



**Summary of the Community Survey
January 2025**

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Executive Summary

Questar III BOCES created an online community survey for the New Lebanon CSD Superintendent Search with the input of the New Lebanon CSD Board of Education. A link to the survey was posted to the district's website on December 13 and closed the evening of January 2. Parents, guardians, staff, and community members were invited to participate.

We received a total of 201 responses to the survey. The highest number of respondents were parents with a child or children in school (35.82 percent). Community members without children attending New Lebanon CSD were the second highest group representing 26.87 percent of respondents. The third highest group was instructional staff at 24.38 percent, followed by non-instructional staff members at New Lebanon CSD (9.45 percent). A total of 7 students at New Lebanon CSD (3.48 percent) completed the survey.

The second question asked respondents to select up to three different positions that would prove most valuable for the next superintendent at New Lebanon CSD. The top three responses were building principal (21.10 percent), assistant superintendent (18.78 percent) and superintendent (16.46 percent).

The third question asked respondents to place weight on specific experiences and skill areas that superintendent candidates may possess. The top 10 responses, rated as critically important or above average importance, included:

1. Innovative problem solving skills (86.67 percent)
2. Advocacy for all students (86.06 percent)
3. School budget and finance knowledge (86.06 percent)
4. Desire to become part of the New Lebanon community (83.03 percent)
5. Possesses strong track record of instructional leadership (80.00 percent)
6. Commitment to student college and career readiness skills (79.39 percent)
7. Demonstrated personnel management (78.18 percent)
8. Experience working in collaboration with a Board of Education (70.91 percent)
9. Strong background in curriculum development (69.09 percent)
10. Understands importance of technology in the classroom (66.67 percent)

The fourth question asked respondents to weigh what importance the board should place on various personal characteristics. The top 10 characteristics, rated as critically important or above average importance, included:

1. Honest/ethical/high level of integrity (95.68 percent)
2. Confident and has the ability to make tough decisions (93.25 percent)
3. Open-minded, able to take input in a constructive way (90.80 percent)
4. Strong communicator, including being a good listener (90.74 percent)
5. Passion for public education and life-long learning (88.96 percent)
6. Approachable/personable (88.20 percent)
7. Committed to the position and community (85.80 percent)
8. Consensus builder, collaborative (82.82 percent)
9. Positive, upbeat (80.98 percent)
10. Ability to recognize and cultivate talent (80.37 percent)

The fifth question asked respondents to identify any other characteristics they would like to see in a superintendent. These comments were organized and grouped by topic, without any editing or reformatting of what was provided by respondents. Respondents provided 69 comments. The top categories include Candidate Attribute, Supporting Staff, and Compassion.

The sixth question asked respondents to identify New Lebanon's CSD's greatest need over the next one to three years. As was done for question #5, these comments were organized and grouped by topic, without any editing or reformatting of what was provided by respondents. Respondents provided 112 comments. The top needs include Curriculum/Programs/Student Outcomes, Budget/Finances and Safety/Culture.

The seventh survey question asked community members to provide a question they would like the board to ask candidates. A total of 90 questions were submitted. These were also organized and grouped by topic, without any editing or reformatting of what was provided by respondents. The top categories include Vision/Leadership/Goals, Experience and Candidacy, and Safety/Culture.

The final survey question asked respondents if there was anything else they would want the Board to know. A total of 45 comments were submitted. As before, the responses were organized and grouped by topic, without any editing or reformatting of what was provided. The top category was Candidate Attribute.

Question 1: Which of the following best describes your role?

