



**Mansfield Public Schools  
Superintendent Search - 2015**

**Appendix A:  
Online Survey Data for  
Questions #6 - #7**

**May, 2015**

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
1	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Be knowledgeable about curriculum and assessment to guide the district as continue to implement Common Core and SBAC</li> <li>• Develop a professional development plan for the district that covers multiple years and that would be reevaluated each year to ensure it meets the district needs</li> <li>• Understand the evaluation process and ensure it is carried out in the same manner at all schools in the district</li> <li>• Honesty and Integrity - These qualities should be highly evident in light of what the district has gone through this year</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure that all three elementary schools offer the same educational options for all students</li> <li>• Be sure that intervention models are carried in all schools and that both language arts and mathematics are covered</li> </ul>
2	<ul style="list-style-type: none"> <li>• Approachable</li> <li>• Innovative</li> <li>• Challenges the status quo</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with policy makers who do not understand educational practices and the challenges facing schools</li> </ul>
3	<ul style="list-style-type: none"> <li>• Communicating district's needs</li> <li>• Skill in operational budget</li> <li>• Foster faculty relations</li> <li>• Policy implementation</li> <li>• Foster community relations</li> </ul>	<ul style="list-style-type: none"> <li>• TRUST</li> <li>• Budget management</li> <li>• Communicating district's needs</li> </ul>
4	<ul style="list-style-type: none"> <li>• A visionary who collaboratively works to develop a overall district improvement plan</li> <li>• Uses data from all sources to identify areas of needed growth</li> <li>• Gets buy-in from all members of the community that these are the needs and this is our agreed upon plan</li> <li>• Uses resources wisely</li> <li>• Work with regional superintendent towards common goals -- common assessments and aligning curriculum with high school</li> </ul>	<ul style="list-style-type: none"> <li>• Reorganization of priorities</li> <li>• Reallocation of resources to meet priority needs</li> <li>• Bringing stakeholders towards a common vision</li> </ul>
5	<ul style="list-style-type: none"> <li>• Ability to recognize differential strengths within individual students</li> <li>• Ability to build a successful program that identifies and meets the needs of twice exceptional students</li> <li>• Able to communicate well with parents and administrators</li> <li>• Good problem solver/personable.</li> <li>• Strong teaching AND administrative skills</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a coherent curriculum</li> <li>• Providing ongoing training to teachers to help them keep up with new demands associate with common core and to learn to better identify children with learning disabilities (for all grades).</li> </ul>
6	<ul style="list-style-type: none"> <li>• Strong knowledge</li> <li>• Good interpersonal communication</li> <li>• Efficient</li> </ul>	<ul style="list-style-type: none"> <li>• Changing landscape of public education</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
7	<ul style="list-style-type: none"> <li>• It's vital to have a superintendent with at least 5-7 years classroom teaching experience at a regular public school rather than a magnet school</li> <li>• A superintendent needs above all to understand what teachers deal with every day and how best to support them</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with the pressure to focus too much on standardized testing</li> <li>• We would hope for a superintendent with a broader vision for educating the whole child and prioritizing holistic education and valuing music and the arts and 2nd language education at the primary level</li> </ul>
8	<ul style="list-style-type: none"> <li>• Effective Communicator</li> <li>• Proactive instead of reactive</li> <li>• Honesty</li> <li>• Positive and confident</li> <li>• Ability to delegate</li> </ul>	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Honesty</li> <li>• Getting us back on track with where we should be from a budget and facility perspective.</li> </ul>
9	<ul style="list-style-type: none"> <li>• He/she should be able to set forth a pattern of trustworthiness and transparency</li> <li>• He/she be open to suggestions and feedback, communicate well with families, staff, and community</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining the trust of the community</li> <li>• Gathering up the parts of the position that others managed over this school year</li> <li>• Gaining respect of school staff</li> </ul>
10	<ul style="list-style-type: none"> <li>• Good listener</li> <li>• Supportive</li> <li>• Ability to challenge current practices.</li> <li>• Forward thinking.</li> <li>• Bring out the best in others.</li> </ul>	<ul style="list-style-type: none"> <li>• School safety issues.</li> <li>• Improving communication.</li> <li>• Collaboration with staff and families.</li> </ul>
11	<ul style="list-style-type: none"> <li>• Effective communicator with teachers and parents</li> <li>• Capable of independent and inventive thought</li> <li>• Capable of instilling teacher loyalty to the district</li> <li>• Capable of a "hands off" approach to avoid micro-management of principals and teachers</li> <li>• Recognition of the limited utility of standardized test scores as a meaningful performance metric</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing trust with parents and teachers</li> <li>• Implementation of common core</li> <li>• Laying groundwork (literally and figuratively) for new school construction project</li> </ul>
12	<ul style="list-style-type: none"> <li>• Works well with teachers; has student's best interest at heart</li> <li>• Is honest</li> <li>• Has experience and has been challenged in previous jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidation / plan of the three schools into one school</li> <li>• Working with the Board</li> <li>• Providing opportunities to all students not just gifted</li> </ul>

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13	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Knowledge - deep understanding of the pre-K to 8 curricula, step changes expected as part of common core</li> <li>• Interpersonal skills - ability to work with teachers, administrators, students and residents</li> <li>• Diplomacy</li> <li>• Perspective - ability to step back from challenging situations and evaluate objectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial challenge - reduce class sizes and provide continued services within an acceptable town budget</li> <li>• Common Core Challenge - maintain excellent education at Mansfield schools while moving toward the very high standards of common core</li> <li>• Building challenges - school system has problems with outdated and inefficient buildings, how do we plan to address this</li> </ul>
14	<ul style="list-style-type: none"> <li>• Honest</li> <li>• Open minded</li> <li>• Enthusiastic</li> <li>• Involved</li> <li>• Detail oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining trust from community in leadership capabilities</li> </ul>
15	<ul style="list-style-type: none"> <li>• Puts best interests of students first when making decisions</li> <li>• Collaborative</li> <li>• Creative</li> <li>• Analyzes carefully before acting</li> <li>• Charisma</li> </ul>	<ul style="list-style-type: none"> <li>• Building credibility</li> <li>• Maintaining Educational Excellence</li> <li>• Collaborating effectively with stakeholders</li> </ul>
16	<ul style="list-style-type: none"> <li>• A supportive stance and the ability to advocate for what is fair with high integrity,</li> <li>• ability to listen to parents and staff and mediate when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining the trust of the staff and community.</li> </ul>
17	<ul style="list-style-type: none"> <li>• Someone who can listen to what the parents concerns are and what is best for our students</li> <li>• Get Mansfield schools back to their previous glory days. A town where people want to be because of excellence in education</li> </ul>	<ul style="list-style-type: none"> <li>• Restoring neglected physical structures</li> <li>• Increasing school budget (it would be best if it was separate from General budget)</li> <li>• Gaining staff and town trust</li> </ul>
18	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Professionalism</li> <li>• Commitment to district (students &amp; staff)</li> <li>• Strong communication skills</li> <li>• Ability to see the "big picture"</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Common core</li> <li>• Developing trust of staff, students, &amp; parents</li> </ul>

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19	<ul style="list-style-type: none"> <li>• Excellent communication skills/transparency</li> <li>• Able to coordinate across the system</li> <li>• High standards for all learners, including staff as learners</li> <li>• Continually reflecting on district practices and making improvements based on data</li> <li>• Collaborative, creative and compassionate</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency communication/building trust</li> <li>• Implementing state initiatives while holding true to our district's roots/personality and strengths</li> <li>• Improving school climate for kids, staff and parents/families</li> </ul>
