

# **THE COSCA GROUP**

**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH**

**INPUT GATHERED FROM COMMUNITY,  
PARENT AND STAFF FORUMS**

**June 2008**

**Del Mar School District  
Strengths, Characteristics, Issues and Needs**

**Board of Education**

*Strengths*

- Teachers/students/parents all like each other (Harris Poll Data) ... Harris Poll Data exceeds all other nationwide survey rating
- All committed to excellence
- Very stable growth, construction, boundary changes
- Quality of families... added richness to district, high level of education in parents
- Financial support high, PTA's, Foundations, Parents
- High quality curriculum, whole child
- Facilities are our strength, high quality , especially inside
- Enrichment program for education of the whole child
- Support from parents for education like homework, academics
- Test scores high, consistent and do not teach to the test
- Employees are quality-great strength ( all levels)
- Strategic Plan in place over 5 years as a living document-updated regularly
- Safety for students, teachers, administration, all staff
- Strategic planning process integrates side with district priorities
- Focus on whole child (beyond curriculum) character counts, peace builders
- Schools strong sense of community with uniqueness encouraged and expressed
- Basic aide (now)
- Good relationship with union (only teachers) (excellent) very collaborative interest based

*Critical Needs/Issues*

- Morale-uncertainly over superintendent change
- Impact of growth/size of organization structure and management-policy and accountability- e.g. Informal agreements-competing for principals
- Collective Bargaining-cultural shift in thinking/expectations
- Firestorms caused by perceptions vs reality
- Public communication, public relations (with our public)
- Leadership to have sense of pulse of community
- Financial costs of program(s) exceed income
- Allocation of resources and issues of equity, e.g. pay for extra staff
- Board balance from West to East
- Anticipate issues-pro and con that impact decision making process-aware of potential problem areas related to issues
- Identify other strategic processes to gain community input regarding issues

- **Issues-growth in some areas-declining enrollment in others (shifting enrollments) potential boundary changes**
- **Downside of fostering uniqueness**
- **Relocate district office**
- **Potential labor issues-related to contract benefits**

### *Characteristics*

- **Elementary/K12 experience desirable**
- **Exp...lementing change district/site**
- **Understand importance of literacy/K2 learning**
- **Honesty/respectful-ethical democratic leadership**
- **Visible-establish strong relationships**
- **Being known in the community and schools**
- **Interested in their own professional growth and learning**
- **Team player/team leader**
- **Passionate regarding education/curriculum**
- **Believer in PLC**
- **Strong manager**
- **Accountable**
- **Famous, recognized person**
- **Personable, well liked**
- **Focus on Community vs outside of our community, especially at first (nternal vs external)**
- **Excellent communicator**
- **Knowledgeable**
- **Able to monitor pulse of organization**
- **Visionary**
- **Financial understanding/savvy**
- **Experienced in education to deal with situations and plan**
- **Personable**
- **Nice person**
- **Implementation of community b's ... c's/collaboration consensus**

## **GROUP 1**

### **Strengths of the District**

- \*Teacher planning time-teacher collaboration benefits students and teachers (8)**
- \*ESC teachers support classroom teachers and curriculum (3)**
- \*Schools offer multiple learning opportunities beyond CR time (5)**
- \*Interest based bargaining (9)**
- \*Great parent community-Parent involvement classroom/Board (4)**
- \*Healthy teacher contract for all stake holders (6)**
- \*Hard working motivated teachers (8)**
- \*ESC-High quality credentialed teachers in/ESC program-expertise in subjects of Science, Music, Art, P.E. and Technology-teacher, parent group, principal collaboration-professional relations process (7)**

#### **Teacher driven curriculum**

**Incredible energy directed at meeting the needs of every student**

**High expectations for students and staff**

**District established time banking in support of PLC**

**Access to integrated technology throughout the district**

**Excellent District Office staff in all departments**

**Educating the whole child very important**

**Early release Wed. given large chunks of time for collaboration within site and across district linked closely to PLC**

**Low class sizes in 4-6**

**Good job integrating curriculum and differentiate instruction**

**Good principals**

**District Administration very supportive of individual teachers**

**Previous process of developing strategic plan**

**Quality of schools attract people to district**

**High test scores and programs**

**Computer labs, science labs, band/choir**

**Health at every site plus three school nurses**

**School psychologists at every site**

**Faculty are good problem solvers**

**Employee child care**

**District offers summer school**

**Great support staff**

**Geographic location**

**Well educated families**

**Week of the Teacher-strong teacher/staff appreciation**

**Strong, dedicated classified personnel**

**ALP-reading and math program**

**Mission statement**

**Character Education**

Creative problem solvers e.g. Hills Academy  
Size of district-8 schools  
Community child care  
Beautiful schools/facilities  
PLC's  
Motivated students  
Good financial resources  
Generous parents  
Teacher, parent group, principal collaboration  
Professional relations process  
Highly educated staff  
Site level administrators are involved with staff more often after rapid growth

### Issues and Needs

- \*Board needs to become educated about programs and their value for quality education (6)
- \*Perception that teachers have lost their voice in the district (3)
- \*Lack of consistent direction in instructional programs (4)
- \*Maintain current strong programs before implementing new one-no long range planning (6)
- \*Better communication in all manners and ways (3)
- \*Board more concerned with financial implication of programs and not the quality of them (7)
- \*Schools compete with one another and don't see themselves as one district (4)
- \*We need to hire Superintendent from outside (9)
- \*Resolve funding of ESC positions for once and for all (8)
- \*Improving the effectiveness of communication-process needs to be a constant focus (3)

Perception that Board has already decided who will be the new Superintendent so this process may be window dressing

District/teachers are facing changes without adequate input

Feeling of us vs them

Sense of unity and morale are lacking

Lack of follow through has fragmented the district (related to lack of follow through)

Stalled decision making at expense of children

Favoritism of individuals/sites as to who gets information and data

Need for well thought-out programs and follow through

Recharge sense of community

Feeling of disconnect with no common purpose

Perception-district has no long term plan

Perception of cronyism with prior Superintendent's hiring administrators

## Characteristics of Superintendent

- \*Visionary (4)
- \*Experience working with all types of Board members (4)
- \*Strong financial management skills (5)
- \*New Face (7)
- \*Good listener (3)
- \*Not quick to make a decision-thoughtful (3)
- \*Charismatic (5)
- \*Can motivate, inspire and generate enthusiasm (3)
- \*High level of integrity (5)
- \*Strong communicator to all stake holders (7)

Not reactionary

Experience with districts similar to Del Mar

Persuasive –can persuade lobbyist/activist

Can maintain uniqueness and quality of Del Mar District

Someone that is humble

Good history of relations with teacher associations

Trusts people-not a micromanager

Says it like it is

Experience

Energetic

Integrity to not be a puppet

Strong unifier

Self confident

Child centered

Has a “catch’em being good” philosophy

Principal experience

Experience with Basic Aide districts

Use to working with highly educated, rich and demanding parents

Profession presence that reflects the community perception

Strong background in curriculum and instruction

Well spoken/articulate

Willing to educate themselves immediately about district

Experience with interest based bargaining

Problem solver

Someone who is trustworthy

Technology skills (do their own power points)