- **72** Parent with a child or children attending New Lebanon CSD (35.82 percent)
- **54** Community member w/o children attending New Lebanon CSD (26.87 percent)
- **49** Instructional staff member at New Lebanon CSD (24.38 percent)
- **19** Non-instructional staff at New Lebanon CSD (9.45 percent)
- **7** Student at New Lebanon CSD (3.48 percent)

201

Question 2: Below is a list of positions that superintendent candidates may have held in the past. Which prior positions do you think would prove most valuable for the next superintendent? (You may check up to THREE positions)

- **100** Building principal (21.10 percent)
- **89** Assistant superintendent (18.78 percent)
- **78** Superintendent (16.46 percent)
- **74** Teacher (15.61 percent)
- **39** Business official/school finance (8.23 percent)
- **27** Special education director (5.70 percent)
- **23** Human resources director (4.85 percent)
- **20** Department chair/curriculum leader (4.22 percent)
- **18** Leadership position outside of public education (3.80 percent)
- **6** Other (1.27 percent) – listed below without editing

- Internal selection

- Any admin position would be valuable.
- Someone with a vision for improvement and not just getting through each day
- WBH [REDACTED]
- Someone who has had a successful career outside of education who can provide real world experience and knowledge to inform the curriculum and studies of the students.
- Arts position

Question 3: Listed below are specific experiences and skill areas that superintendent candidates may possess. From your perspective, how much weight should the Board place on each area. Rate the importance of each area using the scale.

	Critically Important		Above Average Importance		Average Importance		Below Average Importance		Relatively Unimportant		Total
	%	N	%	N	%	N	%	N	%	N	
1. Innovative problem solving skills	49.70%	82	36.97%	61	12.12%	20	1.21%	2	0.00%	0	165
2. Advocacy for all students	66.67%	110	19.39%	32	13.33%	22	0.00%	0	0.61%	1	165
3. School budget and finance knowledge	50.30%	83	35.76%	59	13.94%	23	0.00%	0	0.00%	0	165
4. Desire to become part of the New Lebanon community	52.73%	87	30.30%	50	12.73%	21	2.42%	4	1.82%	3	165
5. Possesses strong track record of instructional leadership	41.21%	68	38.79%	64	18.79%	31	1.21%	2	0.00%	0	165
6. Commitment to student college and career readiness skills	40.00%	66	39.39%	65	18.18%	30	2.42%	4	0.00%	0	165
7. Demonstrated personnel management	40.00%	66	38.18%	63	20.61%	34	1.21%	2	0.00%	0	165
8. Experience working in collaboration with a Board of Education	37.58%	62	33.33%	55	26.67%	44	0.61%	1	1.82%	3	165
9. Strong background in curriculum development	30.30%	50	38.79%	64	27.27%	45	3.03%	5	0.61%	1	165
10. Understands importance of technology in the classroom	23.64%	39	43.03%	71	27.88%	46	3.64%	6	1.82%	3	165
11. Has a strong network of professionals	23.03%	38	34.55%	57	34.55%	57	6.06%	10	1.82%	3	165
12. Growth and insight from experience with pandemic	12.80%	21	31.71%	52	39.63%	65	13.41%	22	2.44%	4	164

Question 4: Listed below are personal characteristics that superintendent candidates may possess. From your perspective, how much weight should the Board place on each characteristic when assessing each candidate? Rate the importance of each area using the scale.

	Critically Important		Above Average Importance		Average Importance		Below Average Importance		Relatively Unimportant		Total
	%	N	%	N	%	N	%	N	%	N	
1. Honest/ethical/high level of integrity	79.63%	129	16.05%	26	3.09%	5	1.23%	2	0.00%	0	162
2. Confident and has the ability to make tough decisions	54.60%	89	38.65%	63	6.75%	11	0.00%	0	0.00%	0	163
3. Open-minded, able to take input in a constructive way	61.35%	100	29.45%	48	9.20%	15	0.00%	0	0.00%	0	163
4. Strong communicator, including being a good listener	58.02%	94	32.72%	53	8.64%	14	0.62%	1	0.00%	0	162
5. Passion for public education and life-long learning	51.53%	84	37.42%	61	9.82%	16	1.23%	2	0.00%	0	163
6. Approachable/personable	57.14%	92	31.06%	50	11.18%	18	0.00%	0	0.62%	1	161
7. Committed to the position and community	53.70%	87	32.10%	52	12.96%	21	1.23%	2	0.00%	0	162
8. Consensus builder, collaborative	36.81%	60	46.01%	75	15.95%	26	0.61%	1	0.61%	1	163
9. Positive, upbeat	37.42%	61	43.56%	71	18.40%	30	0.00%	0	0.61%	1	163
10. Ability to recognize and cultivate talent	34.36%	56	46.01%	75	18.40%	30	1.23%	2	0.00%	0	163
11. Inspirational to others	33.74%	55	31.29%	51	31.29%	51	3.07%	5	0.61%	1	163

Question 5: Are there any other characteristics you would like to see in a superintendent?

