



Florida School Boards Association SUPERINTENDENT SEARCH

BREVARD PUBLIC SCHOOLS SURVEY

The Brevard County School Board is seeking community-wide input concerning the leadership qualities desired in the next Superintendent, the chief leader for the district. Your assistance is greatly appreciated. All information will be reported to the BCPS School Board to be used to build the application, for application screening, designing questions for applicants, and for interviews.

This survey is being conducted by the Florida School Boards Association for Brevard Public Schools to help guide them in their search to find the next Superintendent of Schools.

You also have an opportunity to share written comments at the end of the survey.

Choose the three (3) items that you feel are the most important for your district in the area of **Academic Excellence:**

- Is familiar with and/or has successful experience with education reform requirements including state standards and Florida's school and district evaluation systems.
- Successful experience in curriculum adoption and implementation that meets or exceeds state standards.
- Has experience in a school or district where student achievement has been increasing and can describe the role leaders must play in that process.
- Is able to identify, plan for, and implement solutions to equity needs in a district.
- Experience developing career and technical programs to meet the needs of local and regional employers.
- Ability to plan and implement continuous improvement and organizational improvement in all academic areas.
- Evidence and experience in moving district/school to higher achievement levels prior to mandates of state or federal agencies.
- Possesses a keen mission to raise student achievement for all students in district/school.
- Successfully provided oversight for programs to meet the needs of students with disabilities and other special needs-students.
- Understands the importance of early childhood programs.
- Successfully led a district's strategic plan or portion thereof, with identified measurable results and a focus on performance.
- Has a record of improving student performance, especially in identifying, narrowing or closing the gaps in student achievement.
- Promotes the success of every student by facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared by all stakeholders.



Florida School Boards Association SUPERINTENDENT SEARCH

- Has led district implementation of changes to standards.
- Improves student performance, especially in identifying, narrowing or closing the gaps in student achievement.
- Demonstrated success in turning around low performing schools.
- Knowledge of current educational issues, trends, and research and effectively led a district through the rapidly changing state and federal landscape.
- Analyzes and uses data for decision-making to review or improve actions, plans, processes, and systems.
- Commitment to all children and willing to visit classrooms and participate in student activities.
- Ability to plan and implement continuous improvement and organizational improvement in all academic areas.
- Ability to identify what makes an effective school and create systems and processes to ensure that schools have the supports necessary to achieve.

Choose the three (3) items that you feel are the most important for your district in the area of **Exceptional Workforce:**

- Successfully delegates authority and responsibility while holding staff accountable.
- Has a willingness to innovate and encourage others to innovate, while remaining accountable to the school board.
- Demonstrated skill in supervising employees at all levels.
- Implemented program for staff evaluation and corrective action/improvement plans.
- Successfully led a district's strategic plan or portion thereof, with identified measurable results and a focus on student performance.
- Maintains high expectations for all employees and students.
- Sets goals for self and others; holds self and others accountable through formal and informal evaluations.
- Uses climate assessment results to identify needed areas for improvement and develops plans to address needs.
- Ensures staff performance results in improved performance.
- Can successfully get unmotivated or underperforming staff to improve, find a way to positively contribute, or resign.
- Has experience motivating staff and students, improving morale and generating enthusiasm.
- Ensures that schools located in areas of poverty receive the attention and resources they need.
- Leads and monitors staff in a large organization.
- Analyzes and uses data for decision-making to review or improve actions, plans, processes, and systems.
- Knows and practices effective personnel policies, procedures and practices.
- Models and enforces non-discrimination state and federal regulations.
- Able to assess student performance levels and effectiveness of teachers and programs.



Florida School Boards Association SUPERINTENDENT SEARCH

- Ensures school learning plans are progressing, monitored, adjusted, and result in positive trends in meeting student performance standards.
- Uses climate assessment results in school improvement planning across the district.
- Holds self and others accountable.
- Sets high expectations for self and the organization.
- Experience leading a district-wide professional development program aligned with a strategic plan and instructional goals.