Innovative

Very visible-visiting schools

Understands real estate market

Has had effective teaching experience

Recognizes good teaching practices

Timely experience in a variety of positions/levels

Open door policy

## **GROUP 2**

### **Strengths of the District**

- \*Teaching the "whole child" (4)**
- \*Parent involvement (3)**
- \*High test scores (3)**
- \*ESC-extended studies curriculum (4)**

Parent volunteers

Strategic planning (example of parent involvement)

High expectations for student's behavior e.g. follow up to parent concerns

Great ESC curriculum

Valued parent input thru committee

"Families program" strong community building-whole child

### **Needs/Issues**

- \*Teacher contract limits teacher time available for parent contract (2)**
- \*A fresh set of eyes coming into the district (4)**
- \*East/West divide and need for schools to develop own cultures within a community wide district culture e.g. lack of school's autonomy to plan events vs pressure placed on other schools (2)**
- \*Stabilize funding for ESC (5)**
- \*Communication within district-a people equally informed (2)**

Better strategic planning in making decisions e.g. shores property

District-wide feeling of community

Issues of equity-balance with District funding and site generated funding

Reductions that span all District office and levels not just cutting teachers

Changes in teacher contract to be more available to parents

Parents help out in lieu of teacher-drop off lines e.g. more balance needed

District-wide e-mail link....new ideas and perspective

More information on issues and decisions

## Characteristics of Superintendent

- \*Dynamic (2)
- \*Experienced communication with Board (2)
- \*Ability to make thoughtful decisions with adequate input from all (parents) and clearly communicate that (2)
- \*Own and explain decisions made without committee input (2)
- \*Visible on campuses (3)
- \*Experienced Superintendent, Teacher, Principal (2)
- \*Treating principals respectfully and as professionals without micromanaging (3)

Energetic

Fresh ideas

Responsive to parents not just teachers

Vision

Change when needed and not for the sake of change

Treats teachers as professionals

Someone who's willing to stay

No predetermined outcomes

Open schedule to regular meeting with community groups/parents

Allow time for programs/directors to show their work

Strength in dealing with the Board

## **GROUP 3**

### **Strengths of the District**

- \*Talented and dedicated staff and teachers, parents and community (6)**
- \*Exceptional school facilities (4)**
- \*Effective instructional leadership (3)**
- \*There is tremendous respect shown to each other across the district (6)**

**Strong financial resources, Basic Aide, generous parents**

**Focus and commitment to excellence**

**Students come from lucky environment**

**Diversity of student population**

**Resources are focused on students**

**Supportive, involved, knowledgeable, vocal parents**

**Good solid curriculum**

**Communication vehicle is excellent**

**Technology is state of the art globally across the district**

**Culture of very high expectations**

**Offers all new employees a pre-school**

**Overall staff that deeply cares about each other**

**Large district that wants to hold onto small district caring**

**Student achievement is very high and continues to get higher**

**Third highest teacher salary schedule**

**District celebrate people and successes**

**Size is a strength-able to provide specialists and small enough to communicate and make decisions quickly**

## Needs/Issues

**\*More uniformity in practice and policies (3)**

**\*New district office (4)**

### **THESE DESCRIPTORS ARE NOT THE WHOLE BOARD BUT A MAJORITY**

**\*Board that understands their role and function (8)**

No micromanaging

No individual speaking out in public when it hurts schools and people

Don't respect knowledge and expertise of district staff

Irreverence

Indecisive

All staff feels abused and embarrassed

Create anger in the district

Current needs and issues stem from individual board member personal agendas

This Board has individual character flaws that may not be fixed

Deliberately attempt to discredit district administrators

Create an atmosphere of fear and insecurity

We may lose a whole group of good administrators (both district and site)

Behavior is uncalled for, unprofessional and unwarranted

Unfamiliar with Ed. Code

Lack of knowledge of school finance

Refuse to attend CSBA training or conferences

Board does not subscribe to the same standards of excellence expected in this district

Power hungry

Do not attend to a global perspective or plan for the district

Will blow through money on individuals agendas yet penny pinch on issues for the betterment of the district

Need Board and Administration to work as a team

Deliberate agenda to force out staff that were part of previous administration

Need to heal the wounds from termination of Superintendent and board election (4)

Someone to donate a million dollars

Reign in spending

Spending exceeds diminished income

Need to grow up

Be more systems oriented-no more handshake deals

Move forward in blending special education preschool with employee preschool

Expanding special education programs and options

Morale

Start protecting reserves

## Characteristics of the Superintendent

- \*Willing to trust expertise of leadership team (6)**
- \*Observe and assess before taking action (4)**
- \*We do not want a puppet (3)**
- \*Practice strong leadership with the Board (7)**
- \*Superior communicator (3)**
- \*Supports professional learning communities (4)**
  - Special Education
  - The needs of all special learners
- \*Experienced Superintendent (3)**
- \*Support interest based bargaining (5)**
- \*Supports strategic planning process (3)**

Good listener/communicator

Has the ability to stand up for good decisions

A Superintendent who as the CEO has the singular responsibility for hiring/firing/transferring and reorganizing

Support and practice collaborative leadership and decision making

Demonstrates ethical leadership

Able to bring the community together while maintaining the particular needs of each school and its parents

People person

Strong instructional background

He or she needs to be a strong leader versus a manager

Visionary leader

Strong business sense

Respectful and caring

Has high expectations and holds all to the same standards while keeping individual needs and strengths in mind

## **Group 4**

### **Strengths of the District**

- \*Value the whole child (3)**
- \*Involved/supportive parents (6)**
- \*PLC teams-teachers (7)**
- \*Time for professional development during work day and early release day ((8)**
- \*ESC program (8)**
- \*History of peace and trust between past Board, Administration and community (6)**
- \*Optimal working conditions for teachers, attract the most qualified (8)**

Strong academic achievement  
Positive relations DMCTA/district  
Interest based bargaining  
Committed-dedicated teachers  
Beautiful facilities supported by community  
Resources are available  
Basic Aide students  
Majority of children come to school prepared to learn  
Culturally diverse community  
Leadership in Basic Aide area  
Growth and facility needs are stabilized  
Committed/passionate site administrators  
Good balance between new and veteran staff  
Open communication/relations between site and District Office administration –availability  
Open/trusting relationship with previous superintendent  
Quality after school child care and enrichment  
Employee child care  
Education Foundation  
Strategic planning (historically)  
Technology  
Positive school climate  
Opportunity for input at cabinet inclusive of all administrators  
Size of the District (4,000 K-6) is optimal  
Classified are our strength with good relations  
Academic Learning Program (ALP)

## Needs/Issues

- \*Impact of growth on neighborhood schools and open enrollment involving boundary issues (5)
- \*Need for strong leadership in curriculum/instruction (11)
- \*Need for district wide assessment including summative formation, and data management system (6)
- \*Principals do not function as a PLC team due to lack of leadership and focus on learning and process (8)
- \*Perception that the Board does not represent or support our schools equally (3)
- \*ESC funding and prep-time (5)
- \*Overly generous teacher contract (6)