These responses were printed as entered by survey participants but grouped by category. Four responses were edited to protect individual privacy.

Candidate attribute (13)

- Willing to work with others, especially community partners, BOCES, and other school districts. This is needed as a small rural district with limited resources
- I want a superintendent that is willing to set policy standards, led initiatives by example, and look to their colleagues as ways to carry out their ideas. I want a superintendent that is collaborative, that is open to a dialogue between multiple stakeholders, and making decisions that always have the best interest of the school and its learning environments at heart.
- Current school principal with teaching experience
- Extensive experience in Urban, suburban and rural education
- The supervisor can have many beneficial characteristics, such as fairness, treating all students equally, and being impartial according to facts when dealing with problems; Have a strong sense of responsibility, really care about students' learning and growth environment, and actively maintain good campus order; We should also be good at communication, so that we can not only communicate with students in a friendly way to understand their ideas, but also cooperate smoothly with teachers to jointly promote the better development of teaching management.
- Excellent in character and learning, well-taught
- Have professional professional accomplishment.
- I would like to see someone who has their own ideas and is not afraid to try to implement them. We are too used to the status quo and not getting better. A strong leader can really people behind them, be challenged and not get upset or take it personal and want to provide the best for each student based off of where they are and where they are going, even if that ,means a non traditional path to success.
- have the ability and desire to think I outside the box in evaluating past practices in the district
- Exceptional recruiter.
- Someone from outside of New Lebanon so they will be free to act without consideration for small town politics and relationships.
- make a fresh start
- innovate

Supporting Staff (10)

- Someone who is willing to trust their faculty and staff. New Lebanon is such an incredibly special place, operating by incredibly special people who work to make it the best every single day. Trust us. We will deliver.
- Open to collaboration with teachers and community members, transparency, stands behind teachers
- The ability to acknowledge the impact of teachers and staff on students and to support the staff.

our students for careers in many different fields, but all of which require the ability to communicate verbally and on paper in a clear, concise, and educated manner.

- They understand the importance of and prioritize the arts in education.

Other (5)

- I'd like to see [REDACTED] be nominated
- Human
- why cant' Chatham and New Lebanon share a Superintendent?
- Not a member of the good ole boys club
- To not be fske or phoney or disingenuous [REDACTED]

Presence (5)

- Willing to actual be present at New Lebanon events. Considering [REDACTED] at the majority of sporting events and functions.
- Presence. It's nice to see a superintendent walking the halls of each school. This helps them understand what is happening and makes it easier to problem solve.
- It would be nice if they are in district
- I would like them to dedicate time to community events and atmosphere. Not just show they are there for the role, but the kids as well. Also, I believe that should carry on to teachers
- Visibility and support of programs

Students (5)

- Knowledge of how to support special education students/classrooms
- I hope to get along well with the students.
- I want to ensure equitable access to education for all students and have concerns about the political climate as related to education access for all students.
- As a district that accommodates a growing number of special education students with various sensory and behavioral needs, there needs to be an increased focus on improving the safety of staff & students directly and indirectly working with these students. A superintendent who is able to make necessary changes quickly is critical, as the current state of that part of the school is concerning and unsustainable.
- Just someone that is there for the students and does the job

Community (4)

- The New Lebanon School District needs to be more involved with the community at large. There are educational opportunities in the community that can expand students' knowledge base that could better prepare them for college and to be better citizens.
- Most important is commitment and dedication to New Lebanon.
- Enthusiastic about partnering with the Town on community-based projects
- Someone who knows the community and has a history of working well with staff and parents.

Budget/Finances (3)

- Experience in obtaining external funding from foundations and non-profits.
- Our school system is too small to have a superintendent. A superintendent for 400 students? A principal for both schools would suffice and then each school could have an assistant principal. The Board should work a little harder at doing their homework before deciding that this school district needs another costly superintendent. How much more are they going to raise our taxes.
- Ability to make tough decisions when necessary and keep within budget - tough paying so much in school taxes, don't want to pay more.