20	<ul style="list-style-type: none"> <li>• Manage at a high level, but do not micromanage your principles or staff</li> <li>• Hopefully Mansfield can attract a professional with above "normal" qualifications for a superintendent</li> <li>• As a parent, I don't know what those normal qualifications are, but I hope those on the school board know what they are</li> </ul>	<ul style="list-style-type: none"> <li>• Retain good teachers</li> <li>• Negotiate contracts to keep those teachers</li> <li>• Be visible like our last superintendent which was super important. If someone doesn't fix the pickup and drop off in the outer loop, we will have a tragic accident soon. At least the last superintendent was out there visibly watching. No one is there now and it is only a matter of time before something tragic happens. Parents are in too much of a rush and blow past the line swerving in and out. Happens every day.</li> </ul>
21	<ul style="list-style-type: none"> <li>• Supportive of all programs offered in the district.</li> <li>• Supportive to teachers</li> <li>• Communicates plans and ideas effectively.</li> <li>• Cuts through bureaucracy</li> <li>• Communicates needs to BOE effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Building trust in the community and district</li> <li>• Supporting staff</li> <li>• Providing support to students</li> </ul>
22	<ul style="list-style-type: none"> <li>• Fortright</li> <li>• Superb/Transparent Communicator</li> <li>• To hold in high regard the community's educational domain</li> <li>• Clear negotiating abilities</li> <li>• Accessible</li> </ul>	<ul style="list-style-type: none"> <li>• Earning the trust of the community</li> <li>• Earning the trust of subordinates</li> <li>• Setting new standards of excellence</li> </ul>
23	<ul style="list-style-type: none"> <li>• Someone who listens and understands that many of the things we do here are working very well</li> </ul>	<ul style="list-style-type: none"> <li>• Fighting the trend of narrowing program offerings to focus on federal/state mandates in core areas.</li> </ul>
24	<ul style="list-style-type: none"> <li>• Reflective</li> <li>• Problem solver</li> <li>• Visionary</li> <li>• confident but not stoic</li> <li>• Thoughtfully communicative</li> </ul>	<ul style="list-style-type: none"> <li>• A combined vision for our learning community-Where are we going? How will we get there?</li> <li>• Knowing enough about curriculum to help the district evolve</li> <li>• Evaluating needs of schools and being a bridge to the community and board becoming a partnership</li> </ul>

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25	<ul style="list-style-type: none"> <li>• We need an INSTRUCTIONAL leader. Someone who understands what it is to teach in these times and can at the very least provide validation for the difficulties facing teachers today.</li> <li>• They need to see through the facade and build Mansfield back to the strong educational system it once was. The elementary level in particular has been dealt far too many curricular changes in a short amount of time. No one has really been at the helm.</li> <li>• We need a leader who knows the direction of education and curriculum and can present the new learning to teachers the way teachers are expected to teach our students - multi-modality, repetition, practice, opportunity to work on new learning, opportunity to collaborate in a meaningful way, and TIME to plan in productive ways.</li> <li>• HONESTY is imperative in communicating with the BOE. I feel the BOE has been in the dark for far too long - being told what they want to hear and not the reality of what's been going on.</li> <li>• RESPECT for teachers and paraeducators are professionals.</li> <li>• The ability to LISTEN and REFLECT on teacher's needs so we can better teach our children.</li> </ul>	<ul style="list-style-type: none"> <li>• Building trust</li> <li>• Revamping, updating, and changing our curriculum</li> <li>• Seeing through what some administrators say and watching more of what they 'do'</li> </ul>
26	<ul style="list-style-type: none"> <li>• Having students' achievement as a primary goal</li> </ul>	<ul style="list-style-type: none"> <li>• Restoring faith in the position of superintendent</li> </ul>
27	<ul style="list-style-type: none"> <li>• Fair, able to listen to all points of view and make a decision,</li> <li>• Dedicated to the bigger picture,</li> <li>• Flexible,</li> <li>• Knowledgeable about education policies, pedagogy and curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering a safe, trusting relationship with teachers and staff</li> <li>• Curriculum development and implementation</li> </ul>
28	<ul style="list-style-type: none"> <li>• Supports staff to do their job (provides leadership but does not dictate everything)</li> <li>• Consensus builder</li> <li>• Understands the importance of diversity and seeing multiple perspectives</li> <li>• Can effectively work with Uconn faculty</li> </ul>	<ul style="list-style-type: none"> <li>• New elementary school buildings</li> <li>• Increasing budget to maintain teacher/student ratios</li> <li>• Pd for leadership team</li> </ul>

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29	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Transparency</li> <li>• Holding staff accountable</li> <li>• Communicator</li> <li>• Collaborator</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining high quality programming in the state of declining enrollment</li> <li>• Budget constraints, and</li> <li>• Too many state mandates.</li> </ul>
30	<ul style="list-style-type: none"> <li>• Effective communicator with teachers and parents</li> <li>• Capable of independent and inventive thought</li> <li>• Capable of instilling teacher loyalty to the district</li> <li>• Capable of a "hands off" approach to avoid micro-management of principals and teachers</li> <li>• Recognition of the limited utility of standardized test scores as a meaningful performance metric</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing trust with parents and teachers</li> <li>• Implementation of Common Core</li> <li>• Laying groundwork (literally and figuratively) for new school construction project</li> </ul>
31	<ul style="list-style-type: none"> <li>• Good communicator</li> <li>• Motivated</li> <li>• Open minded,</li> <li>• Good speaker</li> </ul>	<ul style="list-style-type: none"> <li>• Solving issue of aging school facilities, allocation of funding/resources to new extracurricular activities</li> </ul>
32	<ul style="list-style-type: none"> <li>• Passionate and caring about education</li> <li>• Broad and long-term vision for the success of this community</li> <li>• Open minded.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining high quality education, small class sizes, and arts, music and sport programs in the current funding climate</li> <li>• Fight to obtain as much support and resources as possible from the town despite the opposition of few very vocal residents keen to cut programs</li> </ul>
33	<ul style="list-style-type: none"> <li>• A good superintendent is involved at all levels of the school system</li> <li>• He or she oversees the school system as a whole, but also gets to know the students, faculty, and staff at each building</li> <li>• The superintendent works to develop good community relations and a good working relationship with both the University community and the SDE</li> </ul>	<ul style="list-style-type: none"> <li>• Putting the last year's controversy behind us</li> <li>• Dealing with continued economic difficulties</li> <li>• Maintain a focus on academic excellence while meeting the needs of an increasingly diverse student body</li> </ul>
34	<ul style="list-style-type: none"> <li>• Commitment</li> <li>• Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> </ul>
35	<ul style="list-style-type: none"> <li>• Confident</li> <li>• Open to ideas of teachers</li> <li>• Humble</li> <li>• Supportive of all staff</li> <li>• Intelligent</li> </ul>	<ul style="list-style-type: none"> <li>• Building public confidence</li> <li>• Gaining support for budget.</li> <li>• Gaining support from teachers and parents regarding any changes he or she proposes.</li> </ul>

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36	<ul style="list-style-type: none"> <li>• Ability to communicate with all stakeholders</li> <li>• Visionary</li> <li>• Decision maker</li> <li>• Leader and also a team player</li> <li>• Possesses high level of integrity</li> <li>• Fair and forthright</li> <li>• In it for the long term with all of us.</li> </ul>	<ul style="list-style-type: none"> <li>• Regaining the trust of the stakeholders in the town of Mansfield</li> <li>• Resolve the school building issue- build new, renovate, or maintain status quo.</li> <li>• Move faculty forward in terms of quality of instruction, curriculum development, and resolve the inconsistencies between buildings</li> </ul>
37	<ul style="list-style-type: none"> <li>• Vested in the community</li> <li>• Trusted by faculty and staff</li> <li>• Honest and transparent</li> <li>• Responsive to parents, students, and staff</li> <li>• Aware how decision will impact all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Common Core</li> <li>• NWEA contract negotiations</li> </ul>
38	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Military Veteran</li> <li>• Open door policy</li> <li>• Attend school events</li> <li>• Encourage staff professional development.</li> </ul>	<ul style="list-style-type: none"> <li>• Bus operation and safety of students due to motorists running through lights</li> <li>• Better communication between parents and Superintendent</li> <li>• More transparency of operations</li> </ul>