Rapid growth (5 schools in 10 years)

Student achievement gap-some subgroups not recognized

Lack of formal counseling program-not meeting effective needs of all students

Parents sometimes over involved

Allocation of resources based on enrollment vs needs-no recognition of demographic differences

Inconsistencies between school sites-east side/west side and west side/west side

Schools becoming imbalanced due to growth and boundaries

Issues related to shifts in enrollment/impact of new schools

Report cards are not standards based

Facilities needs i.e. Office, pre-school, employee child care, special needs classes

Poor use of technology to support operations and infrastructure

Lack of policies with regard to shared boundary schools

Inconsistent relationships and trust between prior Superintendent and constituent groups

Education Foundation

Need for consistent, clearly articulated procedures and follow-up

## Characteristics of Superintendent

- \*Team builder experienced/skilled in facilitating collaborative processes (7)
- \*Experience with developing relationships, roles, procedures with Boards (7)
- \*Experience based—extending beyond small school districts (4)
- \*Bases decisions on best interests of children (4)
- \*Demonstrated ability to make very difficult decisions (5)
- \*Able to restore confidence of all stakeholders (5)
- \*Can pull trigger after listening to all sides and stand by it and explain to all (3)
- \*Can efficiently manage politics and maintain strong focus on teaching/learning (7)
- \*Facilitating/promoting change in a high performing district (8)

Systems thinker/big picture

Willing to stand by decisions

Strong integrity

Fair minded

**Proactive, effective communicator**  
**Lead the team as part of the team**  
**Respect individual needs and strengths**  
**Great people skills**  
**Somebody fun/great sense of humor**  
**Leader within the larger community**  
**Understands Basic Aide and state politics**  
**Can develop a more functional District Office**  
**Media savvy and able to train others**  
**Works effectively with assertive parent groups**  
**Knowledgeable in curriculum and instruction and staff development**  
**Knowledgeable/experience in Interest Based Bargaining**  
**Value for shared decision making**  
**Understands value of technology**  
**Experience in building systems that support instruction and assessment**

## BRAINSTORMNG DEL MAR UNION SCHOOL DISTRICT

### GROUP 1

#### Strengths:

- Right ideas about helping kids to learn
- Amazing schools
- Many great opportunities to learn
- Extended studies
- Good teachers
- Schools use good behavior techniques
- Principals very involved with their schools
- Individual students have positive follow-up from staff
- Excellent communication with parents
- Everything good at the kid level, kids are happy

#### Needs/Issues:

- Issues with superintendent
- Issues with foundation
- Spanish Immersion at only one side as well as the location
- Uncertainty about superintendent and board
- All information/data/decisions out in the open
- More public openness about decision making process, how they are made

#### Characteristics/Qualities of new superintendent:

- Ability to deal with warring factions
- Strong leadership skills
- Enthusiastic about kids and education
- Trustworthy, open, transparent
- Experience as a teacher and administrator
- Ability to take charge and deal with special interests

### GROUP 2

#### Strengths:

- Enrichment program (ESC) \*
- Attract smart students
- Attract very good teachers \*
- 20/1 Class Size Reduction K-3 \*

## Strengths Group 2 cont.

- Exploratory science/good teachers
- Focus on whole child \*
- Basic aid funding
- Generous parents with time, money and volunteering \*
- Strong parent/teacher partnership
- PLC's \*
- Parent donations can be earmarked \*
- Research based instructional programs

## Needs/Issues

- Raise standards of district to become model district
- Fighting over a lot of nothing
- Lack of respect from board/superintendent for teachers and parents \*
- Decisions are not made timely and strategically – no plan
- Board does not understand its boundaries, internally and externally \*
- No standards for classroom technology
- Full day kindergarten
- GATE/Seminar classes – under serving those populations
- Equity of funding between schools - both district and donated funds
- Level of mistrust between community/schools/superintendent/board \*
- More info on budget expenditures \*
- Better articulation w/ San Dieguito (eg. Writing, math, music)
- Less emphasis on testing/test prep
- Ineffective board – micro manage, fiscally irresponsible
- Board members favor on school
- Connecting politics to decision making – more education on issues
- Ineffective communication on both board and public side
- Poor process to address issues objectively with full information \*
- Community divided over ESC/Foundation/Spanish/previous supt. \*
- Teacher morale
- Articulate level of autonomy schools can have and ensure that it is not politicized
- Neighborhood schools vs. open enrollment at all schools
- Board should be required to meet certification standard to serve

## Characteristics/Qualities

- Work with difficult board \*
- Work with diverse board with different strengths and weaknesses
- Previous successful experience as a superintendent/district leader
- Primary focus on elementary education \*
- Values music and the arts \*
- Values whole child – balances academic testing with all educational opportunities – social, emotional \*

**Characteristics/Qualities Group 2 cont.**

**International perspective**

**Ability to build community \***

**Strong – able to stand his/her ground**

**Leader in all areas**

**Strategic thinker**

**Values and builds relationships**

**Has a vision \***

**Effective communicator, both written and verbal**

**Analytical thinker**

**Open to alternative schedules**

**Innovative thinker with experience in implementing new ideas/programs \***

**Classroom teaching experience \***

## DEL MAR BRAINSTORMING #2

### GROUP #3

#### Strengths:

- High Achieving \*
- High parent involvement
- Private school education in a public school setting \*
- High customer service
- Good teamwork between departments and schools
- Quality education provided to students
- Strong support for teachers
- Employees are well paid
- Good childcare program
- Employee childcare
- Great D.O. staff \*
- Dedicated staff – certificated and classified \*
- Top quality buildings/technology/schools – except D.O. \*
- Staff development
- Cushy teacher contract
- After school program/ Summer Enrichment program
- Special Education program
- Supt/management team very approachable \*
- Directors/Assist. Supt's are wonderful

#### Issues/ Needs:

- New district office \*
- Board distrusts district office staff \*
- Micro management by board with public scrutiny of D.O. work, recommendations \*
- Board does not understand its role \*
- Board has created a sense of we/they originating from relationship with previous superintendent \*
- Board members make inappropriate comments to media and public
- Perception that board members focus on own school and not success of whole district
- Availability of H & W benefits for part time employees (3 years or less)
- Misperception of D.O. being top heavy
- District being understaffed related to growth and expansion of district \*
- Very vocal minority of parents can influence decisions
- Desire for quality programs but deficit spending
- Issue between foundation and board \*

Qualities/ Characteristics of new superintendent:

- Strong communicator \*
- Fiscally responsible \*
- Stand by their decisions and values
- Confidence in dealing with the board and groups
- Can work with the board to clearly define respective roles
- Open, responsive – open door policy \*
- Respectful and appreciative of both certificated and classified staff equally \*
- Previous experience as superintendent preferred \*
- Sense of humor \*
- Tactful and diplomatic
- Experience with difficult boards \*
- Stand up to board – able to tell them “no”
- Child advocate/ child centered \*
- Open to new experiences
- Personable

GROUP #4

Strengths:

