



**Summary of the Community Survey  
October 2022**

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## Executive Summary

Questar III BOCES created an online community survey for the Catskill CSD Superintendent Search with the input of the Catskill CSD Board of Education. A link to the survey was posted to the district's website on September 26 and closed on the evening of October 7. Parents, guardians, staff, and community members were invited to participate.

A total of 519 people responded to the survey. The highest number of respondents were parents with a child or children in school (42.97 percent). Instructional staff in Catskill CSD were the second highest group representing 18.69 percent of respondents. The third highest group was community members without children in school (17.34 percent) followed by non-instructional staff (13.49 percent). A total of 39 students (7.51 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 in Catskill CSD. The top three responses were building principal (24.73 percent), assistant superintendent (22.96 percent) and teacher (18.08 percent).

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

1. Love of students and public education (95 percent)
2. Commitment to continuous improvement (94.8 percent)
3. Ability to lead and direct an effective management team (93.75 percent)
4. Exceptional communication and public relations skills (91.56 percent)
5. Maintains visibility and accessibility to students, staff, and parents (91.03 percent)
6. Strong communication with the school board (89.02 percent)
7. Fosters the professional development and growth of staff (87 percent)
8. Proven track record of raising student achievement (85.67 percent)
9. Strong knowledge of curriculum and evaluation best practices (85.57 percent)
10. Experience with budget development and management (81.87 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 (97.9 percent)
2. Open to hearing other opinions (95 percent)
3. Respectful (94.22 percent)
4. Strong communicator, including a good listener (94.22 percent)
5. Collaborative/team player (93.96 percent)
6. Personable/approachable (92.39 percent)
7. Problem-solver (92.35 percent)
8. Transparent (92.09 percent)
9. Committed to the community (92.08 percent)
10. Goal-oriented (89.98 percent)

The fifth question asked respondents to identify Catskill CSD's greatest need over the next three years. These comments were organized and grouped by topic, without any editing or reformatting of what was provided by respondents. Respondents provided 270 comments. The top needs include curriculum/program/student outcomes, consistency/continuity/commitment/stability, safety/culture, leadership, and budget/finances.

The final survey question asked community members to provide a question they would like the board to ask candidates. A total of 210 questions were submitted. These were also organized and grouped by topic, without any editing or reformatting of what was provided by respondents. The top five categories include: vision/leadership/goals, experience and candidacy, students, why Catskill, and curriculum. These questions, listed on pages 22-30, are ranked in order by the number of similar questions related to that topic. This was done for ease of use.

**Question 1: Which of the following best describes your role? You may select more than one response.**

- **223** Parent with a child or children attending Catskill CSD (42.97 percent)
  - **97** Instructional staff member at Catskill CSD (18.69 percent)
  - **90** Community member without children attending Catskill CSD (17.34 percent)
  - **70** Non-instructional staff at Catskill CSD (13.49 percent)
  - **39** Student at Catskill CSD (7.51 percent)
- 519**

**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)**

- **294** Building principal (24.73 percent)
- **273** Assistant superintendent (22.96 percent)
- **215** Teacher (18.08 percent)
- **94** Special education director (7.91 percent)
- **91** Leadership position outside of public education (7.65 percent)
- **86** Business official/school finance (7.23 percent)
- **77** Department chair/curriculum leader (6.48 percent)
- **39** Human resources director (3.28 percent)
- **20** Other (1.68 percent) – listed below without editing
  - Monitors
  - Superintendent
  - Education administrators
  - Varsity athletic Coach
  - Reside in the community of school district so they understand the values, goals, desires and wishes of the tax payers paying their paycheck
  - chinese people
  - Superintendent
  - Some type of human services background.

- psych./social worker
- Superintendent
- Superintendent
- teacher assistant
- A parent
- Prior experience as a Superintendent
- Military background. Someone that will teach kids respect. And hard work will get them places
- Superintendent
- Union Leadership
- Previous experience with a very diverse population

**Question 3: List below are personal and professional characteristics that superintendent candidates may possess. From your perspective, how much weight should the Board place on each area. Rate the importance using the scale.**

#	Field	Critically Important	Above Average Importance	Average Importance	Below Average Importance	Relatively Unimportant	Total
1	Proven track record of raising student achievement	48.99% 195	36.68% 146	12.56% 50	1.01% 4	0.75% 3	398
2	Fosters the professional development and growth of staff	48.25% 193	38.75% 155	12.50% 50	0.00% 0	0.50% 2	400
3	Exceptional communication and public relations skills	65.51% 264	26.05% 105	7.44% 30	0.50% 2	0.50% 2	403
4	Ability to lead and direct an effective management team	66.50% 266	27.25% 109	5.00% 20	0.75% 3	0.50% 2	400
5	Strong knowledge of curriculum and evaluation best practices	46.02% 185	39.55% 159	13.18% 53	0.75% 3	0.50% 2	402
6	Strong communication with the school board	54.61% 219	34.41% 138	9.73% 39	0.75% 3	0.50% 2	401
7	Knowledge of technology	15.88% 64	39.45% 159	39.21% 158	3.47% 14	1.99% 8	403
8	Maintains visibility and accessibility to students, staff, parents and the community.	65.84% 264	25.19% 101	7.48% 30	1.00% 4	0.50% 2	401
9	Experience working with elected officials and community leaders	16.92% 68	41.79% 168	33.08% 133	6.97% 28	1.24% 5	402
10	Familiarity with similar school districts	29.43% 118	36.66% 147	28.68% 115	3.24% 13	2.00% 8	401
11	Love of students and public education	79.00% 316	16.00% 64	4.00% 16	0.25% 1	0.75% 3	400
12	Experience with human resources, labor negotiations and contracts	27.25% 109	49.00% 196	20.75% 83	2.50% 10	0.50% 2	400
13	Experience with facilities management	20.65% 83	39.80% 160	34.58% 139	4.23% 17	0.75% 3	402
14	Lives in the district	19.40% 78	20.65% 83	34.83% 140	12.44% 50	12.69% 51	402
15	Experience with budget development and management	39.80% 158	42.07% 167	16.62% 66	0.76% 3	0.76% 3	397
16	Doctorate degree	10.97% 44	24.44% 98	39.15% 157	13.47% 54	11.97% 48	401
17	Knows the latest best practices such as Diversity, Equity & Inclusion (DEI), Restorative Practices, etc.	30.92% 124	34.66% 139	26.68% 107	3.49% 14	4.24% 17	401
18	Commitment to continuous improvement	63.61% 257	31.19% 126	4.46% 18	0.25% 1	0.50% 2	404