Rural Experience (3)

- Understanding the dynamics of a small town school with students of all kinds
- We really could benefit from someone who has experience with our school population already.
- Being a small district and the need for someone who wears many hats district level experience is essential

Communication (3)

- Someone willing to be transparent in communication, to students families and community, good listener, and open communication with all.
- A leader who " calls like it is " for the BoE " and doesn't engage in just " happy talk and good news at the Board meetings
- I would like to see a school superintendent with excellent communication skills. They should be able to effectively convey the school's vision, policies, and any changes to all stakeholders, including students, parents, and teachers. Additionally, a superintendent with a strong sense of innovation would be beneficial. They could introduce new teaching methods, technologies, and educational programs to keep the school at the forefront of modern education and better prepare students for the future. Also, having a superintendent who is highly empathetic is crucial. They need to understand the concerns and needs of the school community and be able to address them in a compassionate and appropriate manner.

Leadership (2)

- Strong Decision Maker
- Strong leader capable of making tough decisions

Longevity (2)

- Choose someone committed to our district long-term, not using this as a stepping stone. Promoting from within can ensure dedication and longevity.
- Someone who is here for a length of time, not one who sees NL as a "stepping stone" to a larger district.

Question 6: What do you identify as the greatest need of New Lebanon CSD over the next 1-3 years?

These responses were printed as entered by survey participants but grouped by category.

Curriculum/Programs/Student Outcomes (27)

- Literacy
- Prepare the children of our community for post NLCSD education or Career Jobs not needing college. Maintaining educational opportunities for all children of the district, despite their own family situation, offering support for those underserved, and teach and require all students to have manners and respect for their education, and basic respect they will need in the outside world.
- curriculum
- Understanding future needs of the district and continuing to look at integrating with local school districts
- Development of critical thinking skills in ALL students
- Maintaining programs and teaching staff
- Education
- moving beyond the pandemic mindset and raising expectations for students
- Create a better learning environment
- Finding a way to get students who don't need a classical education into vocational instruction. We are being overwhelmed right now by students who don't want/need to be here and all of the problems that creates.
- Optimization of educational resources and improvement of students' comprehensive qualities.
- All students being provided the most appropriate supports for them academically and emotionally.
- education
- Increase education
- Ensuring the students are adequately prepared for life in the real world inclusive of reading comprehension, critical thoughts, and comprehensive education inclusive of life and social skills
- Support for personalized education: Students have great individual differences, so it is necessary to provide personalized education plans and tutoring.
- More students. More students who have skills to help build New Lebanon, literally.
- to determine the path NLCS is to take to promote its continued education in New Lebanon
- Innovative programs
- Cultivation of comprehensive qualities: Besides academic achievements, attention should be paid to cultivating students' comprehensive qualities such as communication, teamwork and leadership.
- Students' needs
- student
- Protecting and growing the social and academic services for our children. Increased focus on interventions related to bullying and cyber bullying

- Improvement in reading/writing (more homework to reinforce taught principles, starting before 3rd grade, for example); Financial acumen to help guide the district with the coming state changes.
- Developing a plan how to manage the school district with dwindling number of students. How to collaborate so our children have the same opportunities as larger districts.
- More arts
- To provide staff and students with the tools necessary to be successful in a rapidly changing world.

Budget/Finances (25)

