

# Superintendent Leadership Profile Report

## San Marcos Unified School District

February 16, 2021



**Presented by:**  
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**Ms. Beverly Hempstead**

**ess** Education Support  
Services Group

# The Engagement Process

- Purpose
- Participant involvement
- Data collection
- What did we learn?



# Focus Group Responses: Strengths of the District

**Close-knit, Caring Community**

**Innovative Programs, Services &  
Staff**

**Education Hub of North County**

# Focus Group Responses: Issues and Needs

**Budget Shortfall**

**Governance Team in Transition**

**Competing Perspectives & Values**

**Honoring Past while Looking to  
the Future**

# Focus Group Responses:

## Desired Characteristics of Incoming Superintendent

- ☐ Has integrity; is honest
- ☐ Communicates openly and often
- ☐ Can successfully navigate differing viewpoints and perspectives (e.g. is politically savvy)
- ☐ Decisive; has courage to make tough decisions
- ☐ Able to build trust and restore positive working relationships with all stakeholders
- ☐ Articulates/promotes a shared vision and mission
- ☐ Values/maintains strong relationships with employee associations

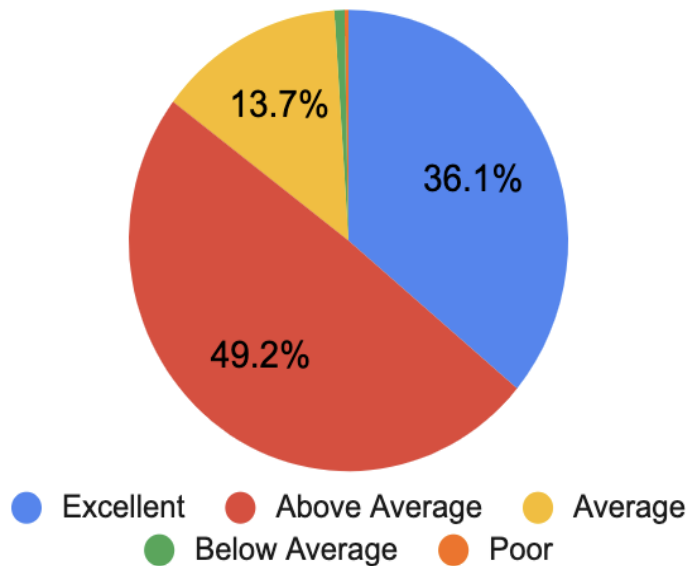


# Survey Respondents

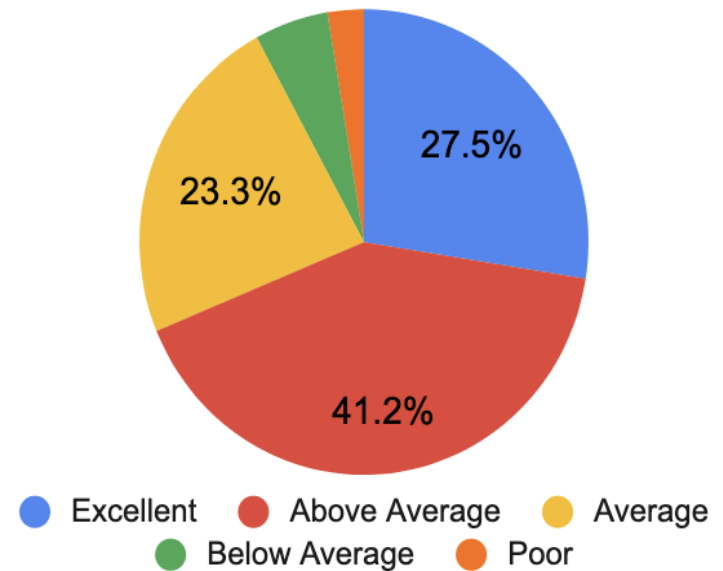
Respondents	Frequency	Percent
Administrative Staff	28	.9%
Certificated Staff	468	16%
Classified Staff	187	6%
Parents	1607	54%
Students	653	22%
Community Member/Other	32	1.1%
<b>Total</b>	<b>2,975</b>	<b>100%</b>