**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.**

#	Field	Critically Important	Above Average Importance	Average Importance	Below Average Importance	Relatively Unimportant	Total
3	Honest/ethical/high level of integrity	85.86% 328	12.04% 46	1.31% 5	0.00% 0	0.79% 3	382
24	Respectful	72.44% 276	21.78% 83	4.72% 18	0.00% 0	1.05% 4	381
25	Open to hearing other opinions	70.26% 267	24.74% 94	3.95% 15	0.26% 1	0.79% 3	380
7	Personable/approachable	70.08% 267	22.31% 85	6.04% 23	0.79% 3	0.79% 3	381
19	Strong communicator, including a good listener	67.19% 256	27.03% 103	4.72% 18	0.00% 0	1.05% 4	381
9	Transparent	65.44% 248	26.65% 101	5.80% 22	0.53% 2	1.58% 6	379
8	Committed to the community	64.38% 244	27.70% 105	7.12% 27	0.00% 0	0.79% 3	379
10	Collaborative/team player	60.89% 232	33.07% 126	4.99% 19	0.00% 0	1.05% 4	381
15	Kind	55.26% 210	29.47% 112	13.68% 52	0.53% 2	1.05% 4	380
21	Problem solver	53.83% 204	38.52% 146	6.86% 26	0.00% 0	0.79% 3	379
22	Empathic/compassionate	51.45% 195	35.62% 135	11.61% 44	0.53% 2	0.79% 3	379
6	Resourceful	46.05% 175	42.89% 163	10.00% 38	0.26% 1	0.79% 3	380
14	Equitable	40.21% 152	40.48% 153	15.87% 60	1.59% 6	1.85% 7	378
5	Assertive/driven/does not give up	39.47% 150	43.16% 164	15.53% 59	0.79% 3	1.05% 4	380
1	Visionary/strategic thinker	37.99% 144	49.34% 187	11.35% 43	0.53% 2	0.79% 3	379
13	Flexible	37.37% 142	45.00% 171	16.05% 61	0.26% 1	1.32% 5	380
11	Confident	36.68% 139	40.37% 153	20.05% 76	1.85% 7	1.06% 4	379
2	Goal-oriented	36.15% 137	53.83% 204	8.97% 34	0.26% 1	0.79% 3	379
20	Self-reflective	35.81% 135	45.09% 170	16.98% 64	1.06% 4	1.06% 4	377
17	Innovative/progressive	34.48% 130	43.50% 164	19.10% 72	0.80% 3	2.12% 8	377

4	Ambitious	31.94%	122	41.88%	160	22.77%	87	2.09%	8	1.31%	5	382
16	Creative	27.85%	105	38.46%	145	29.71%	112	2.39%	9	1.59%	6	377
23	Courageous	26.79%	101	40.05%	151	29.18%	110	2.65%	10	1.33%	5	377
12	Delegator	24.34%	92	42.59%	161	29.89%	113	2.12%	8	1.06%	4	378
18	Consensus builder	20.37%	77	43.92%	166	32.28%	122	2.12%	8	1.32%	5	378

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## Question 5: Please list the greatest need of Catskill CSD over the next 3 years?

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

### **Curriculum/Programs/Student Outcomes (69)**

- I would really like to see the kids have more school plays and little graduations at the end of the year
- Reading writing and arithmetic. Let's get back to the basics and teach our children what they need to know and stop trying to be socially acceptable all the time. It's one thing to teach our students how to be good citizens, it's another to continually push social agendas.
- More programs such as creative arts and agricultural classes.
- Stronger computer education.
- Change in education style and policies
- Curriculum moving to align with the science of reading
- Ensuring students are ready for the new world of technology
- For achievements and education opportunities
- Improving student scholastic performance and offering more languages.
- Focus on STEAM and fundamentals of reading and writing. NO CRT!!!
- Giving proper education in a supportive environment to our children
- A better way of placing kids in classes.
- Education
- Commitment to classic curriculum. Math, social studies, English, sciences, art. Leave the socio-political maelstrom of recent times by the wayside.
- We should be committed to growing our cultural programs like music, art, etc.
- Stronghold of understanding the curriculum and not allowing new thinking to corrupt the essentials of school-focus on the academics and not the social aspects of the changing world
- Stop teaching to the test, provide real world education
- Emphasis on teaching real education. Not ideologies.
- More Field trips
- Programs for our students. STEAM lab, music studio, and the infrastructure to shift our school into the 21st century. Commitment to our students, not just using this position as a stepping stone
- Expand upper classmen's access to college courses and programs. Particularly courses outside of teaching and Stem such as Business, Finance, and Economics. Fix or upgrade the quality of the school provided meals  
Better system for getting critical High School information home to parents.
- work on the STEAM program.
- To adequately prepare kids who want to attend college for the academic rigors that will be required of them. To put more of an emphasis on vocational training and the trades. To emphasis in the high school especially, that respect earned is respect given. To never again blindly follow fear driven mandates. To never again force a child to wear a mask.
- We don't need CRT!

- Curriculum Development and Alignment
- Professional Development
- Adjusting to student demographics and numbers
- I believe that curriculum needs to take center stage in order to attract more families with school-aged children to the area. The way to do so is to ensure that students have options in the upper level courses. I don't believe, for example, that it is beyond the realm of possibilities to create an International Baccalaureate program at Catskill. Of course, this will require someone at the top who is driven by curricular and programming goals.
- Providing opportunities to all students - at all levels – don't forget our gifted and talented learners - what are we doing for them?
- The curriculum
- Progressive programs
- We need to keep our students within reach of other schools of comparable sizes. We need someone to bring the needed resources to our community so these kids don't get left behind and have a great chance of success after graduation.
- Promoting student self worth
- Continue working to achieve a higher success rate for students.
- Student support in specialty areas
- Pre k special education
- Successfully servicing our tier two, tier three, special needs and enrichment students. Also, there is a great need for social, emotional learning in the elementary building. Some students do not have a strong supportive system at home to support academic success. Perhaps a mentoring program for at risk children.
- To increase student academic achievement/readiness for college/career/citizenship
- Improvement of education.
- Improve curriculum and guidance from a leader.
- We need to keep the focus on education and programs to support our students.
- To prioritize educational programs/needs over sports and extra-curricular programs
- To grow students to be wolves and not to allow them to fall into the cracks of being a sheep
- Prioritizing academics and developing student's personal responsibilities.
- Maintain high expectations of students and offer advanced / varied course offerings in a time of budgetary concerns. Find where money is wasted and stop trying to cut instructional services just because it seems easier.
- All of our students need improved reading and writing- basic skills, less technology
- to educate & protect our students !
- The greatest need of Catskill CSD is to provide students with resources to strengthen their learning skills, digital literacy, empathy, and community engagement. Students have fallen behind in their studies and require the necessary resources and support to improve their skills and knowledge of the core subjects. Students are specifically struggling with literacy. Catskill CSD is also in need of strategies to motivate and encourage students to attend and participate in school. Furthermore, the district needs more professional development targeted toward the experiences of our student demographic (e.g. trauma-informed teaching, restorative practices, culturally responsive teaching).

- Keeping students motivated to succeed n graduate, providing the best teachers n staff n resources, getting away from state testing, n more teacher/student creativity in learning less spending on bldg/campus improvements, n more on staff improvements
- Providing for all the students! Keeping things that are going on in other schools out of the CSD “fury”!!!! Sorry but children that think they are animals need to stay home. More sports offered.  
Maybe a agricultural department
- Growth, inclusion, and increased opportunities for children to learn skills and participate in group activities and clubs. Would love to see more clubs offered that give children a chance to interact with each other, be creative and learn team building skills.
- We have the best interest for the staff an the children.Cats can an Will!
- We need to support our kids who learn differently as well as more support staff. A superintendent who cares about our district and isn't just using it as a stepping stone to a bigger and better job.
- Support for students.
- Maintaining a nice balance of growth in academics and extracurriculars.
- The greatest need includes the expanded role of the school in providing students with the critical thinking skills, confidence, and opportunities they will need as the world faces multiple crises, including racial and political divide, economic uncertainty and the looming threat of climate change.
- Someone who cares about the students that need extra help
- Understanding the diverse population and socioeconomic challenges in the district. Building teachers up so they can build up our students.
- That every child that passes thru our doors gets what they need to become the best they can and to always feel safe secure and loved within our walls.
- Improvement with graduation rate and implementing student development with corrective action due to interruption with Covid. Mental health is a concern for students and staff. The next superintendent will need to have a financial management skill-set.
- Prioritize meeting the academic needs of all students and maintain fiscal responsibility to the community. The current bond project did not focus on academic needs as a priority. In addition, focus resources on attracting & retaining highly qualified staff. While athletics is an important part of the school culture and opportunities, academics should be the main focus.
- Develop skills, confidence and integrity in CSD students.
- Organization and customization as it applies to student experience! Students deserve a better experience that doesn't let so much detail fall through the cracks. They deserve to feel seen, heard and valued. They do not feel that way right now. They feel rushed, bossed around, and stressed out.
- someone who is fair, resonable, honest, and most DEFINITELY lives in our community
- Positivity and compassion towards families and teachers
- A curriculum coordinator
- Quality of educational programs offered and incentives for doing well, staying out of trouble
- If this superintendent bans a single book from the district, I'm going to lose my shit. Also, this is one of the worst districts in the state. My guess is that money is a big part of the problem.