39	<ul style="list-style-type: none"> <li>• Efficient</li> <li>• Transparent</li> <li>• Diligent and</li> <li>• Caring</li> </ul>	<ul style="list-style-type: none"> <li>• Earning trust of community</li> <li>• Streamlining administration and investing in faculty &amp; students</li> </ul>
40	<ul style="list-style-type: none"> <li>• Clear communication</li> <li>• Listening to multiple perspectives</li> <li>• Creative problem solver</li> <li>• Confident decision-maker</li> <li>• Able to see connections across situations</li> </ul>	<ul style="list-style-type: none"> <li>• Effective transition and implementation of the Common Core</li> <li>• Ensuring instruction remains consistent and at high levels across grade levels and schools</li> <li>• Earning the backing of school personnel and community members</li> </ul>
41	<ul style="list-style-type: none"> <li>• Be able to communicate with the children</li> <li>• Advocate for children</li> <li>• Responsible</li> <li>• Think of our children's future</li> <li>• Children can benefit from his leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Trust</li> <li>• True leadership</li> </ul>

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42	<ul style="list-style-type: none"> <li>• Ability to work well with others</li> <li>• Conscientious</li> <li>• Positive attitude</li> </ul>	<ul style="list-style-type: none"> <li>• Common core requirements</li> <li>• Trust</li> <li>• Budget</li> </ul>
43	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Brains</li> <li>• Understanding</li> <li>• Compassion for students/parents/community</li> <li>• Being accountable for all actions. Again trust.....</li> </ul>	<ul style="list-style-type: none"> <li>• To build the community trust again after being taken from the past person. Shame on this town for allowing this to happen. Let's learn and go forward</li> </ul>
44	<ul style="list-style-type: none"> <li>• Ability to listen to, respect, and foster partnerships with critical stakeholders in (school) community: administrators, teachers/staff, parents and students. There is a lot of good on which to build in Mansfield</li> <li>• Recognition of the importance of ongoing, varied (in-school and out-of-school) professional development for teachers/staff</li> <li>• Ability to manage the details of running the district without losing a strategic view of education/Mansfield</li> <li>• Ability to look at standardized scores without losing sight of the importance of nourishing the mind and spirit of the WHOLE child</li> <li>• Ability to implement state/federal mandates without undermining what has been working well in our schools</li> </ul>	<ul style="list-style-type: none"> <li>• Push for budget cuts when we continue to serve a demanding population (many enrichment, special education, and impoverished students) for whom we offer many activities (sports, academic enrichment, arts) and for whom we hold high expectations</li> <li>• An increasingly hostile attitude toward public education/educators in the media Increasing state and federal demands along with decreasing funding from those entities</li> </ul>
45	<ul style="list-style-type: none"> <li>• Listener</li> <li>• Very strong interpersonal skills</li> <li>• Non-abrasive personality</li> <li>• Superb organizational skills</li> <li>• Working for the goals of the district, not for him/herself</li> </ul>	<ul style="list-style-type: none"> <li>• Helping the administrators work as a cohesive team</li> <li>• Gaining the trust and respect of the teachers, administrators, and the community</li> <li>• Balancing getting input from teachers and admin, while making thoughtful decisions in a timely manner</li> </ul>
46	<ul style="list-style-type: none"> <li>• Trusts staff</li> <li>• Confident in the abilities of fellow professionals</li> <li>• Ability to delegate</li> <li>• Ability to look at whole picture</li> <li>• Ability to listen to staff concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding and negotiating the budget; getting buy-in (trust) from staff and community,</li> <li>• Managing mandated requirements (teacher evaluation/testing) while</li> <li>• Supporting positive growth oriented educational experiences for students and teachers</li> </ul>

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47	<ul style="list-style-type: none"> <li>• Must be personable and willing to listen</li> <li>• Even though must be a leader, must be one of the staff -- want to call him/her a colleague and not a boss!</li> <li>• Must guide principals to deal with teachers and staff who are hard to work with and not "on board" with common goals and missions.</li> </ul>	<ul style="list-style-type: none"> <li>• Get rid of "Mansfield-ized" curriculum and processes! Need to adopt programs already made and successful. We appear to be "saving money" by not purchasing texts, curriculum resources, assessments because we are forced to develop them. We have spent over \$100,000 in teacher time and subs to accomplish these same tasks and are worse off for it!</li> <li>• Continuing to support teachers with consultant positions.</li> <li>• Not cutting teachers and keeping class size LOW!</li> </ul>
48	<ul style="list-style-type: none"> <li>• Experienced</li> <li>• Honest</li> <li>• Hard working</li> <li>• Open door policy</li> <li>• Responsive to parents</li> </ul>	<ul style="list-style-type: none"> <li>• Declining enrollment.</li> <li>• Lowered staff and community morale.</li> <li>• Competition with magnet schools.</li> </ul>
49	<ul style="list-style-type: none"> <li>• Visionary and student-centered</li> <li>• Eye toward professional learning</li> <li>• Not ruled by CCSS or any other single measure</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty professional learning</li> <li>• Establishing a vision</li> <li>• Leading not merely responding to topical issues or concerns</li> </ul>
50	<ul style="list-style-type: none"> <li>• Skilled at listening to stakeholders and then putting policy into place</li> <li>• Focus on staff development and support</li> <li>• Focus on students of all ability levels</li> <li>• A vision and leadership for excellent Mansfield schools</li> <li>• Support for administrators since almost all are new</li> </ul>	<ul style="list-style-type: none"> <li>• First years of common core/smarter balanced</li> <li>• Building trust with staff and parents (and community)</li> <li>• Maintaining high quality programs with less state support</li> </ul>
51	<ul style="list-style-type: none"> <li>• Proactively engaging parents, teachers, principals, officials, students, and staff</li> <li>• Valuing holistic learning and student development, not just based on test scores and standards, but valuing the entire person and encouraging different teaching methodologies based on differential learning styles and needs. Someone who hence values subjects that we are calling "specials", which in my opinion should instead be called "essentials" to help form a well-rounded engaged citizen of the world! Those "specials" contribute to making the curriculum offered through the Mansfield district one step higher than other districts...</li> <li>• Someone who values and embraces diversity of cultures, religions, abilities, languages, etc.</li> <li>• A risk-taker, who is not afraid of going against the grain, yet is also very much driven by evidence-based and promising practices</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing trust and relationships with parents, teachers, administrators, officials, and community members at large</li> <li>• Maintaining high quality and rich programs with diminishing budgets and resource</li> <li>• Dealing with elected officials and disgruntled community members...</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
52	<ul style="list-style-type: none"> <li>• Knowledgeable</li> <li>• Experienced</li> <li>• Visible</li> <li>• Good communicator</li> <li>• Empathy for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Community relations</li> <li>• Professional development</li> <li>• Curriculum development</li> </ul>
53	<ul style="list-style-type: none"> <li>• Most important is honesty</li> <li>• Loyal, have an open door policy</li> <li>• Compassion and fairness for all</li> <li>• Too much politics going on; This needs to be eliminated completely.</li> </ul>	<ul style="list-style-type: none"> <li>• Bringing back trust to the entire BOE and town</li> <li>• Have an open forum where anyone can ask questions...Morale is extremely low in the schools. This needs so much work</li> <li>• Individual schools are not working as a team, very much divided. This in itself is probably the biggest challenge</li> </ul>
54	<ul style="list-style-type: none"> <li>• Ability to promote learning among students and faculty members</li> <li>• Ability to communicate with others and coordinate with employees</li> </ul>	<ul style="list-style-type: none"> <li>• To effectively communicate with the faculty and staff</li> <li>• To address the existing issues and potential issues effectively and efficiently</li> <li>• To improve the current education quality</li> </ul>
55	<ul style="list-style-type: none"> <li>• In classroom experience</li> <li>• Honesty</li> <li>• Approachability</li> <li>• Listening</li> <li>• Macro-manager</li> </ul>	<ul style="list-style-type: none"> <li>• Expectations</li> <li>• Maintaining high quality</li> <li>• Worthless common core</li> </ul>