- Balancing finances with increasing student needs
- Budget
- Financial Stability
- Balancing student needs and school finances
- Financial responsibility and keeping staff
- Stability in both the budget and employee retention.
- Working on a budget that retains staff and programming for students.
- Strong financial leadership, someone who is invested in providing the best education for each and every student and someone who wishes to work collaboratively with faculty and staff
- Financial stability
- Financial stability while being conscientious of taxpayers money
- tax levy to the community, consistent policies and discipline
- Budgeting
- staying under tax cap while maintaining quality education
- Financial management, consolidation with other school districts to save costs
- Allocating funds appropriately
- The NEw Lebanon CSD needs better financial management. The past few years have been an embarassment.
- finance
- The ability to stay operational as a stand alone district without merging with another local district any further. If that is not financially feasible perhaps an administrative merger with another local district where our school buildings remain open but we share administrative staffing such as superintendents, transportation operations, business managers, etc.
- Budget and stronger successes
- Focusing on basic education and operating within financial constraints and a strict budget.
- lower costs, get new students, provide more technical training
- Continue to work on getting New Lebanon CSD into better financial situation. Making sure all students, k-12, have access to all that New Lebanon CSD has to offer. Making sure there is a committee to oversee any new building projects.
- Fiscal stability and staff retention
- The greatest long-term need of our school district, whether it's 1-3 years or 10-30 years, is staying solvent both fiscally and educationally amid declining enrollment,

limited property growth, increasing student needs, and limited resources. We have already merged sports with Berlin and shared services with others including Questar. How long can we continue to operate as a small rural school district? This is not to say that we want this to end, but we need to be realistic about the future. Ultimately, this needs to be more about surviving, but thriving and providing students in NL with experiences they need to be productive adults.

- Fiscal experience. With a potential decrease in state aid fiscal experience is essential

Safety/Culture (15)

- Cultivate tolerance and inclusion and be supportive of all learning abilities
- Updated discipline procedures, cell phone in class policy district wide, restorative practices
- Consistency in discipline and collaborating with teachers to build stronger bonds within the school community
- Student behavior/ the ability to feel supported by admin as a staff member
- Setting policy and creating culture that will define the school district for years to follow
- Culture. Definitely would like to see some improvements in understanding the importance of culture
- bullying
- Creating a safe learning environment, eliminating bullying, and ostracism
- Inclusivity
- Inspiring students to think creatively and strive for success. Cultivating a school culture that makes kindness and inclusion cool.
- a strong approach to discipline and learning in the classroom to prepare our students
- A change in energy. Our teachers are struggling dealing with rough students. We need to support them.
- career development and anti bullying initiatives
- Empathy for students with trauma histories
- Kids being held accountable for there actions

Staff/Staffing (11)

- Recruiting strong new teachers to fill the void left from retirements. Budget focus. Integrating AI into the classroom.
- Maintaining personnel and filling open positions with good people
- More teachers and aids.
- Teachers that care instead of hiding behind union
- The faculty needs to feel inspired again so we can do the same for the kids.
- Retaining good teachers, possibly financial concerns of which all details I may not be privy to.
- Need to recruit more excellent teachers
- Increased long term staff development / community growth.
- Retaining good staff
- Getting staff to do their proper jobs.
- Retaining good qualified teachers

Special Education (8)

- The increase in special education and the district's ability to support our SPED students and staff along with supporting all students to the best of our ability.
- More help for teachers with special education students
- Special education
- Special education resources
- Growing the continuum of special education services to ensure all needs are met and taking a close look at our reading instruction.
- Staffing for students to receive the services they need (IEP, 504, etc., ELL)
- Improvements to the accommodations for special needs to ensure the safety of students and staff.
- Special education

Communication and Engagement (6)

- a focus on student teacher relationships and being a part of the community by going to sports games
- Continue to meet the needs of all members of community
- Better communication
- Better communication, higher safety standards at the elementary school, and more variety in school lunch choices.
- Good outreach to the community.
- Keeping families involved through communication outside of social media

Consistency/Continuity/Commitment/Stability (6)

- Consistency
- Consistency and structure
- Consistency
- Someone that wants to be in the district for the long haul. They are committed to staying in New Lebanon for many years to come. This will allow the district to grow.
- Consistency
- stable

Leadership (6)

- A more collaborative leadership and a school environment that fosters pride. Our students are lacking a school environment especially when they compare it to their friends at Berlin.
- Integrity and accountability
- Someone who is willing to work to develop staff and students. It will be critical to have a leader who is open to listening and will work to understand the needs of our students and teachers. They must possess a willingness to adapt and change based on those needs.
- talent

- A strong leader with a vision and someone who can connect with students on a personal level. Our biggest need is to set a goal and then go about reaching out with fidelity, as opposed to just throwing out buzz words and then never following up with anything and just moving on.
- Very approachable, interactive, organized, knowledgeable and budget conscious.