- Guarantee superior education for all students
- Educate students in actual applications and leave all political and racial problems out the door.  
Equity, CRT and activism has no place in learning facilities. Get bad teachers out and teach students to be capable and self sufficient when they graduate. We just paid over \$10000 in taxes I don't think anyone that promotes these progressive ideas to impressionable students should remain teaching.
- More programming for students graduating that do not want to go to college. Setting them up with trades or with apprentice programs within our community. Helping the children that are less desirable students instead of trying to get rid of them. Keeping taxes at less than a 2 percent increase.

### **Consistency/Continuity/Commitment/Stability (40)**

- Continuity with the administration. I'd like it to last longer than three years.
- Continuity within the district.
- Consistency
- Consistency  
Fairness  
Stability
- Commitment to district
- We need to have a superintendent who is committed to the district and the community for the long haul, not someone who is looking to boost their resume and move on to greener pastures so to speak.
- We need an administrator who is committed to the district and the community for the long haul, not just someone who is looking for a stepping stone or notch on their belt.
- Consistency and someone who will stay in our district to see it grow. We need someone who lives in our community and understands our students. Someone who will have a vested interest in seeing that all Catskill students succeed.
- Long term candidate to the superintendent position. Contract negotiations with teachers. Keeping our students education and experiences at the core of all decisions made by the decision. Future advancement of the facilities and district.
- Consistency
- Consistency and care for the children.
- CONSISTENCY
- Consistency and student support
- Consistency of leadership.
- Uniting the system in the short-term and finances in the long-term.
- Transparency, Committed, Ethical
- Stability, structure, transparency and growth.,
- To continue on the path of consistency throughout the district in all areas.
- Consistency, openness, teamwork, and being a compassionate leader to all who work at CCSD!
- Commitment to the district, support of students and staff, morals and ethics.
- Consistency in leadership  
Integrity of our leader  
Vision
- Someone that is going be consistent, listen, be visible, and not go anywhere!

- Firm, Fair and consistent treatment of ALL staff and students at ALL times.
- Commitment to our students. Financial responsibility to what is BEST for the children of the Catskill School District- what makes us good in the INSIDE, not all about the outside appearance.
- Someone who is NOT using Catskill as a stepping stone. Who wants to be here because they are committed to the community.
- Continuity.
- Consistent and involved Superintendent. Safety. Student focus. Teacher/student relationship=small class sizes.
- We need someone vested in our community. We need an approachable, common sense leader who isn't afraid to have courageous conversations with people. Someone who will tell the Board the truth always, keeps the Board informed of important issues. Someone who embraces open communication and listens and works to solve problems not create them. Someone who advocates for staff and students and doesn't have a personal agenda to carry out for their own good for self promotion. Above all someone who is honest and has morals and integrity.
- Stability, consistency, and a leader who is personable.
- Someone who is consistent and sees a future here. Someone who cares about the staff and students and meeting their needs. The greatest need for Catskill is having someone longevity with staff. There is a high turnover rate which makes it challenging to keep systems and procedures in place. We need to get to a place where policy and procedures are consistent and if someone leaves a new person can come right in and pick up where they left off.
- Everyone to be on the same page!
- A superintendent that will STAY! We shouldn't let Catskill continue to be a stepping stone.
- Continuity. We need someone to take the helm and continue the academic success that we have made over the past 7+ years. We need to make children our priority. Too many adult issues have created roadblocks to meeting the needs of students.
- Stability for the students and families as teachers retire and making sure staff and faculty love their jobs, feel valued, and want to stay in the district.
- Need for stability in administration and effective leadership based on a genuine concern and listening ear for the concerns/struggles of community, teachers, psychologist, social workers, and support staff, along with proactive strategies.
- To have someone who is invested in the district and committed to working with the faculty, staff, and students.
- Stability and clear direction
- To create stable administration at each building. To keep the Business Office fully staffed.
- I think Catskill CSD needs to become a more cohesive district. Co-operation and collaboration between schools to make the transition for our students smooth and better prepare them for what is needed in the upper grades as they move forward. We need to raise the expectations of our students and make them believe in themselves.
- we need with our various systems, to make sure everyone is working together in support of the same mission rather than separate apart. it can be difficult to get information or an answer to something.

## Safety/Culture (30)

- Stop bullying! Pay attention to students' needs! Cut spending
- The greatest need of Catskill CSD over the next 3 years is to find a way to prevent fights and stop the bullying from going on.
- Behavior management/intervention of students. Bullying. Illegal drug use which has been reported to parents. Students are hearing, seeing, and being exposed to drug use in bathrooms and outside in school grounds. It is terrifying and disturbing from a parents perspective to send children into this unsafe environment.
- Security, Resource Officers, and appropriate follow-up for issues/concerns with students and/or members of the public that might pose a threat to the safety of students from the moment they step on the bus to the moment they arrive safely back at home. Additional staff monitoring the bus so the drivers can focus on the road.
- Bullying issues within the school need to be addressed and ensuring equitable discipline for all students.
- Handle thr bullying issue .
- Stricter enforcement on the zero tolerance policy for bullying and better technology for kids who do not have access to the technology at home
- For them to listen to the parents more. To work on bullying in this district. More issues in this district not being done then a lot of them with bullying.
- Childrens/staff safety in school and around school grounds
- To provide an environment in which the students can excel. Safe, positive, firm, fair, encouraging.
- smoke detectors in the bathroom
- To successfully get rid of alcohol, drug, and tobacco usage on school grounds.  
To decrease fights on school grounds and have a positive security presence  
More available seating in the cafeteria for all students  
Security and welfare of the students
- Working to update the suicide prevention and anti-bullying policies.
- Safety
- Equality for all students.
- To stop the BULLYING , social media bullying, privacy concerns with phones in school putting other students on social media etc, also to stop the vaping in the school bathrooms etc.. better guidance staff etc
- Inclusion for all students, not based on color but by ability.  
To address bullying in a meaningful way, including issues regarding racism, anti semitism and homophobia.  
Also to increase access to the arts for all students.
- Get rid of the bullying!
- Stability? I can say that I've never seen so many faculty/staff leave in the past 2 years than the whole 8 years I've worked here. People leaving either because they go offered more money elsewhere or they simply didn't like working at Catskill CSD.
- Security, well being, overall need for new staff and substitutes to comply by school rules. Need for dress codes.
- Code of Conduct Consistency, maintaining programming
- A positive learning environment for students. Motivated teachers and students that challenge themselves to go above and beyond what they thought they could do.

