all the way up to a principal.
30	A thick skin and a strong backbone. The ability to communicate effectively.
Q 1. Which of the following best describes your relationship to the district?: Parent of a Current Student and Current Staff Member	
Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?	
SR No.	Response Text
1	Not beholden to local existing power structures
2	Patience Understanding of both parent and staff mindset. Unselfish devotion.
3	Communication Consensus building Ability to be strong in support of teachers and common sense policy
4	The next superintendent will need to be transparent, fight for their educators and students when it comes to decisions being made with the school board, the person should be welcoming and willing to get to know students and educators in the schools to better be able to make decisions for them.
5	The candidate needs to be able to communicate with parents and staff about all aspects of the school system.
6	The proper candidate must have the ability to communicate with staff, students and the community to understand issues as they come up. They must have the ability to speak truth to power to get issues addressed.
7	Patience. Ability to unite groups. Sense of humor. Passion for doing what is best for children. Way with handling public and public opinion with grace. Backing up your admin and teachers when needed. Being a great listener.
8	strong leadership, effective communication, and excellent problem-solving abilities to manage people and projects. organization, time management, attention to detail, adaptability, and a thorough understanding of relevant technical knowledge and regulations. They must also be adept at budget management, conflict resolution, and fostering collaboration among diverse teams to ensure project success and a safe environment.
9	Involvement, someone like our current temporary superintendent. Someone who can be friendly and compassionate, but who can separate personal feelings from professional duties. Someone willing to be hands on and apart of the schools and different departments so they can see first hand any changes that need to be made.
10	If we could keep Dr. Martin, I would vote for that. I have been highly impressed with him. He has been at my school more in the first 2 weeks than Ballenger was all last year! He saw a child having a complete meltdown and started working on getting us more help. Ballenger said all the right things in his interview, then did practically nothing he "campaigned" on. I guess instead of listing all the characteristics that everyone else has. I will say if they are not actually accomplishing anything, get rid of them!
11	Involved in daily operations of schools- we need to see him/her in our schools and classrooms

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	Approachable Open- minded and accepting of diversity
Q 1. Which of the following best describes your relationship to the district?: Current Student	
Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?	
SR No.	Response Text
No responses found.	
Q 1. Which of the following best describes your relationship to the district?: Community Member with No School-aged Children	
Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?	
SR No.	Response Text
1	Subject to no one, not catholic or private school affiliated.
2	Compassion, communication, honesty, and a love for both students and teachers (and their wellbeing)
3	Good with people Smart Not a yes man/woman
4	Kind, informed, strong, great philosophical beliefs in education. Excellent management skills in hiring, supporting teachers, caring deeply about the children., budgeting, excellent vision, excellent documented past successes.
5	Be visible to the schools and the students. Be open to what our kids need. Be compassionate to those kids that have no one, the ones that are in foster care or are shuffled between family members that need a firm foundation at home and maybe school is the only place they can get it.
6	A functioning brain, some common sense, and especially the courage to fight the lunatic left.
7	Clone Dr. Martin. Seriously they need to be active in the schools and lead by example. They should be proven in development, accountability and improvement of students and staff. They need to be able to create and sell a budget.
8	These are not necessarily in priority order. 1. Love and passion for the education of children. 2. Knowledge, commitment, and history with the community or equivalent in this state. 3. Emotional intelligence, patience, and ability to respond rationally and calmly to stressful situations. 4. Student-centered approach that also honors the rights of parents. 5. Fiscal accountability and conservatism. 6. Respect for all community values and strength not to bend to current education fads or political pressures that are contrary to the true needs of an effective school system. 7. Communication skills that reflect honesty and civility at all times. 8. Experience that reflects capability to effectively manage large organizations, people, and budgets. 9. Dedication to peacefully and thoughtfully resolve issues and concerns. 10. Firm boundaries. 11. Commitment to advance the priorities set forth by the school board and County. 12. Strong observation, visioning, and technological skills.
9	Good communications with students, families, teachers, community as a whole and the press.
10	A goal of looking forward in regard to the enhancement of education and programs for our children that will keep them interested and involved in the schools. A genuine love of education for its potential in making Warren County/Front Royal the center of our childrens' lives. A nurturing nature, not just for the children, but also for the teachers and administration. An honest and truthful person in every aspect of his/her life.
11	The next superintendent needs to be an educator with mastery in the areas of curriculum, instruction, and positive communication skills. This person needs to inform the BOS of the importance of a good school system - that it affects property rates and families' willingness to move here.

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Q 1. Which of the following best describes your relationship to the district?: Other (Please specify)	
Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?	
SR No.	Response Text
1	A heart for all kids, a strong backbone to stand up for what's right for them. Open mind.
2	They need to be a people person who takes the time to know the teachers, students, and parents of the community. He needs to have a vested interest in our schools not sending their kids to private schools. We need some positive energy in that position and a person who is not afraid to defend their ideas and position to the school board.
3	Good listener, willing to make hard decisions even if it isn't well received. Communicate with the staff what is good happening and not so good, knowledge helps.
4	The superintendent needs to visit schools more and talk with all staff etc, to see if they have any problems or suggestions .
5	To stand his ground. Be a strong advocate for policy and teachers. We just had a teacher voice her opinion multiple times about harassment. She followed the proper avenues and went the chain to get help. The S. dodged her over and over. She finally publicly announced that she was leaving to go elsewhere because he refused to help her. The S. constantly protected the aggressors and not the victims. Even at young school age, those kids were allowed to get away with anything, while the victim stood helpless and ignored. We had a child abuse case over the last few years. He took the Asst Principle, relocated her. The Counselor found a new job in another county real fast, all pretending not to know anything, the abuser found a job real quick outside of the school system, and life went on. Nothing came out of it, because the Superintendents best skill was hiding things. There was a Petition to have him fired.
Q 1. Which of the following best describes your relationship to the district?: (Did not answer)	
Q5. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?	
SR No.	Response Text
No responses found.	