

Stakeholder Input Report for

***Ventura Unified
School District
Ventura, California***

submitted by



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Ventura Unified School District Ventura, California District Stakeholder Input

Executive Summary

On May 16 & 17, 2017 consultants Ben Johnson II and Aida Buelna-Valenzuela conducted meetings with representatives from thirteen different groups and two open community meetings. The consultants received input from over one hundred individuals in these groups. Input was gathered regarding the selection of the Superintendent of the Ventura Unified School District.

Outlined on this page and subsequent pages is an Executive Summary of the major themes expressed by the participants in the various sessions. Following the Executive Summary is a compilation of all the input received from these groups and individuals in response to the four questions asked of each group and participant. The final section of the report consists of the singular responses of the over 300 individuals who completed the online survey responding to the same four questions.

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Great location-close to Santa Barbara and Los Angeles yet not too close.
- Reasonably close to LAX
- Diverse community
- Big city with a small-town feel
- Many outdoor activities
- Proximity to the beach
- Great weather
- Nice downtown area
- Community is very supportive of the schools (recently passed Measures Q & R)
- Great schools
- Collaboration between schools and community is good

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Students are the "rock stars"
- Many extra-curricular programs (sports, music, arts)
- Teachers are dedicated & engaged

- Teachers have made a difference with kids, especially those that come from a difficult background.
- Adult Education is beyond compare-they offer programs that are not offered elsewhere.
- School choice at all levels-different school programs are offered to meet student needs.
- Two way Immersion program

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- The challenge will be following in former superintendent (Trudy Arriaga) who came from within the district ranks. Staff needs to stop bring up how prior superintendent Trudy Arriaga led the district, if they want the new superintendent to be successful.
- Negotiations
- Racial tensions
- Mistrust of the district office and the school board
- Lack of support and training for site administrators
- Issue of governance
- Communication does not exist within the district. Individuals are unaware of whom to call for support to address concerns.
- There has been a lack of consistent evaluation of all employees.
- Trust of the Board has changed, individuals are afraid to say things.
- Some people by pass protocol and go directly to board members when they don't hear what they want to hear.

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Visionary leader
- Excellent listener and communicator
- A leader that's is charismatic and approachable
- Someone that will create stability, build relations and is culturally proficient/sensitive
- Transparent
- Sense of humor
- Bilingual-English/Spanish
- Experience in district our size - K-12
- Experience in Cabinet level and up.

Stakeholder Input
Reported as received from each Stakeholder Group
May 16, 2017

Name of Stakeholder Group: Cabinet, 4 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Great place to live
- Good place to raise a family
- positive history
- Beach
- A lot of hard working people
- Diversity
- Community where people are connected
- Big city with a small-town feel
- Tradition
- Stable- not a lot of transition

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Small in size (elementary 250 - 600). (Middle school 800-1200) (High school 1800-2100)
- Small class size at certain levels
- Magnet high school - technology
- Choices for students
- Independent School on college campus
- Continuation high school
- Adult Education
- Preschool programs - Head Start, State Preschools, Jump Start
- Programs run by Neighborhood for Learning Prop. 5
- Partnerships with college & career tech
- 6 magnet schools at elementary
- 2-way Immersion programs in Spanish
- High Achieving Title 1 schools
- Extra curriculum programs - Sports, Music, Drama
- Ventura has been the model district in the County-student centered, model district for surrounding districts
- Great students - suspension and expulsion rates are very low
- Students are the rock stars
- 49% of our students are Latino and this doesn't match the staff

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Defining the Boards role
- Board is micromanaging the Districts-Principals are very concerned about this micromanaging.

- 2 new Board members has changed the dynamics of the Board
- Strong in governance
- New Cabinet levels members less than a year in Ventura, will need to build a team (New HR Asst. Superintendent)
- 3 new Directors (C & I -2 directors, 1 new position). Retirees
- People are looking for positions because of new superintendent, they see instability, new opportunities
- Administration is feeling insecure about job
- District at risk to losing top talent due to governance issues
- Administrators have not been evaluated in years
- Achievement gap
- The Latino community is starting feel disconnected
- Something in place for students (low SES) to have the opportunity to access AP levels courses
- Improve cultural understanding for staff
- Principals have diverse skills, how to deal with difficult situations.
- Disconnect with Superintendent and principals due to positions.
- Principals need to be coached.
- Every principal reports to superintendent. Political history behind superintendent evaluating the principals. Opportunity to reassess this structure.