Reach for the stars. Curriculum that enriches and challenges students of all learning styles. Learning should be fun and hands-on as much as possible.

- Commitment to fixing the teacher/student disconnection and ability to support student learning and safe environment
- Better student behavior
- I think our staff, if faced, need to learn how to better control the out of control child. Are we supposed to just get hit, kicked, slapped, grabbed? We need to be able to do something other than speaking.
- \*Improving safety in the district
  - \*Holding the BOE accountable for updating Policies
  - \*Focus on curriculum and instruction
  - \*Ensuring administration is up-to-date on best practices and is beginning to build continuity vertically across grade levels
- Bullying and safety is a huge problem, children feeling they have no one to go to or who will listen to them
- More done about bullies. In every grade level
- Catskill is in need of a leader who is comfortable in the act discipline when needed and also flexibility when needed. Take time to get to know their staff and students, and be a friendly face to the community.
- Safety, fun in learning and making sure kids know HOW to learn, then through their enjoyment of being in the school setting, setting high standards for success. Making sure the students that are disruptive on a regular basis are given their opportunities in a manner that removes them from their peers who are trying to stay focused and learn each day.

## **Leadership (29)**

- Our greatest need is to continue to progress academically, socially, and emotionally. The district needs an experienced superintendent who understands our community and diversity, as well as the needs of the students and faculty.
- Catskill needs a Superintendent who will lead the school through challenges that our district will face. We need a Superintendent who will live in our district, know our districts needs and move us forward.
- The ability of a superintendent to be able to relate to both staff, students and parents on a cultural and social level. The ability to understand cultural diversity in the school community and outliers. A superintendent who is transparent with staff in regards to change and with all forms of communication. Most importantly having the ability to understand that there is a back story to every individual outside of school and the ability to be empathetic.
- Our actions and budgets should reflect a philosophy of Academics first! Staff development, best practices in all buildings and consistent expectation for students and staff.
- Leadership
- Commitment, kindness and understanding our student population. Needs to be able to meet our students where they are at socially, academically and emotionally
- Catskill is in need of a strong leader whom understands the demographics of the area and will lead our school district holding everyone accountable for their own actions.
- I feel moral is important throughout the district. A leader who can be kind, lead the district and be a team player is important. Once the trust is built anything is possible to

work together as a team. We need to look at curriculum and make sure it is aligned with best practices and provide a true RTI approach to help the students receive the best education possible.

- A good Superintendent that know how to do their job, is passionate, is good with kids, and isn't afraid to speak up to help.
- Combining the efforts of all three levels and coordinating into a district vision. aligning the district to all be headed in the same direction working together for all students.
- Catskill needs someone to run the district with no hidden agendas. We need a superintendent that is visible in the buildings, and is available to all fac and staff. we need a superintendent who will be here every day, in a timely fashion.
- A Superintendent who returns calls from parents of special ed students and doesn't direct them back to the directors who haven't resolved issues over the course of years.
- A leader who cares about the kids and staff. Goal and team oriented.
- To NOT be a political figure and to concentrate on the student body as a whole to succeed in this crazy world we all live in.
- Someone who will not come in and change things without input from staff because sometimes the item that needs to be fixed does not get fixed and the item that was working well gets changed and then pushes everyone backwards. This also lowers morale in the district.
- A strong leader that will foster a COMMUNITY of learning, respect, and understanding.
- A superintendent who is a team player and problem solver. One who is focused on improving our curriculum. A leader with good communication skills that shows administration, staff and faculty support and guidance.
- Catskill needs someone young and energetic who is driven by a love and understanding of what young people need. Perhaps someone who was a teacher and understands how the classroom works and what both the teachers and students need. Someone who is driven by logic, not rhetoric, with a strong character who understands that these are strange times and you can't make everyone happy. I want to know that my child is getting a well rounded education free of book bans, and is safe from things like COVID without the school system bending to local rhetoric. We need someone understanding of the mistakes kids make but who also doesn't have any tolerance for violence or bullying. Someone who understands that technology changes and can be an asset in education instead of fighting it in favor of some idealization of the "old ways". We need someone free of ego who is capable of asking for help or advice if a problem arises that isn't in their area of expertise. Basically you need to find a unicorn, unfortunately. Someone who is free from the extreme swings of social politics on either side of the spectrum and is instead focused on the kids and the employees in the building. Catskill is a very diverse town: socially, politically, economically, racially. That is definitely an asset to the kids, but it can also be extremely difficult to keep organized and running smoothly.
- Where do I start?? Need effective leadership and administration, not swayed by individual agendas or school politics. Decisions need to be made in the best interests of our students and our community. Encouragement of community/parent involvement.
- Maintaining good leadership at the school level. Clear guidelines/policies for student, faculty and staff.
- Having a combined vision in the staff, student, and administration.

- The greatest need for csd is to be able to evolve and adapt to these changing times. To have someone who understands the stressors some of the children are facing, and help them through it.
- Any superintendent will see that the success of our students starts at a pre-k level. Teaching learning skills (not facts, teaching kids the different ways they can learn), and providing a safe environment with lots of support, both academic and personal. Better extracurricular planning. Catskill provides a lot of opportunities but only for those that can access transportation. Soccer practice starts at 4:30, there is nothing for the kids to do between the last bell and the start of practice. Other extracurriculars end after the late bus leaves.  
Better access to mental health care for our kids.  
Catskill CSD has so much to offer, we need someone who sees that potential.  
Someone who understands that improving the little things will help with the whole.
- To find someone that puts students at there top priority current intern superintendent is defiantly not for catskill
- Team work, Better Morale
- Student achievement is very important. Also, as a district teacher, it is imperative that someone is able to improve teacher, student, and staff morale and the general pride of living here in Catskill. Lastly, PROFESSIONAL DEVELOPMENT and general assistance on all levels for all district faculty staff is essential. As an employee, I can attest that we are all spread WAY TOO THIN. We are overworked and underpaid for what we do and need as much reinforcement and assistance as possible to make student achievement possible. Thank you for your time.
- Compliance with district and state policies.  
Admins who care about the students  
A constructive environment to learn and grow for each amd every student
- -Be able to Build and support strong administrative teams, be able to give constructive criticism when needed and provide guidance to weaker administration; help build morale across the district.  
-Be supportive to all staff and faculty as well as students and families despite what role they play or how "loud" they are in the community.  
-To have an understanding of the "whole" child and not completely focused on one extracurricular area such as sports/athlete.  
-Be someone who is able to understand the need for real curriculum alignment and guide administrators to help develop a strong foundation for the students; there has been too many and far too rapid changes in "program/curriculum" approaches which leads to splintering of curriculums taught to students.  
-Have a a good understanding of the financial needs and abilities of our population; we have a very high population of poverty however we need to have a focus on helping our staff/faculty understand what poverty means to our students and families, we need someone who believes in professional development such as a poverty simulation.  
-Someone who is able to have those difficult discussions regarding our declining student census and how that equates to what resources we can truly afford.  
-Someone who can develop strong and respectful relationships with board members, administration, teacher, faculty, students, families and the community as a whole which leads to conducting themselves in a professional manner as to not lead to many rumors among the community.

