



**Mansfield Public Schools
Superintendent Search - 2015**

Leadership Profile Report

**Appendix A:
Online Survey Data for Questions #1 - #5**

May, 2015

INTRODUCTION

The Cooperative Educational Services (C.E.S.) Executive Search Services consultant conducted an online survey in the Mansfield community that was accessed on the district website from April 6 through April 24, 2015. All members of the Mansfield school community were invited to participate in the online survey via a news release in local papers, notifications posted on the district website, and through broadcast email messages to school staff and parents.

The online survey was developed by the search consulting firm and resided on the C.E.S. server at the Trumbull, CT office. Participants were directed to access a special "link" on the school district's website homepage that linked them with the survey instrument at an offsite location. Data collected through the online survey was anonymous and organized around frequent "themes" or "ideas" that surfaced throughout the responses. A total of one hundred and fifty-eight (158) people chose to participate in the online survey.

The online survey required participants to respond to the following questions:

Online Survey Questions

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

The C.E.S. consultant and her assistant compiled the data generated from the online survey and organized the raw data into charts that show the results for the first five questions on the survey. Responses to the two open-ended questions are included in Appendix A: Online Survey Questions #6 and #7.

Responses to Question #1:

Tell us about yourself. Check all categories that apply.

Survey respondents were asked to identify all categories to describe their own demographic from a list of possible choices. Therefore, the overall count of demographic categories included in the tally, which is two hundred and twenty (220), is greater than the total number of unique survey respondents which was one hundred and fifty-eight (158).

The data in the chart below provides a break-out of the categories of people who chose to take the online survey along with the percentage each category of respondents represented in the overall group of respondents.

Respondent Categories (Listed in order of overall representation)	Count Per Category	Percent of 220 ⁽¹⁾ Responses
Parent of Mansfield Public Schools student	73	33%
Teacher or other certified staff member in Mansfield Public Schools	47	21%
Non-certified staff member in Mansfield Public Schools	25	11%
Parent of a young child who will be a future Mansfield Public Schools student	16	7%
Resident, not a parent of a school-age child	13	6%
OTHER: (1) PTO Officer; (2) Spouse of E.O. Smith educator; (3) University professor; (4) Employee; (5) Certified staff; (6) Administrator in different district; (7) Parent of students who went through district; (8) Retiree; (9) Retiree; (10) Retiree	10	5%
Student currently in Mansfield Public Schools	10	5%
Senior citizen in Mansfield	8	4%
Student recently graduated from Mansfield Public Schools	7	3%
Elected town official or member of a board, commission, council, etc.	6	3%
Administrator in Mansfield Public Schools	4	2%
Business owner in Mansfield	1	≤1%
	220 ⁽¹⁾	

(1) Note: Given that there were 158 unique respondents, the total of 220 responses suggests that several of the respondents fit more than one demographic category.

Ranked Responses to Question #2:

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

TYPE OF PROFESSIONAL EXPERIENCE	Total Responses: from 158 respondents	Percent of the 158 respondents choosing item
Served as a classroom teacher or other certified faculty position at the school level	116	73%
Served as an assistant superintendent in another district	90	57%
Served as a school principal or an assistant principal	85	54%
Served as superintendent of schools in another district	83 ⁽¹⁾	52%
Served as a central office supervisor or director of curriculum and instruction, special education, student services, human resources, etc.	54	34%
Served in the private sector as a manager or supervisor of an organization in addition to working in a public education organization	15	9%
OTHER: (1) Military veteran, should not be hired within the Mansfield Public Schools system not have family member in system or on BOE; (2) Should have a well-rounded experience-based understanding of all levels of operations in a school district - it should be more about their personal achievements and fit with Mansfield. Shows a broad understanding of educational practices AND has creative ideas for implementing them.	2	1%
	445 ⁽²⁾	

(1) Note: A fourth choice is highlighted because of the high ranking it received.

(2) Note: With 158 unique respondents requested to make 3 choices each, the total number of expected responses would have been 474; however, some respondents selected fewer than 3 choices; therefore, the total number of responses was less than 474 possible responses.

Ranked Responses to Question #3:

What graduate degree would you prefer the new superintendent to have earned? Select one (1).

(Note: Candidates must hold a #093 certification regardless of graduate degree in order to serve as a superintendent in Connecticut.)