Facilities (4)

- Facility upgrades
- Updating teaching equipment
- Improve infrastructure construction. Improve the intelligent level of facilities.
- Updating teaching facilities. 2. Strengthening the teaching staff. 3. Supporting students' mental health. 4. Enhancing home - school communication.

Other (3)

- no superintendent
- Evolve with the times
- Increase enrollment

Technology (1)

- To continue to advocate for advanced technology in the classroom while maintaining small teacher/student ratios

Question 7: Please provide a question that you would like the school board to ask candidates.

These responses were printed as entered by survey participants but grouped by category. One response was edited to protect privacy.

Vision/Leadership/Goals (33)

- If you were to write a headline five years from now about New Lebanon CSD under your leadership, what would it say, and why?
- What are your long term goals with NICSD
- How would you help support teachers if they are struggling to gain respect from students, despite those teachers following and modeling best practices in classroom management and lesson plan design?
- What is your mission statement and goals to improve the NL Schools?
- How would you show your support for a teacher or staff member who is undergoing pressure from a parent over their child's behavior or academic achievements (or lack there of)?
- What would be your plan as superintendent to bring more inclusivity and diversity into a smaller school district and how would you implement it?
- What will you do to make learning and kindness cool?
- How will you 'be seen' in the schools so the students feel like you are a part of their school community?
- Are you willing and able to advocate for teachers and make changes where necessary?
- What do you see as the most important part of your role as a school superintendent?
- Where do you see yourself in the next 1-3 years?
- What innovative ideas do you have for our small district and offering quality programming for students who struggle with the traditional school setting?
- What are your goals as a Superintendent?
- What is the most important goal you have for New Lebanon
- What is something you would like to see the district improve?
- What's your vision for the school's educational strategic planning in the next three years? And how do you ensure that it adapts to the ever - changing educational trends?
- What will they do to make my child the most educated, prepared and successful person possible upon their graduation from the school district?
- What changes do you find to be the most important in the school district at this time?
- Does the candidate feel that parents should be more or less involved in their students public education experience?
- How do you encourage input from instructional staff?
- What is your understanding and approach to handling rhetoric around parental rights, and censorship in schools?
- How will you improve the future lives of New Lebanon's graduates more than the principal is doing?
- How do you see the school continuing with declining enrollment

- Are you committed to keeping critical race theory and gender identity indoctrination out of the classroom?
- Willingness to stand up to advocates who focus on small issues
- What do you think the New Lebanon school system is lacking and how would you implement this?
- An assessment of the candidates ability to think outside the box and to innovate within the uncertain times we live in.
- What is a characteristic you have and how or why do you think it will help you succeed in New Lebanon.
- How will you determine when a consultant is needed for a particular situation?
- Upon your retirement, What do you believe others will see as your legacy to the world of education?
- Seeing where the New Lebanon CSD is now, where would you see the school district in 5 years?
- How will you increase enrollment over the next five years?
- How does a small rural school district like ours navigate challenges like enrollment, finances, course offerings, etc.? What else should we be doing to provide students with opportunities we may be unable to offer due to limited resources or the lack of scale. [REDACTED]

Experience and Candidacy (18)

- In doing your research, what is the most unique thing you found about our school district? What would your current employer say about your work?
- Given the challenges of the many roles of a School Superintendent, why did you choose to aspire to that position?
- What characteristics makes you different from the other candidates
- Are you willing to earn your place with the students?
- Tell me about a time when you failed in your current or last role and what you learned from the experience?
- Can you provide an example of a time when you successfully led a team by recognizing and leveraging individuals' strengths?
- Tell us about a time that you had to make an unpopular decision
- What are the positive and negative aspects/ challenges of leading a small rural district?
- What majes them want to be a superentendant and what would they like to achieve while in that position
- how you have successfully managed a school district's budget to ensure financial stability
- What was the hardest thing you had to overcome related to the education system. How did you face it?
- What example do you have of a time a teachers asked you about creating policy change and you did so?
- What is a SPECIFIC way in which you have made a school environment more professional for students and adults?
- You have confidence.
- conscientious and responsible

- Who do you read? And why? I have interviewed thousands of candidates in my career, and this by far reveals the depth and interests of the candidate.
- Tell us about your experiences in a community similar to New Lebanon. Successes? Challenges?
- What qualities do you possess that you believe will allow you to be successful here at New Lebanon?