- The greatest need is to have a common goal established that doesn't change; especially when new people enter the district. We also need to always keep in mind that academics are the primary focus of a school; the other things are peripheral. Our students need to know how to read, write, do basic math and have the life skills to be successful, first and foremost.

### **Budget/Finances (22)**

- Funding. The staff has gotten smaller because of budget cuts. Support staff do the work of 2-5 people and get paid the least amount of money in this district. Teachers specialists principals all make salary but support staff makes poverty income, and is asked to be a speech therapist, reading specialist, math specialist, gen Ed teacher, but never their own support staff role only. I've heard principals talk about support staff as "You're just a ..." like it doesn't matter. What about your teaching assistants?? Some have background that makes them a stronger candidate to be a lead teacher or specialist but are support staff and they are asked to do the jobs of 6 people who make salary while they can't bring home a paycheck to even afford rent let alone any other bill/food/need. You rely on your support staff the most, they should be paid as such. So many unhappy employees, not doing their job efficiently bc they are too worried about how terrible admin is and either put gas in the car or buy groceries for the week.
- To take a look at staffing and see where we could cut back. Go easy on salaries and raises to help keep our school taxes low. Seniors and a lot of people in our community did not make the same salaries, benefits and retirements of those in the State Retirement System
- Fiscally reasonably  
Finding staff/teachers  
Communication
- More resources for the entire school staff to learn how to deal with and understand these children. In regards to gender, mental health, behavior, and identity. More fun school functions!
- Innovation and money.
- Money  
New items for district for education not sports  
Get kids to be Really interested in College and have them ready for it.
- Better budget planning. spend less money!!!
- Fundraising ideas to help kids with responsibilities & money managing plus helps put money back into the schools that was raised. More after school programs for the older kids.
- Budget reductions, taxes are getting too high!
- Ability to meld financial integrity with student growth and staff morale.
- Allocating available funding in ways that enrich students' educational experience to the maximum extent possible, while meeting the needs of learners with special needs as per IEP recommendations. Strategic hiring of the best educators Catskill can get who have a proven willingness to go above and beyond for our students and community.
- Fiscal responsibility!
- Continue to improve students academic growth and maintain a strong commitment to the community by maintaining a fair and equitable budget each year!
- Investment in the district

- Better and more equitable salary agreements for teachers and support staff. Transparency with BOE. Ability to effectively join a small community.
- A good business person to navigate this crazy economy
- A healthy obtainable budget with 100% graduation success
- consistent staff which means increased salary to complete with neighboring districts
- Better pay
- Stop spending money on pet projects. Make sure technology is in place for mandated state testing. Support staff and substitute shortages addressed.
- I think the budget needs to be thoroughly examined to see how ample staffing can be provided. The pandemic has caused issues across the board and the students really need those teaching assistants, aides, or 1:1 aides in the classrooms. There is staff retiring constantly and their positions are not replaced and the students really suffer. When I started here, there were 3 teaching assistants in the grade level I was in- 1 teaching assistant per team of teachers. Since that year, I've watched as teaching assistants have left or moved around, and it has become increasingly difficult to give the students what they need.
- Money  
We need to push the kids to be something  
And to respect themselves and others  
To have the kids that are gifted more opportunities for college classes.

### **Staff/Staffing (20)**

- CCSD must attract and maintain highly qualified staff. The national teaching shortage combined with our aging staff is going to leave CCSD very short staffed in the next 3 years. We spend a lot of resources on regular education programs outside of our building. It would be helpful to keep more students in our programs in our building and only utilize Questar CTE programs that are local. The cost of daily transportation for a few students takes away resources from the majority of students. For example, we could have grade level field trips or add to course offerings.
- Teacher support.
- Loyal staff and employees dedicated to improving the futures of their students. Including an environment that is conducive to retention of staff, appreciation of staff, and fosters support and resources for staff.
- Ratification of teacher contracts to bring parity to the CCSD staff in order to retain outstanding young instructional staff. CCSD loses staff members every year to local districts with superior contracts.
- To recruit and retain high quality talent in education, HR, and operations for Catskill CSD.  
Foster an inclusive and equitable environment for both staff and students.
- Holding more Professional Developments & requirements for aids, monitors and other non-instructional personal.
- Keeping solid teachers and administrators
- Staff retention, increasing opportunities for students, completion of building projects & the STEAM lab
- Retain staff members that are doing a good job.
- Attracting and keeping excellent teachers
- Reviewing staffing needs, department structure, and planning for growth, not stagnation or decline.

- Filling positions as teachers retire  
Working with teachers to get a new contract that is fair and equitable  
Working with staff on student achievement
- educating the children and maintaining staffing levels
- Stability in work staff and guidelines
- There is going to be a huge turnover in faculty and staff. You need a superintendent who can put in place quality new hires. This will require someone who is respected by the school community. I would consider someone who is already here as opposed to rolling the dice and hope. The damage done by the previous superintendent will take a long time to recover from.
- Hiring quality teachers to replace retirees
- Professional Development in this digital era for teachers
- Retaining best teachers, providing highest education, improving facilities, STEM integration, life skills management, Zero tolerance for bullying, community involvement
- Getting and keeping highly qualified and effective teachers
- With the trend in NYS of families moving out of state, we need to be more resourceful with our campuses to keep them fully serviceable while possibly having declining enrollment. Using them to the full extent, allowing for community classes & usage (after hours). An active district will only attract more teachers & staff.

### **Communications and Engagement (16)**

- Better communication or understanding of parents and students needs. Better sense of community needs.
- Involvement in the surrounding community, new experiences for our kids
- Improved communication with parents
- We need a better community.
- Putting the community as well as the students and teachers needs in the forefront of the decisions made.
- As a student of Catskill highschool, I think the greatest need for our district is just someone to listen to the kids. Try to get on their level. And communicate with us. We should have an input in what happens in our lives at school and the only way we can have that is if the administrators try and reach out and talk to us. The reason so many kids act out in school is because they feel like they are not heard. And that's all we really want. We want to have a say in what happens in our school
- Keep relationship with the community good. The community has supported this district for many years (votes to approve budget and has approved upgrades in buildings). Shine a light on all the positive things that happen each day in our district.
- Someone that listens and thinks instead of doing whatever their fist thought is.
- It's been a rough couple of years . I believe communication with parents is key
- Someone who is willing to listen and consider all perspectives and options and not come in and throw the baby out with the bath water. We have worked hard to create effective programs, we need to tweak and not undo.
- Bring the community and school together more.
- A leader that makes improvements where needed, but also sees that listening to others about things that currently work within a district are important as well.
- More community involvement. Helping the children who need services but either don't qualify for or the parents are oblivious.

- More involvement in community. Life skills.
- Catskill needs a leader who is visible and personable. It's important that this leader be invested in our school community and be able to utilize and trust the talented professionals employed in our district.
- Someone who is kind and compassionate to all students and staff. Someone that will be respectful and have good communication.

### **Facilities/Capital Project (10)**

- Finish the projects already started before we begin new projects. ie building improvements-heating system
- Capital projects need to move forward and be completed with the input of all involved parties.

We also need consistent leadership that reflects the district as a whole and not the career advancement of the particular administrator.