56	<ul style="list-style-type: none"> <li>• Collaborative</li> <li>• Trustworthy</li> <li>• Motivating</li> <li>• Selfless</li> <li>• Sets high standards for self and others</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining trust of the community and staff</li> <li>• Maintaining and continuing to build the high level of teaching and programs in the Mansfield Schools</li> <li>• Determining the direction of the three elementary schools</li> </ul>
57	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Leadership</li> <li>• approachable</li> </ul>	<ul style="list-style-type: none"> <li>• rebuilding a strong working relationship with staff</li> <li>• reinstating a working budget that allows our schools to grow</li> </ul>
58	<ul style="list-style-type: none"> <li>• Empathetic</li> <li>• Creative</li> <li>• Invested</li> <li>• Intelligent</li> <li>• Effective</li> </ul>	<ul style="list-style-type: none"> <li>• Deteriorating / outmoded elementary buildings</li> <li>• Maintaining or expanding Related Arts during trying budgetary conditions</li> </ul>
59	<ul style="list-style-type: none"> <li>• Well-educated</li> <li>• Ability to bridge gap between parents and teachers</li> <li>• Importance of working with parents of students with learning plans</li> <li>• Excellent communication skills</li> </ul>	<ul style="list-style-type: none"> <li>• Division and distrust because of previous superintendent</li> <li>• No oversight</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
60	<ul style="list-style-type: none"> <li>• Effective user of technology</li> <li>• Communication with families</li> <li>• An effective manager of operations</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing our children for an information and technology rich world they are entering</li> </ul>
61	<ul style="list-style-type: none"> <li>• Honest</li> <li>• involved</li> <li>• Intelligent</li> <li>• innovative</li> </ul>	<ul style="list-style-type: none"> <li>• Climate and equity at the schools</li> <li>• Addressing the achievement gap</li> </ul>
62	<ul style="list-style-type: none"> <li>• Good listening skills</li> <li>• Facilitator (not dictator)</li> <li>• Trustworthy</li> <li>• Supportive of school staff and school community priorities</li> <li>• Knowledgeable and experienced</li> </ul>	<ul style="list-style-type: none"> <li>• Gain back trust of community</li> <li>• Support staff, students, and community through common core transition</li> <li>• Budgetary issues (keeping class sizes smaller/maintain high academic standards)</li> </ul>
63	<ul style="list-style-type: none"> <li>• Someone who will help the administrators grow professionally</li> <li>• Someone who will help the administrators help the teachers grow professionally</li> <li>• Someone that honestly remembers being a teacher first and an administrator second</li> <li>• Someone who supports professional growth and promotion</li> <li>• Someone that can connect with the teachers and have a conversation as if they were still "one of us."</li> <li>• Someone that can be a change agent, yet delicate enough to help teachers with adjusting to second order changes</li> </ul>	<ul style="list-style-type: none"> <li>• Creating change that is meaningful. There are many good things in our district, but there are things that need changing. This school in particular is more resistant to change than other places I have been, including my work in educational leadership. We need change, but gradual and appropriate change</li> <li>• Creating change but not coming in here and putting their thumbprint on everything. In general, teachers want to be left to continue what we are already doing. They like the climate, and culture</li> <li>• Working to get the town to back public education both financially and verbally</li> </ul>
64	<ul style="list-style-type: none"> <li>• The ability to support teachers in designing curricula that meets a range of learners' needs without resorting to district-wide implementation of Pearson or similar products</li> <li>• The ability to clearly communicate with families and the willingness to meet to share information and listen to concerns (open forums)</li> <li>• The ability to provide leadership on the issue of balancing school security concerns with the need to provide spaces that welcome families</li> <li>• A solid understanding of best practices in early childhood education (Prek-grade3) as well as upper grades</li> <li>• The ability to advocate for all of these things with the board of ed and other policymakers</li> </ul>	<ul style="list-style-type: none"> <li>• Budget concerns and aging facilities</li> <li>• Making sure we don't lose what makes Mansfield schools special by reducing time spent in music/art/PE/science/recess, (requiring more and more "seat time" on reading and math), and implementing more test-prep</li> <li>• Ensuring that efforts to implement the Common Core don't result in the use of overly didactic, uninteresting curricula--or having unrealistic, developmentally inappropriate expectations of the youngest learners (particularly Pre-K and K), who learn at different rates</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
65	<ul style="list-style-type: none"> <li>• Interpersonal skills</li> <li>• Efficient manager</li> <li>• Knowledgeable about data-driven decision making in schools</li> <li>• Focused on professional development of staff</li> <li>• Vision for 5-10 year plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of evidence-based practices in instruction across schools and staff</li> <li>• Data-driven decisions at all levels to guide resource allocation and identification of priorities</li> <li>• Supporting a district vision that ensures high quality instruction for all students</li> </ul>
66	<ul style="list-style-type: none"> <li>• Listen to and work with parents and teacher -- not do what they say, but build honest communication &amp; not superficial interactions;</li> <li>• Be creative with budget solutions;</li> <li>• Be able to bring people together around an idea, creating buy in</li> </ul>	<ul style="list-style-type: none"> <li>• Student enrollment and the 3 schools -- how to maintain high quality and diverse educational opportunities by collaboration between the schools</li> <li>• Schools need to innovate/change/grow</li> <li>• Have to be creative to increase efficiencies while maintaining a rich well-rounded educational program</li> </ul>
67	<ul style="list-style-type: none"> <li>• Great communicator</li> <li>• Systems based approach</li> <li>• Data driven decision making</li> <li>• High ethical standards</li> <li>• Student based focus</li> <li>• Community involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Reestablish trust and confidence in the office of the Superintendent.</li> <li>• Developing a shared vision/strategic plan</li> <li>• Aging school buildings.</li> </ul>
68	<ul style="list-style-type: none"> <li>• Good Listener</li> <li>• Effective Communicator</li> <li>• Parent himself/herself</li> <li>• Instructional leader</li> <li>• Compassionate/approachable</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and sustaining a positive culture throughout the district and community</li> <li>• Gaining the trust and respect from BOE, parents, faculty and staff</li> <li>• Implementing effective strategies to help ALL students reach their fullest potential.</li> </ul>
69	<ul style="list-style-type: none"> <li>• Honesty</li> </ul>	<ul style="list-style-type: none"> <li>• Regaining trust amongst staff and residents</li> </ul>
70	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Integrity</li> <li>• Good communication skills</li> <li>• Love working with children and their families as well as staff.</li> <li>• Easy going with a good sense of humor.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with all staff to increase and develop a trusting and welcoming school environment</li> <li>• Implement assessments that are beneficial to students and utilize teacher's expertise</li> <li>• Restore community and staff faith in the Mansfield School System</li> </ul>
71	<ul style="list-style-type: none"> <li>• A good listener</li> <li>• Respects the teaching profession</li> <li>• Encourages the entire community to be involved and support our school system</li> <li>• Supportive</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing and encouraging the wonderful support the schools of Mansfield have had for many years</li> <li>• Keeping the community involved and working to foster a diverse and exciting educational atmosphere</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
72	<ul style="list-style-type: none"> <li>• Motivating</li> <li>• Professional</li> <li>• Well spoken</li> <li>• Transparent</li> <li>• Approachable</li> </ul>	<ul style="list-style-type: none"> <li>• Budget concerns</li> <li>• Maintaining staff</li> <li>• Oversight of curriculum</li> <li>• Teacher evaluation</li> </ul>
73	<ul style="list-style-type: none"> <li>• Collaborative</li> <li>• Effective Communicator</li> <li>• Strong people Skills</li> <li>• Instructional leader</li> <li>• Sense of humor</li> <li>• Proactive</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a comprehensive professional development plan</li> <li>• The development of a long range strategic plan for the school system</li> <li>• Maintain breadth of programming</li> </ul>
74	<ul style="list-style-type: none"> <li>• Strong speaker</li> <li>• Person of action</li> </ul>	<ul style="list-style-type: none"> <li>• Developing curriculum</li> <li>• Aligning schools</li> </ul>