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Courage, backbone,
- Needs to be a Superintendent or Deputy Superintendent dealing with difficult Boards
- Systems thinker
- Visionary
- Someone that will be here for 3-5 years to put in place systems, create stability
- Understands the world of instruction and curriculum
- Communicator
- Thoughtful
- Doer
- Facilitator
- Leader-service, situational,
- Good listener
- Manager - fiscal
- Right fit

Name of Stakeholder Group: Classified, 13 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Weather
- Beach
- People
- Closer to Santa Barbara - centrally located
- Semi affordable
- Less traffic than LA
- Lots of community involvement
- Good family town
- Lots of history
- Safe not a lot of crime
- Nice art community
- Open-artsy
- Fishing
- Nice harbor
- Culturally diverse
- Bike friendly

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Amazing schools
- Amazing community our kids go to school here
- It's family
- Variety of programs at all grade levels - magnets
- After school programs
- Sports
- Adult Education is beyond compare- offer programs that are not offered elsewhere
- Career Tech is off the charts
- 97% placement rate for Adult Ed students
- Environmentally friendly
- Vegetables are grown in the schools -Farm to table
- Robotics is taught - Nationally competitive
- BioScience
- Coding is taught to kids and 3D printer
- Special Ed department is very caring both to students and parents
- Beautifully high school football stadium overlooking the beach
- Great high school sports (basketball, football, water polo, track and field)
- Renaissance program which focuses on achievement

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Need to be aware of where we've been - long tenure and short tenure
- Lack of stability

- Some things put into place but they shouldn't have been put in place, untrained, unguided people
- Legal issues - parents feeling that they've been ignored (coaches pushing kids around), Racial issues (Between all groups) started at one school then bleed into the other high schools- assistance did not come from district to site level. It took seven days for assistance to come to site level.
- Systems are not in place to assist staff when issues occur
- Listen to issues, take ownership and deal with them.
- Communication must start at the top to let staff know what to do when issues occur
- Parents concerned about safety due to the racial issues. Bullying not being addressed.
- Social media bullying is out of hand.
- Management has not done anything proactively- no one has a plan for issues that come up
- Busses are 25 years old nothing has been put in place to replace old buses. Should be up to the directors to come up with the plan/process to replace old buses.
- Infrastructure of our buildings are rotten
- Schools are extremely old and need repair and investment - No facilities bond
- Facilities is understaffed difficult to get things done
- Need to look at the whole picture when putting in new programs (gardens, buildings, etc.)
- Custodial staff can't clean every classroom on a daily basis - not enough staff
- Negotiations is difficult because management comes in at higher levels than previous management
- No effort on management to bring up classified staff to salary levels that are comparable
- Certificated has been offered zero, classified has not gone to table
- School site management desperately need training in personnel management - they don't know how to deal with staff issues - they do not follow protocol

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Communicator
- Integrity
- experience
- Risk taker
- Proactive
- Unbiased
- Good listener
- Leader for all
- People skills
- Available
- Approachable
- Charismatic
- Driven personality
- Humor
- Listens to all levels
- Communicates all the way down
- Speaker

Name of Stakeholder Group: Parent Advisory Group, 3 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Size - large with a small community feel
- Economic level
- Language
- Diversity
- Beach
- Affordable than most areas
- Not a large bedroom community
- Community events
- Lot's to do
- Downtown is fun- always activities going on

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- A variety of schools for parents to choose.
- Flexible schools
- Teachers are dedicated
- Highly qualified teachers that care
- Quality of life - people are happy
- Schools are maintained and taken care of
- Facilities are kept up and adequate
- Lots of schools
- Magnet schools are positive brings more diversity to the schools
- Schools promoting Kindness, extra-curricular activities for kids after school, tolerances groups

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Several issues came up that were not dealt with, mistrust
- Big shoes to fill Trudy had been here 14 years as superintendent (came up from the ranks)
- California lagging behind nationally
- Scores are low-we need to improve academically
- Need to step up and deal with the achievement deficit
- High number of students qualify for school lunch program
- Homeless and foster student population
- Diverse district
- EL students are prevalent at all schools
- Safety issues- abduction issue, fights in the bathroom,
- More arts and music - district wide to keep this going
- Clarity between the Board and Superintendent
- Feel competent that the Board is clear with the expectations of the new Superintendent

**4. What are the characteristics the new Superintendent should have to be successful?
(This information is used as we screen potential candidates.)**

- Visible
- Prior track record to bring up achievement
- Values and promotes arts and music - the whole child
- Be invested and support the school events
- Available
- Committed
- Well spoken
- Honest
- Trustworthy
- Fun
- Prefer local
- People
- Accountable