- A superintendent who can be competent and lead the completion of our capital projects. someone who puts student learning first and foremost.
- Updating facilities like leaking ceilings.
- Completion of the capital project (and repairs needed)
  - Attract and retain high quality staff
  - Support students with IEP's and their families
  - Identify and support students in need of early intervention
  - Provide opportunities for family involvement at the middle/high school level
  - Support students with mental health concerns
- Better seating for fields, grand stand for sports with speaker systems, continue with summer programs for kids.
- Renting high school 2nd floor back to questar
- Leadership that respects people, encourages staff, is not envious, does not seek to destroy or disrupt norms for the sake of personal exploits, loves children and wants them to succeed. The ability to recognize the failure of our capital project and creatively find solutions to our facilities disrepair.
- Complete the construction project that was not finished especially heat, air conditioning and electric at the high school campus.
- Get our buildings and grounds up to standards to maintain a healthy and safe environment for students and staff. Recruit and retain faculty and staff. Be transparent on school issues and most importantly, put the academic and life skill needs of our students first!

### **Mental Health/Social-Emotional Needs (9)**

- Social Emotional needs of students. Identifying students in need of early intervention. Attracting and retaining quality teachers/staff.
- Catskill CSD is a wonderful place to be a part of. The educators far surpass what would normally be expected of them to accomplish from an educational standpoint as well as the student's mental health well-being. That being said in order for our students to succeed there is a great need for mental health and family support to assist these students to achieve success in education and basic skills to become productive citizens post graduation.

- Response to how pandemic has changed what we do and how we live that includes focus on students' mental and emotional well being. Well-rounded programming, resources, and support for teachers and staff in kind.
- Mental health support
- Social-emotional & behavioral needs.
- to better the social, emotional, behavioral, and educational needs of the students
- Continuing in a positive direction. Growing in how we educate children for the changing future, and supporting growing mental health needs.
- Getting our students enough mental health and social support.  
Getting our staff enough mental health and social support.  
Getting caught up from the COVID great learning pause.  
Building a cohesive district
- To work on strong goals for the district, such as meeting academic and social emotional needs of our students. Supporting faculty to help fulfill those needs.

### **Other (6)**

- Get rid of the bully [REDACTED] in the high school she picks certain children that she picks on repeatedly, but doesn't harass her favorites
- Dr.cook back
- Don't care, moving out of the area
- The school has the say final over the parents.
- STAY OUT OF POLITICS, STOP TEACHING RACISM! WE ARE ALL GODS CHILDREN, STAND FOR OUR PLEDGE OF ALLEGIANCE AND BE PROUD OF ALL WHO SERVE !! Teach Math, Science, English and Never Give Up ON Your DREAMS! Knowledge is one thing no one can Ever take away from You. GO OUT FOR SPORTS TOO!
- Get this school district back out of the gutter it fell into and show some high standards like the neighboring school districts. No one should have to read on social media which school districts seem to be the best in this county to send one's children too. And it isn't Catskill.

### **COVID/Learning Loss (5)**

- Over the next 3 years, the Catskill CSD needs to help our students and community recover from the experiences of the Covid Pandemic. We need to help students adjust to being back in school full time and make up for any learning loss. We need to do what we can to help our families recover.
- Play "catch up" for time lost due to Covid on educational level of students, infrastructure and development
- Educating our post-pandemic children in a safe, caring environment.
- I see the greatest need as catching up on skills lost during the lockdown and zoom learning.
- Strong drive to be all inclusive providing students with needed resources post pandemic, that will help them all succeed in a highly transparent district.

### **Diversity (5)**

- A pro lgbtq leader
- The district needs to get back to embracing the diversity, creativity, and uniqueness of each and every student. The schools have gotten to the point that children are treated

as prisoners with some of the archaic rules. Be the change that the public school system needs, rather than just following suit because NYS says so. Have some courage and show our future leaders that they matter.

- DEI
- To truly be diverse, inclusive of all!! Our community is a mainly caucasian but we do have variety and I feel we don't do enough for all!! CSD looks at it diversity being eclectic, emo, hippie but that not what diversity is nor inclusion!! No parent and especially child should feel like they don't belong because they're fewer of their kind!!
- Improving the diversity of the CSD staff and training current staff to respect students of all learning and emotional levels.

### **Sports (3)**

- Provide more equipment into sports teams. Start new programs/clubs/sports. Have sports teams raise money for team budgets. (example: Car washes, community service.) Have students take yearly surveys to see what the student body wants to see come to Catskill CSD.
- Coaches for sports, especially modified sports. It is unacceptable that the kids who want to play can't because they cancel a team due to not having a coach.
- Catskill needs to rebuild the entire athletic program. It has been proven over and over again that children engaged in sports are more productive scholastic, deeper problem solvers, and are less influenced by drugs and alcohol. Our athletic department is awful, kids are wearing uniforms that are years old and there is minimal enrollment in many sports, while surrounding districts are growing robust programs. We have a brand new football field, it's time we built the entire athletic dept up.

### **Cafeteria (2)**

- Improved cafeteria lunches and remodeled high school science rooms
- We need better lunches and more drink options

### **Technology (2)**

- Growth of our technology programs. The world is changing and so should our expectations and goals for our students.
- Keeping up with technology.

### **Transportation (2)**

- Improved transportation system
- Expanding after school care, after school transportation (including sports), data security

## Question 6: 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. Two responses were edited to protect individual privacy.*

### Vision/Leadership/Goals (44)

- What is your 5 year plan? The board should assess if the candidate plans to leave
- What is your vision for our school district? How will you measure success?
- How can you improve our district to become the best it can be?
- What vision do you have for the Catskill Central School district as we move away from COVID?
- Where do you see yourself in 5 years
- Where do you see yourself in four years?  
What are your strengths/weaknesses?
- How will you support staff and students while also making the best decision for the district as a whole?
- What would be your first goal/objective in coming on board at Catskill CSD? What goal/objective would be most important to you?
- LONG TERM GOALS - DO YOU PLAN ON STAYING HERE
- What's a goal you have for this district and how do you plan to implement it? Also, what is your most important focus?
- What are your goals for our district
- What do they see as the biggest challenge facing the Catskill Central School District and how do they think it should be addressed.
- What are their goals and expectations as a superintendent for our school district.
- How would you create symmetry through the schools leadership?
- What goals and priorities do you personally have for the district if you were to step into this position tomorrow?
- In your opinion, what is the most important area of improvement for CSD?
- What is your goal for your school district
- They should ask the candidates what they(the candidates) view as the areas of greatest need that they will focus their attention on.
- How would you create a strategic plan for the district?
- What would you like to see improve in our district and how would you improve those things
- Based on our data from state testing (3-8, Regents), what is your plan to move the district forward over the next 5 years?  
How do you plan on building a productive and successful team (from custodians to administrators)
- What are your long term goals? How long do you plan to be a part of Greene county and Catskill? Or are you going to just use this district as a stepping stone to just pad your personal resume and move on in a few years?
- How would you begin a strategic plan to align all three building level to be working towards the same goals? Give an example of how you might have addressed a similar situation in the past.