75	<ul style="list-style-type: none"> <li>• Smart</li> <li>• Has a vision</li> <li>• Excellent communicator</li> <li>• Willing to push for excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Budget issues</li> <li>• Balancing teacher demands with state and federal expectations</li> <li>• Increasing achievement in this district</li> </ul>
76	<ul style="list-style-type: none"> <li>• No comment</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum/assessment</li> </ul>
77	<ul style="list-style-type: none"> <li>• Honesty and integrity</li> <li>• Good communicator</li> <li>• Sense of humor</li> <li>• Strong commitment, and</li> <li>• Ability to delegate</li> </ul>	<ul style="list-style-type: none"> <li>• Building trust</li> <li>• Common Core</li> <li>• How to use the human and financial resources to achieve the best results for students</li> </ul>
78	<ul style="list-style-type: none"> <li>• Personable</li> <li>• Strong Leader</li> <li>• Positive Vision</li> <li>• Decisive, and</li> <li>• Flexible</li> </ul>	<ul style="list-style-type: none"> <li>• Scrutinizing of tasks</li> <li>• Bussing</li> <li>• Continuity of the 3 elementary schools</li> </ul>
79	<ul style="list-style-type: none"> <li>• Trustworthy</li> <li>• Strong communicator</li> <li>• Knowledgeable about curriculum and assessment</li> <li>• Sense of humor</li> <li>• Positive attitude and ability to inspire those working for them</li> </ul>	<ul style="list-style-type: none"> <li>• Being able to prioritize new initiatives so that teachers aren't trying to implement 3 new initiatives in the same year</li> <li>• Understand the needs of the district to develop a professional development plan that includes administrators, teachers, and paraprofessionals</li> <li>• Busing - Getting students to school on time so that we get a full day of learning.</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
80	<ul style="list-style-type: none"> <li>• Has a vision for what education should look and feel like for students and educators</li> <li>• Confident leader who will convey teacher/staff opinions to the town</li> <li>• Be an active member of the team</li> </ul>	<ul style="list-style-type: none"> <li>• Ideas for providing professional development for all staff members without taking teachers/support staff away from the children</li> <li>• Creating a true curriculum across district so teachers are doing similar units, children are getting same instruction across district and curriculum maps are streamlined</li> <li>• Conveying district needs to town; justifying budget</li> </ul>
81	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Assessment of PD needs creation of action plans to support needed PD</li> <li>• Working with MEA</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining trust of staff and community</li> <li>• Maintaining functioning and realistic budget</li> <li>• Meeting perceived PD challenges</li> </ul>
82	<ul style="list-style-type: none"> <li>• Ability to deal with a variety of issues in a positive and non-confrontational manner</li> <li>• Making all people feel valued</li> <li>• Being accessible</li> <li>• Being flexible</li> <li>• Effective speaker</li> </ul>	<ul style="list-style-type: none"> <li>• Closely examining our Common Core units to ensure that they can be realistically accomplished, that they adequately address all of the standards, and that they are supported with materials</li> <li>• Examining the impact of the Common Core units and the Junior Great Books on our current reading program</li> <li>• Finding a way to ensure the Science and Social Studies gets consistently and uniformly taught at the elementary school level</li> </ul>
83	<ul style="list-style-type: none"> <li>• Respect for diversity</li> <li>• Respect for employees</li> <li>• Respect for families</li> <li>• A willingness to stand up to the tyranny of standardized testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Managing the possibility of closing schools and reopening new ones.</li> </ul>
84	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Accessible</li> <li>• Hands-on</li> </ul>	<ul style="list-style-type: none"> <li>• Getting the trust back in our schools as well as the community</li> <li>• We should lead by example, this has been a huge problem for all of us! It may take a lot longer than 3 years</li> </ul>
85	<ul style="list-style-type: none"> <li>• Collaborative</li> <li>• Well-versed on best practices in instruction</li> <li>• Support for breadth of program</li> <li>• Personable</li> <li>• Creative with budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Working to create a budget that maintains breadth of program</li> <li>• repairing PR image of school district after scrutiny over policies and practices</li> <li>• implementing new laws on teacher evaluation and standardized tests in a fair and meaningful way.</li> </ul>
86	<ul style="list-style-type: none"> <li>• Easy to speak to</li> <li>• Knowledgeable of current educational topics and legislation</li> <li>• Ability to get thoughts and points across to the staff</li> </ul>	<ul style="list-style-type: none"> <li>• Living up to the high standards within our district,</li> <li>• Staying current on educational topics</li> </ul>
87	<ul style="list-style-type: none"> <li>• Character</li> <li>• Compassion</li> <li>• Clear Vision</li> <li>• Willing to change the way things are done</li> <li>• Trustworthy</li> </ul>	<ul style="list-style-type: none"> <li>• Re-building the long standing trust the community has had in the schools.</li> <li>• Re-shaping the administrative team to reflect the next generation of Mansfield.</li> <li>• Re-visiting the school building project</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
88	<ul style="list-style-type: none"> <li>• Skillful communicator</li> <li>• Has high standards</li> <li>• Collaborates well with staff parents, and Mansfield community</li> <li>• Global thinker</li> <li>• Caring and fair</li> <li>• Able to balance needs of district with budget</li> </ul>	<ul style="list-style-type: none"> <li>• Improve student achievement across the district</li> <li>• Develop a strong budget to support student needs</li> <li>• Encourage constant dialogue between staff, parents and community</li> </ul>
89	<ul style="list-style-type: none"> <li>• Knowledgeable</li> <li>• Good communicator</li> <li>• Ability to lead through support of the work done at all levels</li> <li>• Good listener</li> <li>• Fair</li> <li>• Kind</li> </ul>	<ul style="list-style-type: none"> <li>• Building trust with staff/community</li> <li>• Managing budget/operations in tight financial times and maintaining quality</li> <li>• Understanding, supporting and leading the district's child-centered focus and the value we place on breadth of programming</li> </ul>
90	<ul style="list-style-type: none"> <li>• Intelligent</li> <li>• Experienced</li> <li>• Passionate (about children and education)</li> <li>• Honest</li> <li>• Trustworthy</li> </ul>	<ul style="list-style-type: none"> <li>• Re-establishing Mansfield as a leader/town of excellence in education</li> <li>• Establishing a climate of trust</li> <li>• Facing the challenge of looking at past practices that are no longer effective and having the courage to change things</li> </ul>
91	<ul style="list-style-type: none"> <li>• Someone who is able to commit to high achievement and success for all students with no excuses</li> <li>• Someone who has a clear vision and the leadership skills to carry it out and take the risks necessary to achieve it</li> <li>• A good communicator who is able to communicate to all of the stakeholders in a professional manner in many different formats</li> <li>• Someone who is charismatic and can think outside the box to problem solve</li> <li>• Someone with a commitment to professional development and curriculum</li> <li>• Someone who is approachable and has a good understanding of children and the changing educational system</li> </ul>	<ul style="list-style-type: none"> <li>• The new curriculum and its assessment formats- Common Core, SBAC</li> <li>• Budget vs. the needs of the educational system</li> <li>• Regaining trust and developing open trustworthy relationships with staff, parents, and the community- reinstating the respect that the educational community deserves</li> </ul>
92	<ul style="list-style-type: none"> <li>• Open door policy</li> <li>• Personable</li> <li>• People oriented</li> <li>• Self driven and motivated</li> <li>• Good listener</li> </ul>	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Professional development for certified and non certified staff</li> <li>• Buses</li> <li>• Communicating effectively</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
93	<ul style="list-style-type: none"> <li>• Creating a trusting environment for the community and BOE employees</li> <li>• A balanced approach to change - one that focuses on garnering input from all stakeholders</li> <li>• Having a vision and a process to achieve it in bite size chunks.</li> </ul>	<ul style="list-style-type: none"> <li>• Building trust</li> <li>• Building morale</li> <li>• Building leadership opportunities for certified and non-certified staff</li> </ul>
94	<ul style="list-style-type: none"> <li>• Empathetic</li> <li>• Fair</li> <li>• Logical</li> <li>• Approachable</li> <li>• Prudent</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing trust</li> <li>• Creative with finances</li> <li>• Overseeing implementation of state and federal guidelines</li> </ul>