Graduate Degree Earned	Total Responses:	Percent of the 170 Responses for this choice
Master's Degree in educational leadership or other relevant area	90	53%
Doctorate in educational leadership or other relevant area	80	47%
	170 ⁽¹⁾	100%

(1) Note: There were 158 unique respondents; however, some respondents chose both items, affecting the total number of responses and the percentages.

Ranked Responses to Question #4:

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

Leadership Achievements	Total Responses From 158 Respondents	Percent of 158 choosing item
Facilitating school administrator and staff efforts to create and sustain a positive learning environment and school climate for ALL students	128	81%
Working with the Board of Education to engage in strategic and long-range planning for the school district	102	65%
Facilitating, monitoring, and sustaining a "healthy and productive" school district culture based on expectations of excellence in performance of all	102	65%
Facilitating and sustaining a climate of trust within the school district	92	58%
Improving and expanding professional development programs for ALL staff	83	53%
Recruiting, training, and retaining "high quality" district and school employees	80	51%
Working effectively with parents and parent groups /organizations	76	48%
Facilitating and sustaining climate of trust throughout extended community	72	46%
Improving school district operational efficiency and productivity	52	33%
Raising student achievement for ALL students	50	32%
Responding to and facilitating implementation of federal and/or state imposed school reform initiatives and mandates	40	25%
Facilitating and sustaining standards-based supervision and evaluation of staff and holding all employees accountable for the success of the school district	31	20%
OTHER: (1) A teacher-centered administrator may not have accomplished any of the foregoing - this question unnecessarily assumes that the superintendent needs to have prior administrative experience; (2) work on fixing current buildings and increasing staff/budget; (3) I would expect normal leadership requirements for this job - nothing more and nothing less; (4) Improve bus transportation and more enforcement against motorist running through bus lights when picking up school children; (6) all of the above are very important in today's educational world and community. We need trust with this person with funds as well as after what has happened in the past. Perhaps being accountable quarterly with reports to the board/investigated yearly; (7) Exceptional reviews by former staff; (8) experience with educational technology in schools; (9) Focus on increasing data-driven decision making at all levels; (10) Ensuring that educating the whole child is not lost in the aim to raise achievement and meet standards. Avoiding the overuse of commercial curriculum, curriculum development and experience; (11) to show respect for the staff that works directly with students and realize that their years of expertise are of value.	11	7%
	919⁽¹⁾	

(1) Note: With 158 unique respondents requested to make 6 choices each, the total number of possible responses was 948; however, some respondents selected fewer than 6 choices resulting in the total number of responses being less than the possible 948.

Ranked Responses to Question #5:

Given the current "state of affairs" in the school community, what specific administrative skills do you think the new superintendent will NEED to achieve early success in the Mansfield Public Schools?

Select your top six (6) choices.

Administrative Skills Needed	Total Responses From 158 Respondents	Percent of 158 choosing item
Skill in fostering good, productive community relations and communications	114	72%
Skill in fostering good faculty relations within and across schools	102	65%
Skill in curriculum design, implementation, and assessment of programs	98	62%
Skill in professional development of staff, both certified and non-certified	89	56%
Skill in communicating the district's needs and goals through the annual operations budget	92	58%
Skill in operational budget development and management	90	57%
Skill in policy implementation and monitoring administrative regulations and procedures to achieve accountability throughout the school organization	74	47%
Skill in instructional leadership and setting high standards for student achievement	77	49%
Skill in managing and coordinating operations in school facilities	52	33%
Skill in employee contract negotiations and personnel management	46	29%
Skill in overseeing supervision of special education and student services programs	45	28%
Skill in overseeing supervision of student activities (extracurricular, sports, etc.)	12	8%
OTHER: (1) Have a vision for Mansfield that goes beyond the current "Common Core" initiatives and has the leadership qualities that will help get us to those goals. Specifically, this person needs to inspire administrators, teachers, other staff members; (2) Supporting children and families; (3) Superintendent must have demonstrated skills in using technology for personal productivity. Needs those skills to make best choices for next generation of leaders and make good choices for district. We need much better technology savvy leaders for next generation of kids; (4) Skill in driving data-driven decision making at district level and across schools; (5) Supporting continued growth in technology use; (6) Honesty and integrity; (7) All skills very important; (8) Superintendent should be managing at a high level (contracts, personnel), not at school level dealing with sports or buildings; (9) Prioritize the health and well being of students and staff; (10)	10	6%
	901⁽¹⁾	

(1) Note: With 158 unique respondents requested to make 6 choices each, the total number of possible responses was 948; however, some respondents selected fewer than 6 choices; therefore, the total number of responses was less than the possible 948.