- Teacher's well respected/valued, teachers strong & well qualified \*
- PLC'S \*
- Strong Parent support-time, money \*
- Innovative programs, curriculum
- Parents highly educated with well-prepared students
- ESC w/credentialed well qualified teachers \*
- Financial stability
- Principals
- Collaborative spirit between teachers, administration/cross district \*
- Diverse community
- Nice & Safe schools
- District staff very capable
- Students who love school & willing to take risks & feel safe
- Extra curricular activities
- Neighborhood schools
- Strong curriculum
- Test scores consistently high & improving
- Dedication & commitment at all levels to student learning \*
- Common goal & similar vision
- High grade of discipline

Strong character building program  
Strong sense of community  
Teachers are happy & want to work here  
Attract strong candidates  
Low turnover of staff  
ESC curriculum integrated with core curriculum  
Strong history/social science curriculum  
Old history of strong strategic plan

#### Needs/Issues

Need for decisive School Board-willing to make decisions & board that is balanced, fair & trust worthy \*  
Need common direction/vision-program & budgetary \*  
Financial stability for ESC programs full support \*  
New programs being fairly implemented w/a defined process of implementation & evaluation \*  
Issues of equity across schools  
Lack of good fundraising programs  
GATE/seminar program \*  
Issue of imbalance of responsibility between Board/Supt.  
Concern w/board micromanaging district  
Concern w/board being influenced by special interests  
Need clear unbiased & objective strategic plan  
Issue of politicizing of board \*  
Respect for each other & community  
Continue to see PLC's as a high priority \*  
Need for merit based evaluation not tenure based to create incentive for better performance  
New District Office  
All schools need to be considered important with equal support \*  
Need to see district as unified, maintaining uniqueness w/o pitting one against the other  
Lack of clarity from Board to guide foundation  
Establish strong partnership between Board/Foundation/Parents \*

#### Qualities/Characteristics

Values & promotes diversity  
Committed to ESC  
Approachable, hands on, visible  
Decisions made in best interest of children  
Can maintain sense of community & small district feel  
Values input from all groups-parents, staff, kids  
Strong inspiring leader to build bridges & promote cohesiveness \*  
Recognizes the importance of differentiated instruction

Good communicator  
Fair, balanced, trustworthy, evoke team spirit \*  
Experience w/similar district  
Visionary  
Willingness to think outside the box  
Financially responsible \*  
Long-term vision and a plan to get there  
Has had experience with and values PLC \*  
Experience with divisive/controversial Board  
Stands up for kids  
Superintendent/District level experience  
Someone who understands the "big picture"  
Committed to raising student achievement and closing achievement gaps \*

## GROUP #5

### Strengths

Special Ed Dept/program  
Sp. Ed. Preschool  
Typical Peer program-Preschool  
After school childcare/enrichment  
Summer enrichment  
High SES demographic  
PLC's \*  
Great teachers/staff \*  
Programs offered at schools  
School facilities  
Leadership of prior Supt. Bishop \*  
Leadership of principals  
ESC  
Students are #1  
Ability to mobilize on all levels over critical issues \*  
Attracts students and employees  
Employee childcare program  
Student data support for sites (Jonathon) \*  
Salaries are fair  
Personal-great interaction  
Academic achievements \*  
Strength of administrative assistants group \*  
Parental support  
Technology afforded students \*  
Financial support of the community  
Basic Aid  
Previous support of Foundation  
History of effective problem solving

Supt. Connected at State level

### Needs/Issues

Current Board has damaged District and morale w/financial decisions, erosion of trust by micromanaging \*

Board does not support/respect District Administration

Perception that the Board is looking for a "yes man" for Supt.

Perception that cost of buy out of Supt. has damaged fund raising/support

Public does not trust Board

Need to build good public relations

Board needs to understand its role \*

Board members are insensitive to their negative effect in public

Schools are not equal/need some uniformity; e.g. Spanish program only at one school

Board needs education on Board interpersonal relations \*

Board members' comments can be perceived as rude & hurtful

Strategic Plan-need to identify a direction & continue moving forward

Meaningful Strategic Plan based on real/valued input

More district guidance on common policies/procedures \*

New employee childcare facility

Continue high standards/Instructional program

Continue PLC's \*

A board of Ed that supports/ works well with Supt. \*

Erosion of trust with board \*

Board has predetermined direction w/out concern for input and hasn't shared it – lack of transparency \*

Concern that search process is window dressing – not sincere effort \*

Board out of balance representing one school

Improve relationship with foundation

Need new district office

Parents are best asset & sometimes worse liability – rumor and lack of info

### Qualities/characteristics

Someone who doesn't micromanage

Very strong leader

Good listener

Confident

Competent

Someone willing to make tough decision and stand behind them

Sense of humor

Experience working w/difficult Boards

Thick skin

Integrity

Interpersonal/relationship skills

**Trustworthy**  
**Visionary-Forward thinker**  
**Visible/approachable at all sites**  
**Strong financial background**  
**Experienced Supt.**  
**Experience in education-multiple levels**  
**Ability to work w/strong entitled parents**  
**Ethical**  
**A leader for all levels of employees**  
**Knowledgeable of PLC's and district's programs**  
**Cares about classified staff**

DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM

The Cosca Group (TCG) has been retained by the Board of Education of the Del Mar Union School District to assist in the search and selection process for the new Superintendent of Schools. If you did not have the opportunity to attend one of the open forums and wish to give your input, please complete the information requested below. Your input will be considered in establishing the qualities and characteristics required for your new Superintendent. The Board and The Cosca Group appreciate your input and thank you for your participation.

Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

The needs of our students.  
All decisions are made with  
the needs of our students first!

2. What do you consider to be the greatest needs/critical issues facing the District?

We need to get harmony  
and cooperation back. We need  
to regain trust in our board.  
We need to know we are supported  
and respected as teachers!

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

We need someone very balanced with lots of experience. Someone with Education as their background.

4. What will be the greatest challenges a new Superintendent will face?

Restoring the integrity of this district.

Name (optional): \_\_\_\_\_

**Please return this form to one of the following:**

**The Superintendent's Office in an enveloped marked "Confidential - Superintendents Search" or by mail to Frank Cosca, 4751 Mangels Boulevard, Fairfield, CA 94534 or by fax to (707) 422-6494.**

DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM

The Cosca Group (TCG) has been retained by the Board of Education of the Del Mar Union School District to assist in the search and selection process for the new Superintendent of Schools. If you did not have the opportunity to attend one of the open forums and wish to give your input, please complete the information requested below. Your input will be considered in establishing the qualities and characteristics required for your new Superintendent. The Board and The Cosca Group appreciate your input and thank you for your participation.

Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

~~It~~ It was Tom Bishop!  
I am so upset by our  
new school board.

Gary Wilson should be our superintendent!  
He has the experience and knowledge.

2. What do you consider to be the greatest needs/critical issues facing the District?

4. board members from 1 school.  
That sounds like a  
military coup to me!

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

He/she must lead!! - this District puts out high standards... He/she must continue, improve, & encourage those who bring in the ~~best~~ ~~best~~ ~~best~~ the high marks:  
↑ DATA ↓

TEACHERS!

lastly, A. Super must want to encourage those who are unprotected.