95	<ul style="list-style-type: none"> <li>• Honest</li> <li>• OPEN-minded</li> <li>• Respectful</li> <li>• Appreciative</li> <li>• Willing AND able to recognize the value of all employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Winning the trust</li> <li>• Respect and loyalty of the community and school staff. All will be needed to be effective</li> </ul>
96	<ul style="list-style-type: none"> <li>• A little bit of everything</li> <li>• Classroom teaching experience is a must.</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a positive and friendly environment for teachers and administrators fairness for all</li> <li>• Giving teachers the help they need in services and personnel to allow for the best outcomes of each class</li> <li>• Shortchanging ia's, allowing ineffective teachers to continue, etc.</li> </ul>
97	<ul style="list-style-type: none"> <li>• Excellent listening and communication skills</li> <li>• Approachable</li> <li>• Leadership</li> <li>• Knowledge on state and local policies/regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Staff relationships</li> <li>• Building maintenance</li> </ul>
98	<ul style="list-style-type: none"> <li>• The person needs to be willing to see how all of the jobs whether it is certified or non certified. When you understand what it takes by all to make a school function for the students they will be able to help everyone.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding all the functions of all departments that are needed to make a school system work</li> </ul>

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99	<ul style="list-style-type: none"> <li>• Leader who leads by example</li> <li>• Good listener</li> <li>• Strong Communicator</li> <li>• Someone who can see the big picture, while not losing the small picture</li> <li>• Someone who can hold line when things get tough</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• State of school facilities</li> <li>• Trust</li> </ul>
100	<ul style="list-style-type: none"> <li>• Highly intelligent</li> <li>• Well-versed in current policies</li> <li>• Fair decision maker</li> <li>• Keeps priority on student experience</li> <li>• Fiscally creative</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a budget that is fair to students</li> </ul>
101	<ul style="list-style-type: none"> <li>• Good leader</li> <li>• good listener</li> <li>• Strong communicator</li> <li>• Someone who can see the small and big picture</li> <li>• Good management skills</li> <li>• Good organizational skills</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Condition of school facilities</li> </ul>
102	<ul style="list-style-type: none"> <li>• Straightforward communication</li> <li>• Honesty</li> <li>• Ability to inspire others</li> <li>• A clear vision of where Mansfield needs to go in 1, 5 , 10 years</li> <li>• Understanding of the educational process (experience teaching!)</li> </ul>	<ul style="list-style-type: none"> <li>• Getting a clear, district-wide reading program</li> <li>• Getting Mansfield up to speed with Common Core (all areas)</li> <li>• Being able to make quick but thoughtful decisions and getting the staff and community to accept them.</li> </ul>
103	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Being able to keep the important things a priority</li> <li>• Being able to handle all aspects of all the people he/she has to deal with and to maintain calm and support</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with the Board of Education</li> <li>• Bringing back the reputation of Mansfield Public Schools and</li> <li>• To deal with people who have agendas and not let the big mouths rule</li> </ul>
104	<ul style="list-style-type: none"> <li>• A good people manager</li> <li>• Being fair minded</li> <li>• Personable and approachable</li> <li>• Good with budget management</li> <li>• Being on top of what is going on in the various schools</li> </ul>	<ul style="list-style-type: none"> <li>• Making some necessary budget cuts in a fair and reasonable manner</li> <li>• Regaining the public trust and that of staff</li> <li>• What to do with aging schools</li> </ul>
105	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Intelligence</li> <li>• Hands-on knowledge of what and how curriculum is taught</li> <li>• Good communicator</li> </ul>	<ul style="list-style-type: none"> <li>• Building up reputation of school district</li> <li>• Awareness of who and how staff do their job requirements</li> <li>• Communication to all staff members about issues that affect others</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
106	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Self accountability</li> <li>• Listening Skills</li> <li>• Group Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing the federal educational regulations with the true needs of both students and teachers</li> </ul>
107	<ul style="list-style-type: none"> <li>• His/her skills should be high in communication</li> <li>• Understand the needs and abilities of children from ages 3-1</li> <li>• Work openly and positively with certified and non-certified staff</li> <li>• Be aware of the initiations taking place in various parts of and across the country that effect team teaching efforts</li> <li>• Include ALL staff in team meetings when planning the modified curriculum for the various students who need support</li> </ul>	<ul style="list-style-type: none"> <li>• I believe I addressed the issues in question 6 answer</li> </ul>
108	<ul style="list-style-type: none"> <li>• Be seen and known by faculty and staff; same for the parents</li> <li>• Be supportive of Mansfield teachers and their outstanding dedication to student and professional learning</li> <li>• Consider a pay raise for ias while considering higher IA job requirements as well</li> </ul>	<ul style="list-style-type: none"> <li>• Building, developing and maintaining trusting relationships with staff and faculty, and possibly more-so with parents and the community</li> </ul>
109	<ul style="list-style-type: none"> <li>• Ability to work with a variety of people in any and all district positions.</li> </ul>	<ul style="list-style-type: none"> <li>• A long-term curriculum plan that teachers are able to implement without having to sacrifice the enjoyment and love of learning for both students and faculty</li> </ul>
110	<ul style="list-style-type: none"> <li>• Has teaching experience (and for more than a few years)</li> <li>• Well-read</li> <li>• Smart, yet humble</li> <li>• Assertive</li> <li>• Respectful</li> </ul>	<ul style="list-style-type: none"> <li>• Aligning schools with CCSS</li> <li>• School buildings</li> <li>• Helping to craft a long-term vision</li> </ul>
111	<ul style="list-style-type: none"> <li>• A person who will work with the different bargaining units in the district around contractual concerns</li> <li>• Someone who knows what it is like to be in the trenches and has real experience with this</li> <li>• Someone who can see the whole picture</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development in the district</li> <li>• Meeting the needs of all students in the district</li> <li>• Being open and transparent</li> </ul>
112	<ul style="list-style-type: none"> <li>• Good communicator</li> <li>• Someone who has a propensity for being thrifty.</li> </ul>	<ul style="list-style-type: none"> <li>• Don't start the pay grade of the new individual so high you are wasting money. See how the person does and in three to five years give them a raise. Starting pay no more than \$140k Let them work for their money!</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
113	<ul style="list-style-type: none"> <li>• Excellent listener</li> <li>• Ability to adapt to Mansfield and yet bring an outside perspective over time. (Understands small districts)</li> <li>• Collaborative Philosophy of grass roots up rather than top down. True leadership requires servitude and humility.</li> </ul>	<ul style="list-style-type: none"> <li>• The number of initiatives within the next few years needs a person with a great deal of knowledge and time to devote to the professional development and timely implementation of such initiatives</li> <li>• They will need to support teachers who are feeling that they could be the "next target" to be eliminated</li> <li>• There will be need to be a lot of bridge building between the teachers and the board.</li> <li>• Setting priorities for the district</li> </ul>
114	<ul style="list-style-type: none"> <li>• Ability to communicate effectively and compassionately</li> <li>• Good balance of micro/macro managing</li> <li>• Recognizes that teachers/students are people/ kids, not just data or a statistic</li> <li>• Motivator of staff</li> <li>• Makes decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Common core</li> <li>• Testing</li> <li>• Teacher evaluation process</li> </ul>
115	<ul style="list-style-type: none"> <li>• The personal qualities that I believe would make for an effective and successful superintendent of MPS would be a person who has a background in curriculum and instruction.</li> <li>• I would also hope that person possesses integrity, honesty, humility and a sense of community.</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum</li> <li>• Staffing</li> <li>• \$\$</li> </ul>
116	<ul style="list-style-type: none"> <li>• Smart</li> <li>• Caring</li> <li>• Thoughtful</li> <li>• Forward-thinking</li> <li>• Cooperative</li> </ul>	<ul style="list-style-type: none"> <li>• Tax increases in the town will make it hard to increase education spending. We need a superintendent who realizes that people move to this town specifically for its high quality education. We cannot cut services.</li> <li>• Also, the superintendent will need to be someone who can work to bring compromise among the divisive political parties in our town</li> </ul>