Name of Stakeholder Group: PTA/PTO/GATE, 2 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Small town feeling
- Not impacted by traffic
- Unpretentious, less flashy, easy going friendly town
- Livable community-walk places, coffee, hang out down town
- Community knows how to come together when it's needed
- Saving the pier
- A lot of families look out for all schools (high schools, junior highs)
- Everyone is willing to help when others are in need
- Weather
- Families have been here for generations
- Community is very supportive of sports
- Volunteerism

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Teachers are partners
- Teachers welcome with open arms
- Respectful teachers
- Open door policy for parents
- A policy to reach out to kids that are struggling-ways to reduce violence and hate through educating the kids, having meetings at the school, clubs, intervention programs
- Coach is incredible takes kids from the hood and works with them and they become incredible to move on high school and college teams
- Teachers have made a difference with kids that have a difficult home life
- Our kids don't see color, gender issues
- Stop the hate campaign

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Tension between high schools due to size - belief that small school is the golden child
- Cleaning of the house at some of the high schools - teachers have been there too long
- Nepotism - community not hire from outside of our area
- At elementary schools - discipline doesn't match the behavior
- Lack of communication from the district to community (parents)
- Filling the shoes of Trudy Arriaga will be impossible
- Struggling support program - very expensive to keep up- financial strain on the district
- Suggested to invest in "Parent Square" to connect with all families - district shot it down- frustration in the community, not being heard.
- District should be open to innovated ideas from parents and community.
- Large Hispanic community
- Racial issues

**4. What are the characteristics the new Superintendent should have to be successful?
(This information is used as we screen potential candidates.)**

- Communicator
- Relationship builder
- Respectful
- Well rounded
- Visionary
- Public speaker
- Inspirational
- Warm feel, loving
- Familiar with our community
- Connects
- Understand our culture
- Believes in people
- Open minded
- Embracing
- Integrity
- Culturally sensitive

Name of Stakeholder Group: Ventura Education Partnership, 8 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Small town
- Caring community
- Beach and weather
- Commitment to arts and culture
- Farmers & Surfers
- Active outdoor community
- Excited to live and work here
- Diversity
- Cares about the schools
- Community cares about schools
- Active members that care about our community
- Environmental sensitive - open space
- We are not a continuous strip mall
- Lot of opportunity to kids to be very active
- Passed measures for the schools

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Each school appeals to different types of students
- School choice - at all levels
- Magnet type focus
- Two-way immersion program is valuable
- Enthusiasm in the staff causes me to feel confident in sending my kids to their classroom.
- Teachers are engaged care and enjoy what they do
- Strong leadership at the school site
- Leaders that empower
- Students received excellent education here in Ventura prepared for college.
- Transition period - new board members, several vacancies in upper management, this is a time for new superintendent to rebuild the culture of the District.
- Boards needs to repair damage they've done. We need to understand that we don't know what's going on but they do need to live the values of the district.

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- The Board did not handle the community feedback when the prior superintendent left the district.
- There has been a lack of trust in community when the prior superintendent left the district.
- The community feels they should have an explanation for what happened
- Erosion of moral
- We need to take a look how students are being passed on and they don't have basic skills

- Mentor program got killed and don't understand why - We are volunteers that went in and helped kids with issues.

**4. What are the characteristics the new Superintendent should have to be successful?
(This information is used as we screen potential candidates.)**

- Needs to be part of the community
- Incredible communicator
- Proactive
- Engaged
- Bilingual English/Spanish
- Accessible to all stakeholder
- Skilled at bringing groups together
- Creating and sharing a shared vision
- Skilled at focusing on growth
- Innovated
- Support programs
- Open to feedback, gathering feedback from everyone
- Have tough conversations - know what's going on in district
- Build moral
- Member of Kiwanis
- Able to link to the whole community
- Experience as a superintendent of a large district
- Foundation in Educational pedagogy
- Tech savvy
- Understand California
- Understand Ventura and what the parent values - the arts
- Staff commitment - took furloughs to save jobs
- Provide teacher growth
- Staff Development for teacher
- Parent education

**Name of Stakeholder Group: ASB Student Representatives & Student Board Members
2 participants**

- 1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)**
 - Closely knit community
 - People know each other
 - Beach
 - Nice downtown area
 - Hiking trails
 - Good location, near Santa Barbara, near LA but not too close.