4. What will be the greatest challenges a new Superintendent will face?

Respect!

Name (optional): \_\_\_\_\_

**Please return this form to one of the following:**

**The Superintendent's Office in an enveloped marked "Confidential - Superintendents Search" or by mail to Frank Cosca, 4751 Mangels Boulevard, Fairfield, CA 94534 or by fax to (707) 422-6494.**

DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
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- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

1) the District puts kids first! And Ateneaside  
the Parents help (Volunteers they're awesome!)

2) TEACHERS!!

3) Can do district ... mostly everything is funded by  
Outside help ... just incredible.

2. What do you consider to be the greatest needs/critical issues facing the District?

Communication: with all structures of the district

Board .. no confidence ... need Leadership!  
not Politics!

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

Leadership Characteristics would include open-mindedness, and being non-partisan. He/She would work within the laws and the input of the employees and community to make decisions that will support our growth and health as a whole. A background in education at the elementary level is important. Additionally, management and past successful collaboration is important. To be an excellent public speaker.

4. What will be the greatest challenges a new Superintendent will face?

I believe the greatest challenge will be to bring a cohesiveness <sup>among</sup> the school community and the school board. Transparency is important but so is asking the correct questions and not letting information gathering become a stampede of people trying to save their jobs. Positive communication is key!

Name (optional): \_\_\_\_\_

Please return this form to: Lesla House - School Admin Asst.

**DEL MAR UNION SCHOOL DISTRICT  
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Certificated     Classified     Confidential     Management  
 Parent     Student     Concerned Citizen  
 Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

- 1) Professional learning communities on Wednesdays. Teachers assess and determine their goals. They then reassess to see if goals were met or what changes are needed.
- 2) We review programs with a combe of certificated, classified and parent committees before ~~beginning~~ implementing the program in the district.
- 3) Our school sites are functional and ~~our~~ atmosphere is friendly and positive.

2. What do you consider to be the greatest needs/critical issues facing the District?

DMUSD needs leadership that is able to see the needs of the district as a whole entity. Leadership needs to realize that what is done at one site will affect another site. Leadership needs to ask "what are your needs?" and then take the responses and assess them to determine what the majority wants. Additionally, stating what response was recieved is important.

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

- Strong communication skills to clearly explain to the parents + public the needs to take the district to the next level - ie foreign language programs, and plans to pay for the ESC program that parents have consistently said they wanted
- Leadership skills in dealing with external entities - ie the Foundation, corporate partners, and state of CA

4. What will be the greatest challenges a new Superintendent will face?

- To deal with a divided school board
- To resolve the rift between the schools on the west side of I-5 and those on the east side.
- To optimize use of school real estate

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Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

Outstanding principals, teachers and staff, parent involvement, and ethnic and cultural diversity of the students.

2. What do you consider to be the greatest needs/critical issues facing the District?

- Heal the wounds resulting from Tom's leaving;
- Resolve how to fund the ESC program now that the foundation has been eviscerated by the action of the board
- Implement the foreign language immersion program that we parents requested 6 years<sup>ago</sup> in our strategic planning sessions at school + district levels

- 
3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

Keeping the board  
unbiased towards  
favoring The Heights

4. What will be the greatest challenges a new Superintendent will face?

Name (optional): \_\_\_\_\_

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- Parent  Student  Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

The teachers.

2. What do you consider to be the greatest needs/critical issues facing the District?

Having the board make unbiased decisions.

(over)

- 3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

Leadership  
 Confidence  
 Honesty  
 Trustworthy  
 Experience

- 4. What will be the greatest challenges a new Superintendent will face?

The Board!

Name (optional): \_\_\_\_\_

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Please check your classification:

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- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

Teachers

2. What do you consider to be the greatest needs/critical issues facing the District?

Too much power in the Board.  
The super needs to be able to make decisions w/o pressure from the Board.

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

- One who listens to all, but has the strength of his/her own personal convictions + sense of purpose for the district.
- Experience in a district of similar size + demographics.

4. What will be the greatest challenges a new Superintendent will face?

- ① Getting caught up in the existing bickering + micro-management which seems to prevail with the present board.
- ② To renew the trust between teachers + board.

Name (optional): \_\_\_\_\_

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Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

Its commitment to the highest standards of education possible for all the students & its constant striving to improve on even the already excellent programs.

2. What do you consider to be the greatest needs/critical issues facing the District?

① To regain the spirit of trust & cooperation which has existed up until the past couple of months. ② To be able to speak openly about issues of concern without fear of putting one's job in jeopardy. ③ To get the foundation & the board working together again for the benefit of all the schools.

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- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

2. What do you consider to be the greatest needs/critical issues facing the District?

*Continued funding of the ESC programs, Art, Music, Technology, Science + PE.*

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

I would like the next superintendent to have the ability to make decisions, and explain the reasons behind those decisions, without sending everything to committee. I would like to see a superintendent who will discourage frivolous spending on district sponsored events (we can buy our own lunches) and instead concentrate on the needs of the classrooms and students.

As an employee, I would like to be acknowledged, not with a piece of certificate, but with a simple hello. If addressed on an issue, I would like to be spoken to, not spoken at.

4. What will be the greatest challenges a new Superintendent will face?

Before taking the district forward, the new superintendent will need to bring together the community, staff and a school board that is both divided and disillusioned. Continuing to fund the beneficial programs already in place along with funding new innovative programs will also be a challenge.

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Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?  
*The District's greatest strength is the ability to very successfully educate students from varied backgrounds.*

2. What do you consider to be the greatest needs/critical issues facing the District?  
*One of the greatest needs of the District is to maintain funding to keep programs running at top levels. There is also a need to return the district to a state of efficiency that limits waste and puts students first.*

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

A strong leader who's not afraid to go against the Board if he feels he's in the know. Not a puppet to do only as a group of people want him to do. To have respect for the District as a whole!!

4. What will be the greatest challenges a new Superintendent will face?

The difficult parents, the budget and any cuts that need to be made. Gaining the respect of the staff, and ~~managing~~ bridging the gap between the Board and staff, so we can trust them.

Name (optional): \_\_\_\_\_

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Please check your classification:

Certificated  Classified  Confidential  Management

Parent  Student  Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

The staff of dedicated teachers and principals who have weathered the storms of this past year.

2. What do you consider to be the greatest needs/critical issues facing the District?

Preserving the school and the programs we have in place. Keeping the integrity of our school.

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

Someone who has a vision for our district, based on teacher/parent input. They need to be a true leader and bring new ideas to the table.

They need to listen to valued members of our staff who have seen trends come and go and truly listen to the teachers and parents (who are the heart and soul of this district).

NOT Someone who just passes board initiatives.

4. What will be the greatest challenges a new Superintendent will face?

Filling the shoes of a Superintendent that very much listened and worked with all staff members. He created a "family" striving for "excellence" at our district. We are missing this now with out his leadership.

Name (optional): \_\_\_\_\_

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- \_\_\_ Parent    \_\_\_ Student    \_\_\_ Concerned Citizen
- \_\_\_ Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

District collaboration - one common goal throughout the entire district of putting the students first. An open atmosphere of respect and discussions between administration and teachers. Setting achievable goals for the entire district (PLC, technology... etc).