Safety/Culture (8)

- 1) The use of cellphones by students has been an increasing problem, what form of action are you willing to take to combat this? 2) Professional development is important, but so is listening to the needs of educators. Would you be willing to collaborate with the different departments to ensure all stakeholders feel this time is spent as productively as possible?
- How will you, address biases, and support diversity and inclusion for all in our educational system,
- Everyone is against bullying in the schools, however it still happens. What would you do to prevent bullying and reprimand bullying situations?
- What should happen when students are bullied from WBH to high school, same students..
- How to improve students' educational environment and how to cultivate students' learning
- What is your approach to cultivating positive district-wide culture - building and community.
- 2. What specific strategies and plans do you have to improve the professional quality and enthusiasm of school teachers?
- how would you deal with bullying

Curriculum (6)

- How will you support our music program during your tenure as superintendent?
- How do you plan to preserve programs and opportunities for students ?
- What are some ideas you have to help bring back more electives to our students?
- How would you ensure academic opportunities at the District?
- What type of importance to you place on career and technical education being offered within the school. Business, tech, FACs and Agriculture.
- Will you please advocate for more arts programming?

Staff (5)

- How will you help us attract candidates for non-teaching positions?
- What is your plan for recruiting, retaining, and developing high-quality teachers and staff?
- How might you work to recruit candidates to teach subjects areas in high demand?
- If elected, what measures will you take to attract and retain excellent teachers, especially when teachers' salary and benefits are restricted by the budget?
- How do you plan on helping teachers prepare students for their future goals?

Why New Lebanon (5)

- Will you be present and active in our New Lebanon community? If so, how to be plan to be involved?
- Why do you want to work in New Lebanon and what benefits do you see in working for a small districts?
- Do you like this small community
- Are we a stepping stone or do you plan on staying?
- What motivated you to want to work for our district? Do you plan to be here long term or is this a stepping stone for you?

Budget (4)

- How do you intend to bridge the financial gaps while maintaining programs that are in place AND respecting our communities financial needs?
- How to ensure educational quality and financial transparency
- '-What do you think is the most urgent problem in the allocation of educational resources in our school under the current educational environment?
- What do you think are the most important areas to allocate money for our budget?

Special Education (4)

- Do they have any SPED experience and are they open to training current staff better on how to handle some of the more challenging children.
- How do you view the balance between the importance of special education numbers and ensuring that each student receives the appropriate services? Why is one more important than the other in your approach?
- How do you plan on helping special education staff/students?
- What is your experience with special needs classrooms within a public school system?

Students (3)

- How will you address the needs of the students with disabilities while providing support for the advanced students at the same time
- Students' care and development
- How can we make students have better innovation?

Community (2)

- How would you demonstrate you care about a school community? What efforts or ways?
- How will you involve the community in educational priorities?


Other (2)

- How will you deal with EV bus requirements?
- do you have children of your own

Question 8: Is there anything else you would want the Board of Education to know?

These responses were printed as entered by survey participants but grouped by category. Two responses were edited to protect individual privacy.

Candidate Attribute (10)

- We need leaders who are committed to our students rather than just here to collect a pay check.
- I believe a Superintendent that is also passionate about extracurricular activities is very important. Our students need outlets to find themselves outside of the classroom, so protecting this activities is very important!
- Verification of past experiences and accomplishments as stipulated in candidate's resume.
- It's really important that the next superintendent has experience to run the district correctly. Education has changed greatly, and we will be coming to terms with the actual shifts over the next five years. Our next superintendent needs to be able to critically think about what changes are necessary and what standards and policies need to be set for the whole of a community.
- 
The leader of the district must keep the education of ALL students as his/her/their primary concern.
- '-Encourage the implementation of educational equity initiatives.
- It is important for this person to be dedicated to bettering the great work being done in this district. This is not someone who is comfortable doing the bare minimum, but someone who is willing to go above and beyond for our students and well-being of the district.
- Morale is low here, even amongst teachers who administrators might think are perfectly happy. We need someone with positivity and openness to hear what the district needs and make changes. Not someone who is going to run NL "like a business".
- Full history of applicants.
- Choose somebody that is willing to a leader of a team, not just a leader. Too many times it has felt like only the superintendents opinion has mattered and no one else's opinions are heard..