- 2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)**
 - All our teachers are into what they are doing, try new things, open minded administration, we work well with administration, accepting community at our school
 - Teachers are dedicated, high performing-everyone wants to be there
 - Encouraging teachers, they hold you accountable for the goals you've set for yourself.
 - Spirited student body, our teams are supported, can get involved in lots of things at school.
 - We're building a sail boat in our wood shop that well take out

- 3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)**
 - Dealing with the aftermath of incidents (talent show a prince tribute), (bullying of students an image on snap shot cropped in lynching picture)
 - Teacher allowed a handwriting analysis to come in and biased the candidates-when spoke to Superintendent he took the side of the teacher rather than to investigate what happened
 - Sanctuary district and it became an issue for debate

- 4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)**
 - Open minded
 - Passionate and driven to make improvements
 - Does something about the issues
 - Involved with students, visits the schools
 - Identifies what's working and what's not working
 - Approachable
 - Caring
 - Good communication skills
 - Accessible
 - Connect on a personal level with students

Name of Stakeholder Group: Adult Education, 2 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Nice place to live
- Next to the beach
- Community spirit
- District is part of the city
- Lots of recreational things to do
- Entertainment
- Restaurants
- Community cares about the environment
- Rural yet city
- Community is supportive of the district
- Passed 2 measures (Q & R)

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Safe schools
- Inclusive
- Supportive of all
- State of Adult Ed program
- State of art programs that address the community needs
- Placement rate 87% and `100's for completion and licensure
- Supportive of one another adult works well with all schools
- Credit recovery at a couple of campus
- Training for Aides
- Provide ESL at the school campus
- Share facilities - graduation, performance
- Cross pollinate
- Good communication
- Providing a service to the community by providing credit recovery and increase the graduation rate.
- Very flexible to provide a program based on a need that may pop up.

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Be aware we are a school (adult ed) and have different needs however, we are interdependent of the District. We can depend on our own needs and don't have to rely on the District on everything. We have individuals that meet our IT needs. We provide skilled labor to our district.
- We operate as a business; we need to take care of our paying clients. We can be independent in some respects.
- District has relied on Adult Ed for budget needs.
- We pride ourselves in being an asset to the District.
- District employees have come to our program to hone their skills.

- Provide training to community colleges.
- This is a year of turmoil.
- ESL Students are feeling afraid of the national stage and local stage

**4. What are the characteristics the new Superintendent should have to be successful?
(This information is used as we screen potential candidates.)**

- Good communicator
- Listener
- Relate to people
- Healthy, energetic
- Balance work and personal & spiritual life
- Take time to understand how our district works
- Understands the role the district plays in the community
- Collaborative
- Understand how schools work in the District, the different dynamics
- Kind
- Bilingual Spanish/English speaking
- Value adult education

Name of Stakeholder Group: Community Group, 18 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Diverse and culturally diverse group
- Weather
- Beach
- History
- Proximity to LA, Santa Barbara
- Agriculture
- Nice small town feel. Generational
- No traffic in comparison to other
- High quality of life
- We have a downtown

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Music program
- Sports
- Language programs (10 languages)
- magnet schools
- Staff members are former alumni
- Good friends
- School counselor
- Dual immersion program
- Draw students from around the district
- Unified school district
- Funding and fiscal accountability
- AP and Honors classes
- Opportunities for students
- Outdoor Ed
- Trips that are offered - (Puerto Rico)
- AVID program
- Well established culture of caring and family
- Principals grew up here
- Celebration of diversity
- Summer Fest program-1st Saturday of June an event at District signing up for sports, view the programs that are offered for the summer, approximately 1000 show up to this event.
- Volunteer program for parents on how to deal with kids

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Currently no funding for elementary school libraries - PTA pays for this
- Teachers, staff are underpaid, staff is leaving due to this issue
- Staff support

- Recruit, retain quality staff with comparable wages.
- Continue the implementation of ethnic studies as a graduation requirements
- Continue the Restorative Justice program that the School Board asked to review
- There have been incidents of racial hate
- Address more with Restorative Justice approach
- Add ethnic studies for students
- Equable treatment of all staff (classified needs to be respected)
- Transparency
- Music program is not well funded, parents contributions are high
- Funds are not equitable when it comes to extra-curricular activities
- Football is well funded however other programs do not receive equal funds
- Participation in the programs is difficult for students that can't afford the contributions
- Concern that we need more support for Special Education
- Raise the bar for special education students
- Language is being taught one way rather than meeting the needs of the different learning modalities
- West Ventura doesn't have a pool or access to swimming facility. No collaboration with the city in building the pool in the West side.
- Relationship with superintendent brought more money to site administration.
- Students have to purchase their books, lack of lockers,
- School lunches are horrible, lack of options for high school students, salad bar needs to offer more vegetables.
- Drinking water is not drinkable at some of the schools, drinking fountain was broken and not fixed for weeks.
- Bathroom overflowed and they docked the teacher for the absence when they went home to dress.
- Programs for parents and students to understand healthy food.