2. What do you consider to be the greatest needs/critical issues facing the District?

We are not unified with one common voice led by a capable superintendent. We are making drastic changes based on the views of the new board - not what creates a great program for all.

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

1. An open and approachable style
2. Interested in all staff, certificated and classified
3. Wanting the best for the District students, but being aware of guidelines and restrictions while working on achieving the goal.

4. What will be the greatest challenges a new Superintendent will face?

Working effectively with board members  
Being accepted and trusted by both staff and community.

Name (optional): \_\_\_\_\_

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Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

- financial stability
- outstanding student achievement
- staff desire to maintain and/or improve student achievement and reach goals

2. What do you consider to be the greatest needs/critical issues facing the District?

- new facility or modernization of existing for District Office to not only provide adequate work space and storage, but lunch room and restrooms that are appropriate.
- trust and understanding between Board and Superintendent and staff members so that work can move forward and be completed efficiently

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

Someone approachable by all no matter what their level as employees of the District. Someone who will seriously consider the requests or concerns of employees or parents. Someone who can appreciate the value of the jobs done by each employee. Someone willing to work as a team for the benefit of all.

4. What will be the greatest challenges a new Superintendent will face?

An inexperienced School Board.

Name (optional): \_\_\_\_\_

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Please check your classification:

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- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?  
*Dedicated, hardworking staff members who care to make the educational experience of the students the best nationwide and the involvement of the parents.*

2. What do you consider to be the greatest needs/critical issues facing the District?

1. *For the school Board, the Superintendent, the principals, the teachers, and the support staff to all trust each other and work in harmony as a team for the benefit of the students.*
2. *To provide new multi-stalled bathrooms at the District office or relocate it to a better site.*
3. *To make sure the salary schedule is fair for classified employees.*

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

- Good listener
- Open minded - doesn't make ~~any~~ decisions before hearing input
- A fair person who doesn't treat support staff like me

4. What will be the greatest challenges a new Superintendent will face?

- finding financial solutions as prices rise and money gets tighter

Name (optional): \_\_\_\_\_

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Please check your classification:

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- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

- Our high academic merit
- High caliber staff

2. What do you consider to be the greatest needs/critical issues facing the District?

- Keeping education at all 8 campuses equal — some schools have richer families — does that mean we will accept unequal education?

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

The most important thing for a superintendent to do is put the students first and always keep in mind what is best for them and their family.

4. What will be the greatest challenges a new Superintendent will face?

The greatest challenge will most likely be stepping in to a new position in a district with high standards, and extremely involved parents.

Name (optional): \_\_\_\_\_

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Please check your classification:

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- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

The greatest strengths of DMUSD is that the staff support each other, we strive to do our best and we maintain high expectations for our students.

2. What do you consider to be the greatest needs/critical issues facing the District?

I think the budget cuts could pose a problem.

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Please check your classification:

- Cerificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

- Great Administrators
- Staff trainings
- PLC time

2. What do you consider to be the greatest needs/critical issues facing the District?

- staff moral

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Please check your classification:

Certificated     Classified     Confidential     Management  
 Parent     Student     Concerned Citizen  
 Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

*High socio-economic demographic*  
 → Relatively high intellectual level of students  
 → Parental interest/involvement  
 → Monetary support  
    → ability to fund ESC  
 → Less behavioral problems  
    → Teaching/learning facilitated  
 So - DMUSD is attractive to teachers and  
 has pick of the best

2. What do you consider to be the greatest needs/critical issues facing the District?

Fractious Board vs teachers & staff  
 PTA - Foundation turf issues  
 State funding

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Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

*The district's greatest strength is the ability to very successfully educate students from varied backgrounds*

2. What do you consider to be the greatest needs/critical issues facing the District?

*One of the greatest needs of the district is to maintain funding to keep programs running at top levels. There is also a need to return the district to a state of efficiency that limits waste and puts students first.*

**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM**

**Classification:  
PARENT**

**1. What do you consider to be the greatest strengths of the Del Mar Union School District?**

- a) Involvement and passion from the community. Although this involvement and passion frequently leads to conflict, it clearly demonstrates that most parents in the district place a high value on education and are deeply interested in helping shape children's educational futures.
- b) High quality reputation of the district. The DMUSD enjoys an outstanding reputation as one of the best districts in the area with high test scores to prove it. While it is certainly one of DMUSD's greatest strengths, this reputation can also become one of its weaknesses if it allows the district to "rest on its laurels", forgo innovation and feel justified in disregarding any critics.

**2. What do you consider to be the greatest needs/critical issues facing the District?**

To identify and prioritize the needs of the entire DMUSD student population rather than focus on the wants/needs of select, vocal groups of parents, administrators and/or Board members. This means studying the population to gain an understanding of what the strongest needs are instead of responding to the squeakiest wheels and/or pet projects of a vocal minority.

For example, DMUSD's population of English language learners has exploded in the past 3-5 years, growing at 77% last year alone. Regardless of this fact, the district still does not have an English Learner (EL) program. Students who should be able to depend on EL services don't have adequate access to them. In addition, DMUSD is out of compliance with state/federal EL mandates. Sadly, this critical issue remains low on the list of priorities simply because there is no vocal group of parents, board members and/or administrators supporting it. Critical programs such as this should not languish simply because the vocal minority is unaware of the need and is focused on other issues – we need strong leadership to ensure it happens.

**3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues above?**

- a) Must be strong, steady, fair-minded and determined.
- b) Must be open, communicative and responsive.
- c) Must follow-through with actions, not words, to develop trust.
- d) Most importantly, the Superintendent must maintain a laser-like focus on what's solely in the best educational interest of the student population and not pander to any group of other stakeholders no matter how vocal or influential.

**4. What will be the greatest challenges a new Superintendent will face?**

- a) Bringing the community together to create consensus on district-wide priorities that address the majority of students' educational needs.
- b) Fixing, or leading the charge to fix, the myriad problems caused by the issues surrounding funding enrichment positions through the Education Foundation.

**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM**

The Cosca Group (TCG) has been retained by the Board of Education of the Del Mar Union School District to assist in the search and selection process for the new Superintendent of Schools. If you did not have the opportunity to attend one of the open forums and wish to give your input, please complete the information requested below. Your input will be considered in establishing the qualities and characteristics required for your new Superintendent. The Board and The Cosca Group appreciate your input and thank you for your participation.

Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

In the past, one of the greatest strength I have witnessed is a true commitment to collaboration from staff, parents and board members in solving problems. This is sadly no longer true with this current board. I would like to see the district return to a collaborative working relationship where trust thrives.

2. What do you consider to be the greatest needs/critical issues facing the District?

Board members refusing to understand their role. Too many big egos thereby micro-managing the district in which they ignore best business practices. The contrast from the previous administration and now is ~~stunning~~. Employees are confused for lack of direction ("who is in charge?"), fear of retaliation from board members if they speak up (a real, perceived fear among employees), and increasingly common knowledge in the community about the 'Del Mar HEIGHTS Union School District'. All in all, total chaos and no confidence in this board to do what is best for all the students in the district.