Community (6)

- They should also ask the question: How will you build trust and foster collaboration with teachers, staff, parents, and the broader community?
- Knowledge of the district and community and an understanding of small rural communities is essential
- Community investment is key, while being fair and accountable to employees.
- Strengthen home-school cooperation

- enabling parents to participate in school management and educational and teaching activities and form an educational synergy.
- Ask a couple community members with children and without children in the schools to be a part of the interview process in some way.

Internal Request (5)

- Choose from within.
- Look internally for candidates
- Familiar face would be important to parents/kids. Look internally for best possible candidate
- I feel very strongly that an internal candidate is the best choice. I feel this way because they have a feel for the district and has built relationships, which is important.
- Don't rush into a decision, and please look internally

Curriculum (4)

- Attention should be paid to the individualized development needs of students. Nowadays, the individual differences among students are becoming more and more obvious. It is necessary to ensure that the education model and curriculum can cover students with different learning abilities and hobbies as much as possible, and avoid "one size fits all" education.
- Let students understand the characteristics and requirements of different occupations as soon as possible, and broaden their career horizons.
- safety education
- Reading, writing, and STEM should be the focus of our students education.

Budget/Finances (3)

- It seems ridiculous and a waste of taxpayer money to have a superintendent for a district with only about 450 students. There are only 5,000 students in Columbia County. Why not have one superintendent for the entire county, and save the taxpayers money?
- since the school population is diminishing, yet the budget is not, what is the need of the Superintendent?
- The schools are too expensive to deserve the taxes they require. They need to be better.

Longevity (3)

- We need to do all we can to prevent a short-term person being placed in this roll, we need longevity to promote respect of our education system. Sometimes the best candidate on paper is not the best person for the job if they are only planning on staying a few years in the area. We need someone with passion and a desire to live and serve a small community diverse community
- Where do candidates see themselves in six years
- I believe our superintendent needs to be willing to commit the next 5-7 years at the school. They need to become a part of the community. They need to really push our

staff to be less complacent in teaching the basics (reading, writing, spelling, grammar, simple math, etc.). The superintendent should be open to communication and willing to listen but also make hard decisions and really steer the day-to-day ship at the district level. The current active members of the BOE have a high standard of excellence for our school in all areas and I know they will endeavor to find a superintendent that matches their dedication.

Other (3)

- Consider having [REDACTED] do a group interview with the two-three finalists.
- I want my children to grow up under social supervision. Too much concentration of power is bad
- Citizens and taxpayers are keeping watch over the Board of Education. Choose wisely.

Staff/Staffing (3)

- We need someone that is willing to trust programs we have in place, and trust that every faculty and staff member has the students' best interest at the forefront.
- The pay for a large portion of our staff is ridiculously low, Stewart's pay starts at least \$2 higher than pay for aides does, we do not have enough aides to cover when some are out sick due to the lack of pay which overall makes the school environment suffer.
- Stop the revolving door of educators in this district

Praise (2)

- Just thank you :)
- Thank you for asking for inquiries from the people who will have to work with a new superintendent on a daily basis.

Safety/Culture (2)

- Student discipline is a huge issue in both bldgs. There needs to be consistent and clear expectations for students. Not enough follow through by administrators
- We feel that the school has been too permissive of poor/biggoted behavior. Completely unacceptable.

Students (2)

- I think the students need more up to date 'clubs' ie ethnic club, garden club, crochet club, ect.
- Cultivate students' innovation

Facilities (1)

- The past building projects had some issues that may have been prevented if there were a committee to help with some decisions.

Transportation (1)

- How transportation concerns could be addressed