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Courageous
- Compassion
- Available
- Transparent
- Culturally proficient
- Approachable
- Aware of schools and community
- Fit, function, and finish of each school
- Determination
- Proactive
- Willing to challenge the norm
- Collaborative

Stakeholder Input
Reported as received from each Stakeholder Group
May 17, 2017

Name of Stakeholder Group: Community, 10 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Weather
- Small town atmosphere
- Small businesses are established in the community
- Beaches
- Connections - generational
- Easy going
- Comfortable place to live
- Safe place overall we do have challenges
- Very real, generation after generation lives here
- Expensive to live here
- Very supportive

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Staff cares about the community
- Teacher come from the community
- There are many activities throughout the year
- We have committed principals
- Staff makes an effort to keep up with what's going on in education
- Schools have effective meaningful programs for all kids
- Staff is inclusive, involved and encourage students to keep them focused
- We have the AVID program
- Physical plant is great, facilities are attractive and well maintained
- Striving to improve programs
- Caring teachers
- A Board that is approachable and we can voice our concerns to
- Magnet schools that draw students-success and opportunity for other magnet schools
- Great partnerships with the city, Y, law enforcement, SRO program at secondary schools
- All kids are our kids regardless of where they go to school

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- The process for use of facilities is a long process that is not guaranteed.
- Not enough sports facilities, lack of resources
- Indoor spaces are very problematic
- Getting information from community groups to students is very difficult and doesn't get to students
- Staffing changes upper level and front line staff

- Coaching staff is from outside the ranks of staff
- Resistance to change and to incorporate technology
- Technology is funded by PTOs and it's not equitable
- Service groups are willing to partner with the district
- Disconnect with all the partnerships that interface with the district
- Disconnect between the community college and district
- Renting facilities during the weekends for 6 weeks only
- Resistance from district for outsiders to use facilities, to change, to partnership
- Lack of transparency
- Ventura auditorium could be used for other things, very limited, can no longer do things at Ventura auditorium, a theater that doesn't meet the demands of the community
- Budget pressures in the districts- retirement, grants are going away,
- Maintaining school choice
- Need to understand why the last superintendent left
- New board members
- Aging population

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Facilitator
- Collaborative
- Communicator
- Open
- Knowledgeable about the district
- Has done their home K-12
- Track record of success
- Conflict management and listening skills
- Bilingual - Spanish/English
- Longevity
- Understand who the customers of the district
- Listening skills
- Form strong relationships with the community

Name of Stakeholder Group: Booster Club & School Site Council, 6 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Beach
- Location
- Beautiful
- Climate
- Access to outdoor recreation
- Casual
- Access to international airport
- Close to LA Santa Barbara
- 35 miles from Malibu and Santa Barbara
- Small town feel
- Community events
- Downtown

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Great staff
- Alumni come back to work here
- Teachers stay, longevity
- Parental engagement, interact with teachers
- Schools are individualized
- School choice based on student needs

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Funding is an issue (music program, orchestra)
- Pursuit to a lawsuit - outdoor education was a game changer - Had to make it free for everyone, can't obligate a parent to pay, if school couldn't afford then programs stopped due to the lawsuit. Animosity was created due to this lawsuit. Can ask donations but can't force.
- Dysfunctional Board-Don't like hearing that a Board member is promoting his own daughter.
- Lacking leadership, someone willing to make the tough decision regardless of popularity
- Focus has been on low performing rather than looking at all students
- Technology is not integrated in the curriculum; we are far behind. Not one on one. Not universal.
- High end suffers (AP classes are suffering). Can't fill positions
- Amount of resources that we are throwing resources at schools where students don't perform, need to be more strategic.
- Unrestricted funds are not equitable to all schools
- Lack of communication on how funds are being distributed
- Lack of transparency
- Stagnant

- Lack of commitment to excellence and results driven
- We are not preparing students for work, college, career at every level
- Foothill High has no facilities and expected to run an athletic program and district is funding for 5 years, currently in year 4, what's going to happen in the future?
- Bad teachers should be removed put on modified duties.