# Overall Quality of Education in SMUSD

## Internal Respondents



## External Respondents





# Top Five Leadership Skills

## (Internal Survey Respondents)

**Fosters climate of  
trust and mutual  
respect**

**Is knowledgeable  
about best practices  
surrounding teaching  
and learning**

**Is present/visible  
throughout district  
and community**

**Is a forward thinker  
and open to new  
ideas**

**TIE**  
**Able to build capacity &  
teamwork**  
**Able to attract & retain  
quality staff**

# Top Five Leadership Skills (External Survey Respondents)

**Is a forward thinker  
and open to new  
ideas**

**Is knowledgeable  
about best practices  
surrounding teaching  
and learning**

**Fosters climate of  
trust and mutual  
respect**

**Is able to attract and  
retain talented staff**

**Is sensitive to and  
understands the  
needs of diverse  
learners**

# Personal Attribute Rankings

## Internal Stakeholders

1. Honest and ethical
2. Strong communicator
3. Approachable and personable
4. Inclusive

## External Stakeholders

1. Honest and ethical
2. Strong communicator
3. Problem solver
4. Approachable and personable

# On-line Survey Data

## Experience & Expertise

	Critically Important		Mildly Important		Unimportant	
	Internal	External	Internal	External	Internal	External
<b>1. Teaching and Learning</b>	92%	90%	7%	9%	Less than 1%	Less than 1%
<b>2. Experience as a Site Principal</b>	68%	48%	29%	46%	3%	6%
<b>3. Understanding School/Community Culture</b>	90%	77%	9%	20%	Less than 1%	3%
<b>4. Negotiations/Labor Relations</b>	68%	47%	30%	46%	2%	7%
<b>5. Fiscal Management</b>	67%	59%	31%	38%	2%	3%
<b>6. Facilities Management</b>	42%	47%	55%	47%	3%	6%
<b>7. Public Relations</b>	63%	54%	33%	41%	4%	5%
<b>8. Board Governance</b>	55%	52%	40%	43%	5%	5%

## Additional Considerations: Single-most important issue new superintendent will have to address upon taking job in SMUSD

### GENERAL THEMES



**Reopening schools** to in-person learning



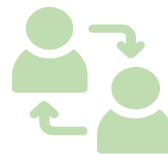
**Learning loss/achievement gaps** perpetuated by distance learning



**Mental health, and well-being** of all students



**Budget obstacles** as result of increased operating costs, declining enrollment, deficit spending & COVID-related expenses



Matters related to, **equity, diversity and social justice** in schools and community



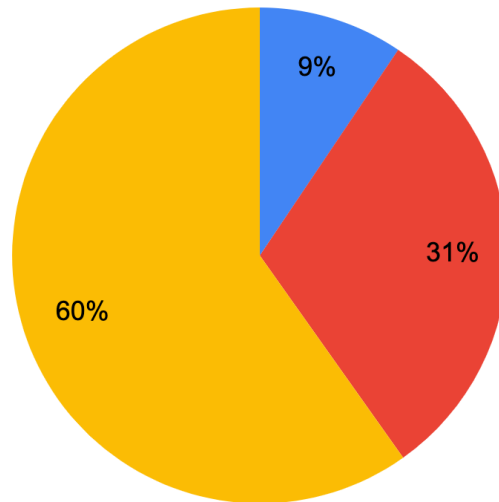
Re-establish **staff and community trust**

# On-line Survey Data

## Path or strategy in moving forward

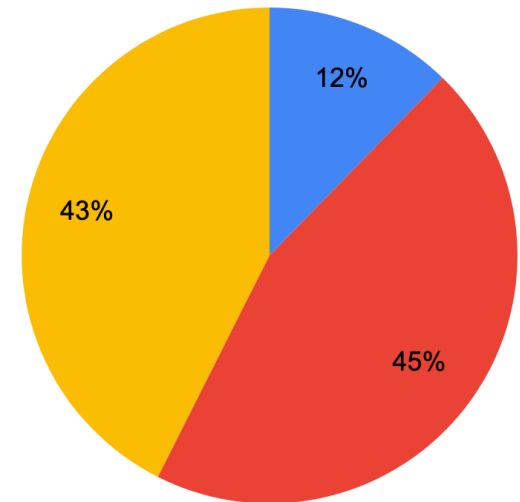
### Internal Respondents

- Find a candidate who will stay the course and continue the good work of the previous administration.
- Find a candidate with the same general leadership style and educational philosophy as the previous administration, but who is able to make some necessary changes.
- Find a different kind of candidate - someone who is ready to take the district in a significantly different direction.



### External Respondents

- Find a candidate who will stay the course and continue the good work of the previous administration.
- Find a candidate with the same general leadership style and educational philosophy as the previous administration, but who is able to make some necessary changes.
- Find a different kind of candidate - someone who is ready to take the district in a significantly different direction.





# Thank You

For questions or comments, please contact:

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