- 3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

Under Tom Bishop's leadership the district was smooth running, as evidenced by the academic excellence in teaching and the cultural enrichment opportunities, and the absence of negative weekly reports in the local newspapers.

Unfortunately, it is not likely the Three Stooges, due to their arrogance and huge egos, will admit their obvious mistake, make amends with Tom Bishop and rehire him.

So many of us believe the best course is for the district to hire a Tom Bishop clone. Use Tom Bishop's CV as the template for the search for a new superintendent, finding a candidate who will put the District administratively "back on track" and be willing to "push back" when the Three Stooges do something that is just plain irresponsible, as they frequently do.

- 4. What will be the greatest challenges a new Superintendent will face?

*The Three Stooges with their incompetence, arrogance, meddling, and micromanagement that alienates the teachers and staff will be the greatest challenge. Such a challenge would be easy to solve, if the Three Stooges would resign for the sake of the children and just go away.*

The new Superintendent simply needs to get the district back to the smooth running organization that it was under Tom Bishop.

Name (optional): \_\_\_\_\_

*Please return this form to one of the following:*

*The Superintendent's Office in an envelope marked "Confidential - Superintendents Search" or by mail to Frank Cosca, 4751 Mangels Boulevard, Fairfield, CA 94534 or by fax to (707) 422-6494.*

### DEL MAR UNION SCHOOL DISTRICT SUPERINTENDENT SEARCH WRITTEN INPUT FORM

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Please check your classification:

Certificated  Classified  Confidential  Management

Parent  Student  Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

- The support from the community + the support from the staff members of DMUSD.
- Up-to-date school facilities.
- Parent involvement as volunteers (not as micro managers!)
- Awesome + hardworking staff! (Classified + Certificated)

2. What do you consider to be the greatest needs/critical issues facing the District?

Bringing the schools together as a community. Certificated vs. Classified staff. Teachers are placed on a pedestal, while the classified staff are treated like peasants. Even the <sup>current</sup> school board treats the classified staff like "grunts." A new district office + childcare facility are needed. District office works in a mold - content schedule-filled, out of

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

- Someone who knows how to recognize [publicly] classified staff who have ~~worked~~ worked hard and are not treated like 2nd class citizens [next to certificated staff].

- Someone who "stands-up" to the micromanagement of a board of trustees [who are on power trips].

- Someone who understands that the District Office, Childcare, Technology & Maintenance facilities need to be updated immediately!

4. What will be the greatest challenges a new Superintendent will face?

The board of trustees who only care about the success of Del Mar Heights School. The board's micromanagement and "vendetta" style of voting. Learning that w/o classified staff, their job(s) would never get done!

Name (optional): \_\_\_\_\_

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**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM**

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Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

Until the Bishop ouster, I believed this was an ideal district. Our family relocated from San Diego specifically to be in it. Reform ~~is always~~ should be a healthy process, but in the last year the baby has been thrown out with the bathwater.

2. What do you consider to be the greatest needs/critical issues facing the District?

The new board members and the malcontents who put them in place have created a crisis for the district. This fact must be recognized and resolved. Secondly, a recovery plan must be put in place and then adhered to despite the inevitable criticisms.

- 3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

I think the superintendent and all those supporting him - including the board - ~~needs~~ should have the strength to follow through on approved plans without being sidetracked by politics. I have no faith in the current board at all, and only hope the new superintendent will be able to cope with them until they are gone.

- 6. What will be the greatest challenges a new Superintendent will face?

From my perspective, the Bishop ouster and current search for a replacement are the result of a few parents in the district who feel the need to create problems - presumably because they don't have enough to do. In my dealings with the DMUSD district office, I have found everyone to be extremely accommodating. This is great, but you cannot make everybody happy. Vocal minorities need to be recognized as such.

Name (optional): \_\_\_\_\_

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**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM**

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Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

*Small class size  
Teacher experience  
Parent involvement/volunteering  
Music, Art, Science & PE programs*

2. What do you consider to be the greatest needs/critical issues facing the District?

*Budget crisis  
Annual collection bargaining  
Parental confusion on the different  
roles/responsibilities of the District  
and Foundation*

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

1. Excellent organizational & fiscal management skills
2. Strong collaborative & visionary leadership skills
3. Ability to deal direct w/ staff, student parents & community members
4. Open-minded & considers all points of view prior to making a decision
5. Be able to build consensus and support for a shared vision for the future

4. What will be the greatest challenges a new Superintendent will face?

#5 above

Name (optional): \_\_\_\_\_

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3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

- An inspirational leader who is a passionate defender of public education
- A sincere, compassionate leader who truly cares about all students
- A leader who understands the challenges of a changing & growing community
- A leader with a clear vision to see problems and offer a variety of creative and positive solutions
- An honest person who has true appreciation for teachers and their value to students & society

4. What will be the greatest challenges a new Superintendent will face?

Working with this school board  
How to fund ESC?

Name (optional): \_\_\_\_\_

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**DEL MAR UNION SCHOOL DISTRICT  
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**I have been teaching for 10 years, 8**

Please check your classification: **in Del Mar.**

- Certificated**       **Classified**       **Confidential**       **Management**
- Parent**       **Student**       **Concerned Citizen.**
- Other (please specify):** \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

- **child centered, always acts on what is best for the students**
- **innovative, not afraid to try new things**
- **Professional Learning Communities**
- **beautiful facilities**
- **top notch Staff**
- **high morale**
- **professionalism**
- **wonderful Community**

2. What do you consider to be the greatest needs/critical issues facing the District?

**We are in need of a Superintendent who exemplifies the strength and know how to work with a school board that is power hungry and trying to micromanage our entire school district. Due to the recent actions of our school board, morale is slipping and we need a strong leader!**

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

- respectful
- open-minded
- cutting edge
- innovative
- fair
- listens to ALL sides
- Strong leader
- Will not be a puppet to our School board
- recognizes a good thing
- tries not fix something that isn't broken
- believes in the Professional Learning Community philosophy

4. What will be the greatest challenges a new Superintendent will face?

In all honesty, working with the current School Board along with pushing an already high performing school district to an even higher level.

Name (optional): \_\_\_\_\_

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**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT**

I am a concerned citizen and community member whose children graduated from the Del Mar School District. A long-time advocate for public education, I have participated at many levels in the schools of this community, and was the community representative in the Strategic Planning Team established by Tom Bishop in 2001. During the years my children were in school I attended Board meetings in the Del Mar and San Dieguito School Districts with regularity.

For the last 4 months, deeply concerned about the events that have unfolded in the District since the election of 2006, I have attended Board meetings with an aim of forming my own opinion about what is going on here. I offer you my comments with the hope of helping you assemble as complete and accurate a picture as possible.

I will leave it to parents whose children are currently enrolled in school to tell you of the strengths of the District. But I will emphasize that this has always been a community with great faith in education and great pride in its schools. I will further combine my answers to the remaining questions, in the interests of brevity.