**4. What are the characteristics the new Superintendent should have to be successful?
(This information is used as we screen potential candidates.)**

- Forward thinking
- Less insular
- Visionary
- Someone willing to make a change
- Present
- Visibility
- Approachable
- High engagement with community, with schools
- Inspire staff and students
- Trust that staff will do the job
- Hires qualified staff
- Tech savvy
- Knowledgeable about curriculum, instruction, technology
- Value what enrichment programs do for all students
- Engaged in the broader community
- Aware of alternate sources of funding

Name of Stakeholder Group: Principals, 8 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Weather
- location
- Community support
- Beach
- Schools
- Opportunities for the whole family
- Connected
- Fit in quickly
- Active and engaged parents
- Organizations support the schools

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Caring staff
- Well trained
- Happy staff working for Ventura Unified, could work in other districts but we want to be here
- Variety of schools - magnet schools to traditional schools at all levels
- Strong cultural in terms of high expectations, wanting to do well by our students
- Saying yes to things that are challenges whether it's nutrition program, assessment, etc.
- Schools are built around relationships
- Historically, support comes from everyone with the exception of this year.
- Parents are employees
- Staff is alumni
- Strong sense of community
- Family
- Staff has been through local programs, this builds capacity, common language

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Responsiveness must be addressed - needs not being met
- Positions have not had oversight
- Could not manage the staff that was unresponsive
- Staff morale is going down
- Mistrust between district staff and sites
- Apathy and disconnect with district and site
- Concern with turnovers at the district office
- Feeling with what used to be isn't what is
- Following Trudy is a challenge - we have experienced a lot of challenges
- Lack of transition plan when Trudy left, people we trusted left at once when superintendent retired.

- At the end of the tenure of retired Superintendent work had to be done that was not transparent to the new superintendent.
- Appointment of positions were not necessary with individuals that met the job requirements
- Superintendent is a political position, needs to be the face of the district
- Lack of process that should be established was not in place.
- Institutional policies have gone away
- We have a new board members, not agreeing with others, came to school and disagreed in front of the staff and this is not helpful.
- The board isn't operating as a governance team.
- Superintendent needs navigate the board to be a governance team.
- Community is voting for board members because they want change, how do we allow change and bring innovation
- District is still an at large when it comes to voting for board members
- How do we reach out into the homes of people that don't respond to what we are doing now
- West side was represented by one parent at an LCAP
- Lack of support for new administrators, lack of response from district, lack of structures, left hand doesn't know what the right hand is doing. It's a burden to other site administrators to assist new administrators.
- Written policies are not followed that's the culture of ignoring.
- Lack of support from district when principals follow policies, they will not back the principal.
- Currently the parents are always right.
- Need to be transparent with what needs to be done

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Bilingual-English/Spanish
- Very strong
- Holds people accountable in a professional way
- Successful experience in k-12, leading a large district
- Make connections with the community
- Have a heart and build relationships
- Unify, build bridges
- Effective communicator
- Opportunity to build their own team
- Stability will be a plus
- Cultural proficient
- Proven track record of success
- Tech savvy
- Networking
- Innovated
- Experience with Board relations

Name of Stakeholder Group: ESC Cabinet Directors, 8 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Weather
- Beach
- Tight knit community
- Supportive
- Happy life style
- Collaboration between schools and community
- Close to Santa Barbara, LA, international airport but not too close
- Close to university
- Diversity
- Different economics backgrounds
- Schools

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Diversity of programs
- Clean schools, well-kept and safe
- Parents are very active
- Choice for families on school choice
- Foundation does more than raise money they hold major events, summer fest, story fest, talent fest, community wide events that involve the schools
- Everyone of the school leaders and passionate, engaged and advocates for their kids
- Ventura has strong art and music programs with community support
- Parcel tax passed to support class size, arts and technology
- Healthy schools, farm to school project
- Longevity and stability with staff
- Dual language education k-12 pathway
- Within a school there are programs that are made available to students so they have choice
- Outstanding sports programs
- Magnet schools k-12
- District is further along in understanding early childhood
- Great adult education program
- Recognize our weaknesses

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Achievement gap
- Lack of system of response to intervention program
- Strategic plan is missing
- Cohesive plan is missing - LCAP is not there
- Trust issues, so secure and stable, the uncertainty has knocked us off our feet
- Lack of cohesive vision with the new staff

- New board members came in and the superintendent was let go at that time
- Disturbing for all Ventura
- Lack of communication as to how vacancies occurred-rifts were created when staff thought we knew things and we didn't know what was happening
- Caused us to wonder who was next, not safe we feel like we are micromanaged
- With the change of newness the tone felt more like on what we were doing wrong, we were shamed in the papers, we read that we were going in the wrong direction.
- Ripples of this impacted all the way to the teacher level
- District needs to heal
- Positional power doesn't lend itself to success
- 10 years since the last strategic plan
- Lack of structures for feedback, limited.
- Trust of the Board has changed, afraid to say things, people by pass protocol and go directly to board members
- Parents are not aware of who they can go to address their concerns. They don't get the answer that they want so they go directly to the board.
- Racism at a school
- Meeting going from 2 to 4 hours
- Meetings have become intense, no forum for people to address complaints
- If there is an issue at the site, should have a forum where parents can have them resolved