- What are your goals for the district? What do you plan on changing and what do you want to preserve?
- How do you build a strategic plan for a school district?
- How long do you plan on staying and what's your vision for the academics of this district?
- What is your first impression of our school and what would you like to see different here in 3 years?
- What do you see as Catskill's greatest need? What is your plan to address this need?
- What does a day being a super intendant look like?
- Do you think it is important to work as a team with your administrators and respect their input?
- What have you learned about CCSD and its community that has brought you to apply for this most critical position? How will you make improvements that will help the district grow and become a district moving in the right direction for ongoing success?
- Where do they see themselves in 3 yrs.
- What is your long term goal for seeking this position as a Superintendent?
- What is your vision for our school district
- Are you in for the long run?
- What are you looking to accomplish at catskill CSD?
- What goal do you have for our school district
- If you complete all of the goals you enter the district with within five years, what happens next?
- What does "fair" mean to the applicant.  
Let's find someone who is able to treat the students, guardians, staff and teachers respectfully, with genuine concern for quality education in a safe and healthy environment.
- What do you see are the skills necessary for effective leadership in general, as well as specifically within our school community?
- What are your goals and ideas to foster student growth and family involvement in the coming years
- How will you collaborate with:
  - administration
  - faculty and staff
  - students
- What is your priority about the rate of graduation?
- What are their goals and expectations as a superintendent for our school district.

### **Experience and Candidacy (28)**

- What are your professional ambitions for the future? Are we just a stepping stone on your career path?
- Is Catskill a "stepping stone" for your next job
- In the last 28 years we have not had a superintendent who resided in our district - are you willing to move here and become a part of our community?
- Do you plan on living in our district and being a constant presence in our school and community?
- If you do not live in the district, would you consider relocating here?
- What is your prior experience working in other school districts?

- Can you tell us what unique qualities you could bring to our diverse school community, examples of things you have done in your career or any thoughts on how we could build a stronger school community in Catskill.
- What have you found to be your biggest emotional obstacle when relating to individuals and how have you overcome it ?
- What is something your former district/community will miss about you?
- Most successful problem solved/resolved as a school leader
- How many times have you moved in the past 15 years due to employment reasons?
- In this position (if a super in another district or in former position if not), what was your most challenging task/issue and how did you handle it?  
The board may even be able to verify this based on public documents.
- Are you willing to move to the district so that you can be A part of the community you work for?
- If they plan to stay!!!
- Are you committed to a long term position or seeking a resume building position?  
What is your best attribute that you think will make you a great superintendent at Catskill?
- What will you miss the most about the position you are leaving.if offered this position.
- Given your professional background, can you tell us about something that was, in your opinion not working well in your last post? And what concrete steps did you take to improve the situation? (Listen for whether they created consensus, the common good, encouraged choice and agency or whether they opted to go the dictatorial route. Beware If they go on with vacuous nonsense like shared aspirations and robust structures
- How well can you handle adversity
- As the leader of CSD, superior interpersonal skills and the ability to work among a diverse group of students and staff is key to the success of the position. Please provide an example of a past difficult/negative situation where you were instrumental in building goodwill.
- If you had to leave your personal agenda/feelings to the side to work more as a team player to get the job done, how would you do this? Or how have you done this in the past?
- What have you implemented on the job to improve delivery of services and education to children
- What do you think makes you a great candidate for this position
- What led them to education?
- Did you grew up in this area? If they say yes ask: as being a past student of this district what do you think would make you the right person for this position? Do you think it is important to live and be part of the community in which you will be working?
- Is Catskill just a stepping stone for your next position
- Please describe a time when you knew you had to make a decision that some people opposed and how did you approach the situation?
- What has been your greatest struggle in your professional career and how did you overcome it?
- How long do you plan to stay as our superintendent?

## **Students (21)**

- Do you care about our children.
- What is the role of the public school is helping develop the whole child?
- Since a high school diploma is a critical indicator for future success, what ideas would you implement to ensure that all of Catskill's students graduate?
- Will you try to decide what books children may read?
- What would you do to make sure a student feels comfortable, included, and listened to?
- How will you make sure our children have the best chance for success?
- How do you plan to keep the community involved in making our school a better, safer environment for our students
- At Catskill CSD, we have a wide range of abilities and skills in every grade level. How will you support teachers with meeting the needs of such diverse students? How will you encourage parent involvement in our schools?
- Is it better to have a child fail at a higher level or succeed at a lesser level
- How are you gonna improve our children's education
- How will you ensure the needs of each and every student is met each school year?
- What are your thoughts about staff to student ratio- if you are managing a high need student population, how would you budget to make sure that our students are receiving the support that they need from personnel?
- If your child attended CSD what would you like to see get changed or made to better our students experience.
- What is most important ideas are you going to promote to students?
  - How are you going to improve test scores and increase learning among students?
  - What is an acceptable graduation percentage of students in your opinion? How will you achieve 100%?
  - How will you address drug use among students?
- If a student is constantly disengaging from their education how would you assist this student and what resources (staff &/or programs) would you use to help this student so that they find success and do not continue to interfere with others education?
- Do you have children yourself? Would you guide and protect the children as if they were your own?
- What is your experience with dealing with the opioid crisis and what will your plans be for children affected by it whether it be due to use or loss of a loved one to this?
- Providing meals for lactose children!
  - Was bad enough I had to send milk in for my son before they finally found someone to deliver to the school. And I have been told multiple students that are lactose intolerant.
- How do you plan to support our children who learn differently?
- How would you hold the kids accountable for their education and future?
- How would you deal with the bathroom situation of kids vaping?

## **Why Catskill? (16)**

- Why Catskill?
- What are your top 3 reasons for being here now, applying for this position?
- Why Catskill?
- Why do you want to work in Catskill?

- What assets do you to offer the Catskill Community that will enhance student learning and staff positivity.
- Why are you considering Catskill?
- Why Catskill
- What attracts you to the Catskill community?
- What do you love about Catskill? How did you build relationships with students and families In your previous work?
- What is the thing you love most about this type of position, Is it the children?
- What is your true desire to be superintendent here and will you be settling down here, committed to district n community
- Why do you want this job? Money, something to do, or to gain experience?
- Why are you a great match for this role superintendent?
- What is your reason to come to Catskill School District?. How can you help us achieve success?
- Why do you want to be the next superintendent of CCSD?
- Why do you want to work at Catskill CSD and what will keep you here longer-term?

### **Curriculum (15)**

- Do you intend to stick to the traditional core areas of education or do you intend to implement newer ones, such as CRT?
- What is your stance on progressive policies? CRT, Equity, displaced activism?
- How would you ensure that our non-core classes receive the support that they need?
- Have you seen our Catskill News broadcast and what do you think it says about our district? If the answer is no, they are not a viable candidate.
- What will you do to support the continued growth of our Fine Arts Department at all grade levels?
- What suggestions do you have for help, support, or guidance in the area of curriculum.
- what is your opinion of critical race theory.
- Would like to know his or hers stance on vocational school vs college. Would he or she push our students towards one way or another after graduation.
- What is your view of SEL learning and initiatives?
- Do you like art?
- How do you plan on facilitating enrichment opportunities for the diverse student population?
- Do they plan on implementing critical race theory (CRT) into the curriculum?
- What is your experience with curriculum? How do you assess current practice to determine tier one instruction is working?
- How would you organize this district, curriculum-wise, so that you can guarantee student academic improvement?
- What, in your opinion, would be a way to bring our Middle School and High School closer together(more on track) as pertains to student achievement and expectations?

### **Staff (15)**

- What will you do to make your faculty and staff feel valued, to encourage a professional and dedicated instructional staff?
- Please explain an actionable plan about how you plan to recruit and retain top level teachers and staff within Catskill CSD.