117	<ul style="list-style-type: none"> <li>• The new superintendent should be trustworthy, intelligent, fair, open minded, and an experienced educator.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitating and sustaining climate of trust among school system and local community</li> <li>• Improving and expanding professional development programs for all staff</li> </ul>
118	<ul style="list-style-type: none"> <li>• Demonstrated integrity</li> <li>• Ability to act without consideration of personal gain</li> <li>• Experience taking prompt action in the case of unprofessional and unethical behavior</li> <li>• Ability to handle sensitive and confidential matters appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Regaining trust in the community</li> <li>• Establishing continuity in leadership or during periods of transition</li> <li>• Effectively and successfully adopting new curriculum and compliance standards</li> </ul>
119	<ul style="list-style-type: none"> <li>• Honesty,</li> <li>• integrity,</li> <li>• Seeing the big picture without sacrificing the every day</li> </ul>	<ul style="list-style-type: none"> <li>• establishing trust</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
120	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Honesty</li> <li>• Respect for teachers and paraprofessionals</li> <li>• Accessibility</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Being honest with the community about activities</li> <li>• Being accessible to teachers, school staff and community members</li> <li>• Working with the MBOE to rebuild trust with the community</li> </ul>
121	<ul style="list-style-type: none"> <li>• Approachable and available for all district staff, parents, and concerned school community members</li> <li>• Honest and trustworthy</li> <li>• Forward-looking and proactive</li> <li>• focused on education as a social need rather than a business</li> <li>• Knowledgeable and comfortable with the demographics of our community</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping budget increases at a minimum while ensuring valuable educational programs like the arts remain intact</li> <li>• Gaining the trust of district staff and community through relations and communications</li> <li>• Attracting and retaining the highest quality staff for the district, including substitute teachers</li> </ul>
122	<ul style="list-style-type: none"> <li>• Actually, I thought the previous superintendent did a good job. He cut the Assistant Superintendent position when he took over and I appreciated all his hard work.</li> </ul>	<ul style="list-style-type: none"> <li>• Don't know</li> </ul>
123	<ul style="list-style-type: none"> <li>• Excellent communication skills</li> <li>• A willingness to listen to staff and families in order to make decisions based on their concerns and observations</li> <li>• A concern for students overall learning environment regardless of test scores</li> <li>• The ability to advocate for our schools</li> <li>• A love for learning and a talent for thinking "outside of the box"</li> </ul>	<ul style="list-style-type: none"> <li>• A lack of trust by the community</li> <li>• A sense of feeling overwhelmed by the many "issues" brought to the table</li> <li>• A difficulty in implementing policies in all the schools</li> </ul>
124	<ul style="list-style-type: none"> <li>• Reflective</li> <li>• Positive</li> <li>• Balance of responsibilities</li> <li>• Enjoy children</li> <li>• Have best interest of children at heart</li> </ul>	<ul style="list-style-type: none"> <li>• Moving away from common core and standardized testing and returning to individual assessments of students that are relevant and meaningful</li> <li>• Getting special education services for all students who have special education needs</li> </ul>
125	<ul style="list-style-type: none"> <li>• Personal and professional acknowledgement of implicit bias and how it manifests in school environments</li> <li>• Strong/deep appreciation for contributions of staff and teachers</li> <li>• Commitment to integration with broader community, not just households with school-aged children</li> <li>• Reliable and hard-working</li> <li>• Able to empower others to own successes of the district (especially challenges overcome)</li> </ul>	<ul style="list-style-type: none"> <li>• Erosion of trust in regards to predecessor's spending abuses</li> <li>• Principals that are relatively new in district</li> <li>• Old infrastructure</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
126	<ul style="list-style-type: none"> <li>• A good listener</li> <li>• Decisive</li> <li>• Accessible</li> <li>• Accountable</li> <li>• Flexible</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing space constraints with population changes</li> </ul>
127	<ul style="list-style-type: none"> <li>• Willingness to look critically at ALL aspects of the Mansfield Schools and make needed changes in staff</li> <li>• Being an active presence in the schools and making needed climate and staffing changes</li> <li>• Willingness to assess current special education procedures and take more of a role in special education decisions / determinations</li> <li>• Accessibility to parents--actively seeking to engage regularly with special education parents - regular on-going "Open Office Hours for parents"</li> <li>• Revisit district administrative structure to determine effectiveness of current roles and responsibilities, in general and special education</li> <li>• Creating welcoming climate for parents within the schools--allowing parents to volunteer, to walk their elementary age children down to their classrooms</li> <li>• Having a vision for the district that moves us out of the rut that we've been in for years</li> <li>• Being friendly, involved, and true presence and force for change.</li> <li>• Someone who is NOT from within the Mansfield Public School system--and willing to overhaul the whole thing because it's become stagnant. SOMEONE NEW!</li> </ul>	<ul style="list-style-type: none"> <li>• Making it clear to the community that he/she will not repeat mistakes in recent past and that they want to be involved in all aspects of the school system because it is part of the role of superintendent.</li> <li>• Making it clear that he/she is responsible for running the district</li> <li>• Putting veteran teachers on notice that tenure is not enough to protect them and that they should actually LIKE working with children and families to keep their jobs</li> <li>• Demonstrating Investment in supporting ALL children</li> <li>• Showing parents that they actually are aware of what's happening in the schools and that families are a vital part of the school district beyond fundraising/PTO projects. SOMEONE new!</li> </ul>
128	<ul style="list-style-type: none"> <li>• Accessible</li> <li>• Positive</li> <li>• Genuine</li> <li>• Trustworthy</li> <li>• Supportive of staff</li> <li>• Advocate for students</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining the trust of the community,</li> <li>• Keeping staff morale high while implementing state and federal mandates,</li> <li>• Maintaining rigor for students</li> </ul>
129	<ul style="list-style-type: none"> <li>• Thoughtful</li> <li>• Protective</li> <li>• Supportive</li> <li>• Attentive</li> <li>• Creative</li> </ul> <p>All of these should anchor themselves in supporting</p>	<ul style="list-style-type: none"> <li>• Supporting student and teacher leadership in classrooms and across the district, inquiry approaches to teaching and learning, and community engagement</li> <li>• Buffering and protecting students, teachers, and schools from high-stakes standardized tests, especially ones that are not proven to be developmentally appropriate (e.g., SBAC)</li> <li>• Addressing budgetary concerns</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
130	<ul style="list-style-type: none"> <li>• Fantastic interpersonal skills</li> <li>• Budgetary excellence</li> <li>• Curricular understanding; ability to innovate (risk for good change)</li> <li>• Understanding of benefits and limitations of current assessment practices</li> <li>• Easy interaction with/understanding of young children</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of limitations and possibilities in current (and new) forms of assessment</li> <li>• Budget</li> <li>• Community outreach/communication with stakeholders</li> </ul>
131	<ul style="list-style-type: none"> <li>• Background in teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Rebuilding trust</li> </ul>
132	<ul style="list-style-type: none"> <li>• Collaborator</li> <li>• Good communicator</li> <li>• Facilitator</li> <li>• Someone who is approachable</li> <li>• not a micromanager</li> </ul>	<ul style="list-style-type: none"> <li>• Being able to overcome the political/divisive relationship between the board of ed. and the town council, while communicating the needs of the board of education to the town council so our district can once again be a leader</li> <li>• Design a plan to modernize current elementary schools or build a new elementary school(s).</li> <li>• Getting a handle on the many group structures in place in our schools i.e. data team, professional learning communities, curriculum councils, professional development committee, etc. and streamlining, consolidating and reorganizing these existing structures so we are not duplicating our efforts, while becoming more effective and efficient with our time to meet the needs of students and families</li> </ul>