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Healer
- Communicator
- Strong cultural proficiency
- Visible emotionally and socially
- Compassionate and understanding of what exists
- Inclusive of everyone
- Thinker
- Strategic
- Transparent
- Holds people accountable, respectful
- Pleasant
- Diverse experience
- Appreciates Ventura for what it is and moves it forward
- Visionary
- Stable will be here for a while
- Invested in the community

Name of Stakeholder Group: Certificated Association, 11 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Diversity
- Weather
- Beach
- Family friendly
- We are not Santa Barbara or LA we're unique
- Community stability and heritage
- Great Schools

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Care about kids first
- Everyone is an educator
- Safe schools
- High performing schools
- Not about the test scores only we have enrichment programs
- Look at the "whole child"
- Provide programs for struggling students try to catch every kid
- Teachers are still pushing forward regardless of everything that has happened

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- For a long time we had an administrative level that have not been tuned into our needs
- We haven't updated our systems
- When we have a new system let's look at our structure to ensure that we have the infrastructure and systems in place to support the new system
- When we try things out we don't always evaluate what's needed to make it work or evaluate if they will be successful, if it doesn't work then let's not continue to do it
- The systems that need to be in place because it supports our vision, mission
- Lots of double speak, fidelity to curriculum and at the same time meet the individual needs of the students
- We are given things with no training, use of technology without the training
- Technology is not equitable, inequality of this feels like we don't have input into these decisions
- Staff development is not differentiated for teachers. Model what you ask us to do for students.
- Some of the trainings technology doesn't work, we don't have the same technology at the schools or you don't have a computer to use at training.
- Class sizes are too large (32-40 middle; 42-45 high school; elementary 28)
- Before you start something, give us the tools we need to be successful,
- Heterogeneous populations - high poverty, high EL populations, high SES students, give us a baseline
- We are not doing well with our high performing students

- Some populations at schools have more challenging students without regard to class size, seldom an aide for the special education student no accommodations are made to staff that are not trained in special education
- Give us the professional courtesy to know when students need to be evaluated for learning needs
- We find research that places special education students in regular classrooms is good, however, we don't provide the support that the teacher needs.
- If we are going to have magnets then we need to let them be magnets
- Every school tries to do everything for every student
- Culture at district level has not been to share what's not working, let's just hear what's great about schools.
- Current board is very involved because they are not hearing what's happening in the classroom.
- Changes needed to be made sent to principal, went up to assistant superintendent level promised that something would be done and it wasn't done.
- Surveys on principals don't go anywhere
- Follow up doesn't happen
- We started sending every week to the school board members what we saw going on because we want them to know what we believe is going on.
- K-2 is 28; 3-5 can be 35 classrooms

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Informed leadership
- Leadership needs to be in connection with what's really happening in the classroom.
- Communicator
- Strong presence
- Outsider
- Problem solve
- Pro teacher
- Compassionate
- Does
- Mover and a shaker
- Trustworthy
- Innovator
- Holds middle management accountable
- Available
- Listener
- Responsive
- Energetic
- Visionary
- Delegator
- Unafraid
- Collaborative

Name of Stakeholder Group: Confidential, 7 participants

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Weather
- Location
- Beach
- Strong community
- Schools
- Safe
- Small town feel
- Most people that live here stay here
- People employed here stay here
- Lots of events
- Between Santa Barbara and LA
- Growing arts community

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- Safe schools
- Strong schools
- Lead technology
- Innovated programs
- Most part most employees really care about the students
- Strive to do their best
- Strong community support for schools
- Community partners
- Pride in our schools, facilities, update as best we can, campuses look nice
- We are unified
- Great employees
- Long term employees

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Communication doesn't travel down
- Lack of accountability
- We don't set procedures, process, structures or systems
- Waste time trying to solve problems because there are no processes, they are not written down, new administration has no where to find something
- I want to run something pass confidential employees
- No training for staff, trail by fire
- Confidential employees are putting out fires
- Losing the connections to the sites and districts
- Schools are little cities, becoming silos, working on their own without running it past top administration
- No leadership - no one to go to that can give direction, from the Superintendent down

- Superintendent isn't visible
- individuals hired for certain positions and nothing happens when they can't perform the job
- Double standard - if you are part of in crowd you are not held to the same standards as others, not so much for classified
- No evaluation for administrators
- Evaluations are inconsistent
- Let Trudy go, she wasn't perfect
- People do not want to let her go, at meetings, venues, I don't think she's ready to let go.
- Trudy made comments about the district after retiring because it will make it difficult for a new superintendent to be successful