- How will you keep high quality teachers in our district?
- How will you best support all of your experts (the teaching staff etc.) to provide a school district that will allow the teachers in the classroom to best teach to the students they have in front of them everyday? How will you provide knowledgeable coaches and staff to ensure that the student athlete experience is about the student/athletes and not the coaches or pushy parents?
- Describe what you would consider to be a good relationship between administration and educators? How would you help build a strong staff morale?
- If you have had prior superintendent experience, what have you done to promote positive staff and faculty morale. What do you believe are indicators of both positive and poor morale. How do you promote and build a community of respect between administrators and staff/faculty as well as respect between staff and faculty.
- How do you plan on keeping teaching positions with decreasing enrollment?
- At CCSD, we have many stakeholders with years of experience as well as new and inexperienced staff. Regarding decision making, how do you see yourself including the opinions of all staff regardless of their experience level?
- How will you best support the faculty, staff, and administration teams?
- Please address the need to have substitutes to check in the office for appropriate job duties when there is a free period for them. I have noticed inappropriate activities in the cafeteria, i.e, eating food off students plates & having their Dunkin Donuts breakfast during student time, Also includes lunch periods they have already had their time & still eat another lunch with their students. I have witnessed many wrong doings within the staff that are never addressed, Can an aide be allowed to vaporize on school time?
- How do you plan to work with the teacher leaders to build an atmosphere for success?
- Are you going to allow teachers to influence/brain wash students to push their potential "woke" mindset?
- Are you able to effectively listen and respond to the desperate need for support staff across the district?  
How important is community to you when searching for Administration and Instructional positions within the district.  
Many community members hold teaching licenses, SBL,SDL licenses and "the good old boy" mentality is used. Is the superintendent "bringing" leadership from the districts they have worked in before. Not giving those in the community a chance to work as a leader in Their community.
- How about having certain people hired to get the kids focused on education
- How can you support the district staff problems???

### **Safety/Culture (13)**

- When will we have a non leaky entrance going from the middle school to the high school
- What will you do to make sure ALL students and staff feel safe to participate authentically in their school community?
- What programs/policies do you think work best to address bullying, especially at the middle school level?
- How important are the social emotional needs of the students in CCSD
- What a typical classroom should look like
- How will you handle bullying?

- What do you plan to do about the amount of bullying students face daily and the lack of support from teachers and monitors to students
- What's your views on bullying and the way social media adds to it
- What are your feelings on bullying and what actions would you take to protect the students
- Is the school atmosphere promoting ethnic separatism by the current trend of teachings?
- How does your experience reflect an ability to inspire young people to feel confident in themselves and treat others with kindness?
- What are your operational plans to ensure the safety of our children within the next six months? Year? Right now our children are being instructed to remain at their desks during lockdowns and teachers cannot close blinds or block windows - this is highly dangerous in the event of an active threat.
- What do you feel will change for bullying in this district ?

### **Community (10)**

- Our last superintendent was extremely visible in our community with sports and events. How will you be able to maintain that same visibility to show your support for the students and staff in our district?
- What is an experience you can share that highlights how you dealt with community issues?
- How do they see our community? We have such a diverse community which tends to separate themselves amongst financial stability and race. We also have a huge bullying problem especially in the middle school what ideas do they have to change that besides banners and an anti bullying assembly.
- Will you work with elected officials within the county to ensure transparency for the school regarding law enforcement and public health concerns
- How can you help the community get what they want?
- How will you foster and maintain a collaborative relationship with the board, faculty/staff/admins, students and the community?
- Ask if they will be active within the community.
- What would you do to make yourself part of the Catskill community?
- Are you going to be vested into our community and school? Will you live in our district?
- What is your plan for being involved in our community outside of normal school district activities?

### **Communications and Engagement (9)**

- What are your communication strengths?
- How are you going to get the parents more involved in the kids education to become a successful adult in society?
- How are you going to improve communication between the schools? Middle school won't communicate to high school and vice versa. High school doesn't communicate to Questar and vice versa
- How do you plan to build relationships with the students at CSD?
- Are you a good listener who does not hold grudges
- Where do you rank returning parents calls in the course of a busy demanding day?

- How would you attract families with children to the district and thus enhance the marketability of the district's academic program?
- In what ways would you choose to be visible in the community and with students? ie: quarterly Zoom meetings open to parents, student assemblies, regular email newsletters, periodic surveys, etc

### **Other (9)**

- questions are easily answered, and no question will represent what we need. Anybody can tell you what you want to hear. Choose someone you know, and if you don't know them, go find out about them. Do your due diligence.
- Please don't go through the motions with this search and then hire [REDACTED] anyway.
- It is not so much of a question for the candidates, but rather for the BOE & the search committee: Why is [REDACTED] not being considered? On page two of this survey, there were a list of characteristics; [REDACTED] is all those things. We have a highly qualified administrator with a proven track record already in-house, why not promote him? Teachers, staff, and administrators like [REDACTED]. Please consider [REDACTED]!!!
- are you guys like Dr.cook
- Will you blindly follow fear driven responses?
- how do you feel about bombs
- Do you believe in litter boxes being in the bathrooms for those with mental health issues who believe there are cats? If so, who is going to clean them? What if another student has an allergy to cats? Do they get to continue their education remotely to avoid being subjected to these said cats daily?
- What do you think of mental health days?
- Would you ever force kids to get the covid vaccine in order to attend school?

### **Diversity, Equity and Inclusion (7)**

- How would you help to diversify the CSD teaching and administrative staff, so that it better reflects the diversity of the student base?
- When will we not shame lgbtq students
- Do he/she feel that it is appropriate to discuss gender, pronouns and sexual preferences at any grade levels?
- What would be your agenda to address all our children no matter sex, age and race feels like they're part of the community, part of the school?
- do you believe we can end racism in our lifetime
- Will you be forcing little kids (elementary) to mean about the different types of genders?
- What changes would you bring to the diversity problem at CHS

### **Budget (6)**

- What would be a good way to keep our district on a positive financial track?
- How do you prioritize district needs while remaining fiscally responsible?
- If you had to choose where to direct our district's scarce resources would choose to put more resources into improving our students' academic achievement or sports programs?
- How much is the schools yearly income?
- How do you plan to raise money outside of government funding?

- How do you adequately plan a budget for the next budget season?

### **Special Education (5)**

- Do you have any plans to create programs for kids with special needs on the future?
- Children with Autism is becoming more extensive in schools and classrooms. Is fostering children with ASD on your radar, and what would you do to empower children with ASD educationally and socially?
- What is your experience with planning for special education?
- What is your plan for students with learning difficulties, disabilities, iep, 504s?
- Will you be able to respond to the need of SPED students in the district, especially those with behaviors?

### **Parents (4)**

- Do you favor more favor more input and control by parents over what is being taught there children? Or do you feel the teachers union and government agencies with a more progressive viewpoint towards what's taught should have more influence?
- Will they realize that Parents Have the right to complain about what their children are being taught
- How will you be sure that parents feel that their child and his/her education is important but also be sure to keep things equitable and not "play favorites"?
- How do you handle parents when students are not in control in the classroom?

### **Board of Education (3)**

- How would you deal with board members who have personal agendas at the detriment of the district?
- What's the main reason you want to be on the board?
- As the BOE, how do we hold you accountable for doing all the things you are responsible for?

### **Technology (3)**

- How do we encourage Faculty to incorporate technology into the curriculum to prepare students for work and college in this digital era?
- What is your experience with technology and what would technology integration look like at each building?
- What are some ideas you have that would use technology to improve our district?

### **Entry Plan (2)**

- If selected as the superintendent of CCSD, what would be included your 90 day entry plan?
- How would you prioritize your first month in Catskill?