**What do you consider to be the critical issues facing the District? What will be the greatest challenges a new superintendent will face?**

The new superintendent, like the former, will face a dysfunctional board majority that seeks to exercise its authority without having any clear understanding of what that authority is. (Two of them refused to participate in CSBA training offered after their election in 2006.) Micromanagement and interference in daily performance of staff is rampant. Board meetings, which should be models of business efficiency, have become screenplays worthy of the Keystone Cops, with ineptitude and incompetence demonstrated at every meeting. In their desire to be "transparent" the board majority has trivialized everything, giving equal importance to minor items pulled from the consent agenda and major items of policy and curriculum. A quick look at the District web site will tell that this Board has had 20 special meetings this year to date, (June 6, 2008) mostly because they are unable to complete the District business even in lengthy 6- and 7-hour meetings as they flounder from one opinion to the next, from one question to

another, with no apparent organization or preparation. Questions and items which could and should be dealt with before the meeting are dwelt on at length, often, it seems, with the deliberate intention of embarrassing staff and implying lack of attention to detail, but which serve, in fact, to illuminate the Board member's own lack of preparation. Two examples will serve to illustrate: the position of Director of Technology has remained unfilled since September 2007; it took 3 months to choose a consultant to organize the superintendent search. I recommend that the consultants listen to audios of the difficulty this Board has in approving minutes; It has to be experienced to be believed.

Board authoritarianism remains unalloyed as the Board majority seeks control at all levels, including the Teacher Union, the PTAs, and Personnel. Unless and until the superintendent can manage the Board and teach them their proper role in the District, chaos will prevail. Teacher morale is at an all-time low; an unhealthy suspicion of the motives of other schools, other teachers, other parents is rampant. Teachers expect no support from this Board and fear that no superintendent can control the damage. Schools will, I fear, close ranks and wait until it is over.

A new superintendent must have superhuman skills to navigate the shoals he will find here in DMUSD. Not the least will be the ability to endure public humiliation and insult from his Board, and dismissal of his professional opinions and expertise.

1000 Marshwood Drive  
Del Mar, CA 92014

**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
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Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?  
*The children, parents, and staff that care greatly about this district.*

2. What do you consider to be the greatest needs/critical issues facing the District?  
*A board that only cares about 1 school site, and the children within that school.  
 Low morale of all employees and lack of trust of the board and acting superintendent.*

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

A leader  
able to support but allow staff to do their  
job without micromanaging.  
able to bring the district back to a whole instead  
of fractured.  
able to speak up to the board of Trustees.

4. What will be the greatest challenges a new Superintendent will face?

The board of Trustees.

Name (optional): \_\_\_\_\_

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Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

Greatest Strengths: Outstanding educational program and staff. Good fiscal management in past years, but now am concerned about some irresponsible decisions being made by current board. Facilities are state of the art and offer good settings for teaching and learning.

2. What do you consider to be the greatest needs/critical issues facing the District?

Greatest needs: A school board that realizes there are 8 schools in the District. Am greatly concerned about "Heightsification" of district and favoritism towards that one school. Any new programs attempted at this time of fiscal uncertainty should not put an undue burden on the budget. This board seems to have its hands in everyday management which is not the role of the school board. They pretend to understand the issues, but seem to have board meeting after board meeting at times that the general community cannot attend. What happened to transparency?? It seems to be gone.....or never really was intended. The District used to be kid friendly, but kids are rarely mentioned by this board. They are not decision makers as they clearly have stalled in all important tasks. It is concerning that the good staff that has been assembled will flee to other places.....the District's future is at risk. The long time strategic plan seems to have disappeared and with it any priorities for moving forward.

- 
3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

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The new Superintendent needs to strong and willing to face the board head on to get them in the right direction and put them in their place. We need a fiscally informed decision maker and one who has an understanding of the state budget and its importance for schools. Basic aid funding is unique and the new leader must understand the way it works and the critical need for not spending the reserve for ongoing costs.

4. What will be the greatest challenges a new Superintendent will face?

---

The greatest challenge for the new Superintendent will be to get the dysfunctional school board to understand they are way out of line. Priorities, one, two and three should be children.....

Name (optional): \_\_\_\_\_

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Please check your classification:

- Certificated     Classified     Confidential     Management
- Parent     Student     Concerned Citizen
- Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

The greatest strengths of the Del Mar Union School District are its students, teachers families and the community's unified commitment to high quality educational programs.

2. What do you consider to be the greatest needs/critical issues facing the District?

The District has not completed its transition from a small town district to a larger or medium-sized, professionally<sup>run</sup> district. Under Annette Easton's leadership it is moving in that direction. Financial management will be the most important issue in the near term.

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

1. The Superintendent needs to be accessible to the parents of the community and deferential to the preferences of the Trustees and the entire community.

2. The Superintendent will be managing a District that has many inherent excellent qualities, ample resources, excellent teachers a community of families that values education. Our community is mostly unified but our last Superintendent was divisive and dismissive of

4. What will be the greatest challenges a new Superintendent will face? <sup>many parental demands we need to be inspired.</sup>

- 1. Uniting the community around common goals.
- 2. Financial management that preserves many of our current programs under difficult budget pressures.
- 3. At CDM, neighborhood zones, impact us adversely as the incomes at our school are lower. <sup>with variation in parental school support</sup>

Name (optional): \_\_\_\_\_

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the District should be sensitive to the need ~~to~~ to maintain uniformity.

**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
WRITTEN INPUT FORM**

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Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

a. The DMUSD has widely acclaimed academic excellence, outstanding enrichment programs and an exceptional group of career professionals. Unfortunately, since Easton, White and McDowell, who are known in the community as the "Three Stooges", joined the Board, these strengths are rapidly eroding.

b. Also, the DMUSD expanded from two schools to eight schools in just ten short years, within budget and on schedule. Again this accomplishment points to an outstanding staff and a smooth running district that didn't need "fixing."

2. What do you consider to be the greatest needs/critical issues facing the District?

a. Getting the District "back on track" by retaining the professional teaching and administrative staff who have been thoroughly alienated by the meddling and micromanagement of the demonstratedly incompetent Three Stooges.

b. Getting the District fiscally "back on track" with Del Mar Schools Education Foundation, whose financial contributions to the District, the Three Stooges has all but destroyed.

**DEL MAR UNION SCHOOL DISTRICT  
SUPERINTENDENT SEARCH  
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Please check your classification:

Certificated     Classified     Confidential     Management

Parent     Student     Concerned Citizen

Other (please specify): \_\_\_\_\_

1. What do you consider to be the greatest strengths of the Del Mar Union School District?

Outstanding staff, challenging our students to succeed. Being #1 in educating our students.

2. What do you consider to be the greatest needs/critical issues facing the District?

A board that is working together with parents and staff for the good of the district as a whole not just for 1 or 2 schools.

3. What leadership qualities and characteristics do you wish to see in the new Superintendent in order to support the strengths and deal with the needs/critical issues indicated above?

A leader that takes all interest into consideration for the good of our schools and students.  
flexibility.

4. What will be the greatest challenges a new Superintendent will face?

The current board, of whom have their own agenda and don't think only of their personal school.

Name (optional): \_\_\_\_\_

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