133	<ul style="list-style-type: none"> <li>• Well educated</li> <li>• Highly respected</li> <li>• Track record of success</li> <li>• Responsive</li> <li>• Focused on student and staff success!</li> </ul>	<ul style="list-style-type: none"> <li>• Gaining trust and rebuilding our great schools</li> <li>• Focusing on the individual needs of each school, creating a plan, and executing it</li> <li>• Building rapport with the community!</li> </ul>
134	<ul style="list-style-type: none"> <li>• Respectful</li> <li>• Ethical</li> <li>• Trusting</li> <li>• Honest</li> <li>• Seeing (all sides of situations)</li> </ul>	<ul style="list-style-type: none"> <li>• Building community trust</li> <li>• Fix the bus issues</li> <li>• Have an open mind with parents concerns that have not been "heard" or responded to and with any future parent concerns. If a parent brings a concern to the MBOE, don't assume they didn't like what they had been told or didn't "get their own way". Perhaps they were not heard.</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
135	<ul style="list-style-type: none"> <li>• Exhibits a strong ability to listen to and work with teachers, who bring experience directly from the classrooms with our children</li> <li>• is willing to spend time connecting and communicating directly with parents and families</li> <li>• Is willing to support what parents/citizens voice as their choices for our schools vs. implementing his/her own educational / professional agenda</li> <li>• Has a vision for Mansfield public schools to continue to be one of the most well-respected districts for its leadership in education vs. a vision of continuing to bring schools down path of conformity to Common Core</li> </ul>	<ul style="list-style-type: none"> <li>• Developing curriculum that both meets the common core (since ct will not be bowing out any time soon) and assures parents and students that kids are getting opportunities to enjoy their learning</li> <li>• Effectively manage testing overload concerns</li> <li>• Gaining and keeping the trust of the community</li> </ul>
136	<ul style="list-style-type: none"> <li>• Reputation in management and supervising,</li> <li>• Communication skills</li> <li>• Education background</li> <li>• Efficiency in using budget</li> <li>• Personalities such as honest</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Maintain high quality of education</li> <li>• Trust from employees</li> </ul>
137	<ul style="list-style-type: none"> <li>• Someone who can define what education SHOULD be instead of what the "education reformers" want it to be.</li> <li>• Personable</li> <li>• Understands children and the needs of the community</li> <li>• Visionary</li> <li>• Good listener</li> <li>• Seeks input</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with "school reform" and outside forces affecting our public education</li> <li>• Dealing with diminishing financial resources</li> <li>• Dealing with a high-needs population of students whose home lives impact their education at school</li> </ul>
138	<ul style="list-style-type: none"> <li>• Ability to listen to all employees regardless of their position in the district.</li> <li>• Ability to foster a positive relationships with the various unions</li> </ul>	<ul style="list-style-type: none"> <li>• Managing the educational needs of special education students</li> <li>• Willingness to provide special ed students with the appropriate programs best suited to their needs</li> </ul>
139	<ul style="list-style-type: none"> <li>• Teacher</li> <li>• Teacher</li> <li>• Teacher</li> <li>• Teacher</li> <li>• Teacher</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Regionalizing the district with E.O, Ashford, and Willington. We only need one superintendent, central office staff instead of 4.</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
140	<ul style="list-style-type: none"> <li>• Independent</li> <li>• Not focused on standards but on what is best for students</li> <li>• Willing to think outside paradigm</li> </ul>	<ul style="list-style-type: none"> <li>• Helping all students meet their potential. Too much emphasis placed on making sure no child left behind</li> <li>• We are forgetting to help our good students excel beyond mediocrity.</li> </ul>
141	<ul style="list-style-type: none"> <li>• Must be approachable and supportive to all staff members</li> <li>• Must be strong, confident</li> <li>• must put students first</li> </ul>	<ul style="list-style-type: none"> <li>• Making sure all staff members are doing their job</li> <li>• Being more supportive of all staff</li> <li>• Be willing to make necessary changes</li> </ul>
142	<ul style="list-style-type: none"> <li>• Someone not burnt out</li> <li>• Someone who resides in town</li> <li>• A parent</li> <li>• Someone willing to stand up to the "Common Core"</li> </ul>	<ul style="list-style-type: none"> <li>• Reinstating the programs that have been recently cut</li> <li>• Reworking the budget to make it work</li> </ul>
143	<ul style="list-style-type: none"> <li>• A person with integrity who is committed to the district and to the people who, together, accomplish its mission.</li> <li>• Someone who leads by example, communicates without ceasing, and shows care, concern and consistency in all dealings.</li> </ul>	<ul style="list-style-type: none"> <li>• Holding teachers accountable when they engage in misconduct or fail to communicate with parents (based on personal experience).</li> <li>• Raising money, both from public and private sources.</li> <li>• Increasing opportunities for students in arts and humanities ( shifted too far toward STEM).</li> </ul>
144	<ul style="list-style-type: none"> <li>• Intelligence</li> <li>• Experience</li> <li>• Interpersonal skills</li> <li>• Past teaching experience</li> <li>• knowledge of curriculum and instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Budget</li> <li>• Town growth</li> </ul>
145	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Engaged</li> <li>• Consistent</li> <li>• Visionary</li> <li>• Builds community</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to set goals for the future</li> <li>• Needs to hire staff that can align curriculum among grades and to common core standards</li> <li>• Needs to address the problem of old school buildings and infrastructure</li> <li>• Accommodate the increase in enrollment that i think we will see in next 5 years that district is not anticipating.</li> </ul>
146	<ul style="list-style-type: none"> <li>• Honesty and integrity</li> <li>• Communication skills at all levels</li> <li>• Knowledge of facility management</li> <li>• Visionary and current with latest trends and regulations</li> <li>• Ability to work with shared services model and Town Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Restoring confidence of the community in the Superintendent</li> <li>• Declining enrollment and revenues</li> <li>• Evaluating facilities and working to upgrade buildings, whether renovate to new or building new.</li> </ul>
147	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Listening skills</li> <li>• Ability to reach out and connect to every segment of the community.</li> <li>• Patience; knowing that results will not happen immediately.</li> <li>• Treating everyone--staff, students, parents--with respect.</li> </ul>	<ul style="list-style-type: none"> <li>• Restoring confidence in the management of the system</li> <li>• Addressing the facility issues for the 3 elementary schools</li> <li>• Compliance with state and federal mandates, on evaluation of students and teachers</li> </ul>

Respondent	<b>Question 6:</b> What personal qualities and leadership attributes best define your idea of an effective and successful school superintendent? <i>List your top five (5) qualities and attributes.</i>	<b>Question 7:</b> Going forward, what do you believe are the most critical challenges facing the new superintendent of Mansfield Public Schools in the first three years of employment? <i>List your top three (3) challenges.</i>
148	<ul style="list-style-type: none"> <li>• Integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Cost</li> </ul>
149	<ul style="list-style-type: none"> <li>• Honest</li> <li>• Fair</li> <li>• Organized</li> <li>• Student-centered</li> <li>• Concise</li> </ul>	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Budget cuts</li> <li>• Transparency</li> </ul>
150	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving cooperation from ALL</li> </ul>
151	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-establishing relationship with the Board of Education and parents of students</li> </ul>
152	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>
153	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>
154	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>
155	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>
156	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>
157	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>
158	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>	<ul style="list-style-type: none"> <li>• No response to this question from this participant.</li> </ul>

**Note:** Several participants responded to questions #1-#5 but chose not to respond to questions #5 and #6 or to only one of the questions. All such entries have been clustered together at the end of this data set.