Choose the three (3) items that you feel are the most important for your district in the area of **Community Connection**:

- Has worked with community partnerships to develop and put into action programs, initiatives and systems to address safety, anti-violence and character-building.
- Can successfully engage the public, the media and support groups.
- Has excellent speaking skills with large and small groups.
- Experience leading an organization with diverse cultures.
- Collaborates with faculty and community members, responds to diverse community interests and needs, and mobilizes community resources.
- Has experience in bringing diverse special interest groups together.
- Is involved in community activities outside of the school district.
- Includes parents, staff, community members, students as appropriate in the development of recommendations.
- Willing to work with governmental, educational and business leaders to enhance educational opportunities and economic development.
- Meets with individuals and diverse community groups comfortably.
- Demonstrates good listening skills and gathers information to make thoughtful, timely decisions.
- Brings people of different cultures together to achieve goals.
- Leads in both education and the wider community.
- Demonstrates effective interpersonal skills.
- Experience in leading and supporting tax initiatives.
- Familiarity with Brevard Public Schools and community.
- Experience collaborating with strong philanthropical partners.
- Is able to understand, interpret, and explain data successfully to all stakeholders.
- Implements district strategic plan and reports on progress toward goals to community.

Choose the three (3) items that you feel are the most important for your district in the area of **Operational Sustainability**:

- Has experience evaluating and reorganizing staff, revising procedures, and implementing policy changes to improve efficiency.



Florida School Boards Association SUPERINTENDENT SEARCH

- Interprets and articulates complex educational and financial data to the Board, staff and community.
- Responsible for all aspects of student and staff safety and security, including oversight of district police force.
- Has efficiently managed the operation of a school district or department of similar size and/or budget.
- Knows how to organize and operate an effective, efficient transportation program.
- Knows how to plan for energy conservation and other operational programs.
- Knows procedures for assessing and improving district operations in all support service areas.
- Has successful experience in planning, managing and evaluating annual budget.
- Has experience developing and implementing budget and accounting control procedures.
- Has successfully developed a zero-based budget to meet district goals.
- Can forecast revenue shortfalls and enrollment changes.
- Can review a budget and note irregularities and areas of potential future concern.
- Has successfully passed voter referenda.
- Has experience supervising purchasing, payroll and other fiscal matters.
- Analyzes and uses data for decision-making to review or improve actions, plans, processes, and systems.
- Values and uses technology to ensure its assimilation and impact on district systems, teaching and learning.
- Demonstrates fiscal responsibility and a strong business and financial background.
- Leads and monitors staff in a large organization.
- Uses sound fiscal practices to maximize the resources of the district.
- Articulates a clear vision for the use of technology in the future.
- Successful innovator.
- Has the ability to successfully apply the legal requirements involved in the administration and management of a public school district including labor relations and the management of the negotiated contract.

Choose the three (3) items that you feel are the most important for your district in the area of
Personal Leadership Qualities:

- Is a good listener.
- Reacts positively in highly stressful situations.
- Possesses the ability and willingness to make tough decisions that may not always be popular.
- Collaborative leadership style.
- Highly organized strategic thinker.
- Values and leads from agreed upon goals.
- Ability to build high-performing teams.
- Builds trust and respect, and serves as a role model for staff, students and the community.



Florida School Boards Association SUPERINTENDENT SEARCH

- Leads with honesty and charisma.
- Leads with a vision yet honors the past.
- Is courageous and honest, and engages others in seeking solutions to challenges.
- Models high standards of integrity.
- Brings people of different cultures together to achieve goals.
- Leads with humility, caring, and servant-leader attitude.
- Displays a positive outlook at work and in personal life.
- Exhibits excitement, energy, happiness, and has a sense of humor.
- Committed to life-long learning and personal professional development by engaging in regional, state and national educational opportunities.
- Has had multiple educational experiences.
- Creative and a successful innovator.
- Inspires and builds trust and models high standards of integrity and ethics.
- Thinks with innovation, creativity, and courage to engage others in seeking solutions to district challenges.
- Leads but willing to pitch-in to help at any level in the organization

What do you consider to be the two or three most significant strengths of the district?

What do you consider to be the two or three most significant challenges or issues facing the district?

Please check all the stakeholder groups that you represent:

- Parent or guardian
- Community member
- Brevard Public Schools Employee (current or former)
- Business Leader
- Student
- Other

Thank you for your input; your feedback is very important in helping to guide the BCPS School Board in selecting the next Superintendent. If you have any questions regarding this survey, please email messina@fsba.org. You can expect a response within 24 hours.