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Character
- Strong
- Good communicator
- Calming presence
- Confident
- Someone that can say no - be assertive
- Can handle the board
- Has backbone
- Experience in similar size district
- Performance of all site administrators needs to be reviewed by new superintendent
- District administration needs to be reviewed to form their own opinions.
- Instructional leader, knows that the most important job is that students are learning and achieving
- Visionary that can rebrand our district
- Good manager
- Someone who can direct administrators to hold staff to do the job they've been hired to do.
- Organized their calendar to be visible at events, schools
- Delegator
- A sense of humor
- Get to know who is who
- Strong interpersonal skills
- Someone familiar with our district
- Knowledge of the district issues
- Determination to succeed, stay with us for a while.
- Flow of communication must take place with all employees

Name of Stakeholder Group: 2 Community Group, 16 individuals

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Weather
- People
- Diversity
- Small town
- Sense of very accepting community
- Great climate great place to live
- Close to big cities
- The beach
- Historical landmarks

2. Tell us the good things about the Ventura USD. (This information is used to help recruit quality candidates.)

- We learn
- The playground
- The leadership
- Lots of resources for families
- Take on new initiatives (Restorative Justice) to solve issues
- Facilities improvement, grounds well maintained
- All the teachers work real hard are committed and dedicated
- Able to teach in an immersion program
- As a community volunteer to work with the district in partnership
- Ability for families to reach out to distinct - art programs for all kids
- Flexibility within the school site to meet the needs of the students
- Value of relationships within staff students and families

3. What are the issues the incoming Superintendent should be aware of as he/she comes to the Ventura USD? (This information is shared with the final candidates)

- Build the culture of openness and trust is missing
- Instability of culture districtwide
- Stewardship in leadership is now missing
- Deep concern that issues are not being dealt with in timely manner
- School board has shifted, the last superintendent left suddenly, no sense in the community that action was necessary, so when I hear speculation of a board member that they have an adult child applying for the position I'm concerned
- We need to hold the board accountable to the values that we have as a community
- Issue of trust
- A division in the community to what's happened in the School Board
- Trust has been deteriorating for the last 3 years before the new board members came on board
- There were issues happening in different schools having to do with race, gender and they were swept under the rug or ignored.

- Racism that happened at Buena the community wanted the Board to declare the district as a sanitary, make ethnic studies as a graduation requirement, we thought the board was supporting us, it seemed when they let the superintendent go we felt that perhaps it was because he was not moving forward with those demands.
- I feel that issue should have been handle at Buena,
- Lack of communication coming from the district. We do not feel connected.
- People do not feel valued and heard.
- Superintendent was let go without cause. It seems that there is a political element to superintendent that we must be clear.
- Board member sued the district.
- When I had seizures, nobody did anything about it.
- I worry about schools not being set up for special needs, we need those programs at the schools, integrated the students back into regular education program.
- Needs to be training for all staff not just the teacher receiving the student.
- Our kids (special education) are being targeted as trouble maker if they have special needs.
- Issue need to address special education students
- Composition of the district has changed and when I hear about the incident at Buena and I feel strongly that we need ethnic studies
- Arriaga was an outstanding leader, handle things with dignity and respect
- Need to be respectful with all staff at all levels
- Diversity is not just about race but also includes economic, LGBT, gender, special education
- Lack of cultural proficiency
- Ensure we have ethnic studies in the future

4. What are the characteristics the new Superintendent should have to be successful? (This information is used as we screen potential candidates.)

- Open
- Involve the community, build us up so we believe in ourselves
- Inspire us
- Excel in broad visionary ways
- Hire someone with strong moral ethics then we will have a model for others
- We need someone that understands many cultures
- Ethical
- Support of the arts - support the whole child
- Character integrity
- Recognizes that one size doesn't fit all schools
- Empower the principals
- Embraces equity and social proficiency and commit to the job
- Equitable
- Strong vision
- Innovated
- Visionary
- Knows how to handle the push back that comes with innovation
- Community builder

- Someone that children can look at and model
- Someone who has a teaching background
- Look at the whole picture - from preschool to adult education
- Servant leader
- Ethnic studies are embedded in the curriculum from pre K-3
- Academic excellence and the value of knowledge
- We are going to hold people accountable
- Lifelong passion for learning
- Commitment to excellence in academics
- Someone staff can look up to, inspirational to staff
- Looking at other modalities that help students become successful
- Strong communicator, involving people in the process, collaborative, involved, welcoming with the schools and community.
- Bilingual Spanish-English/Bicultural
- Someone that is tech savvy

*Survey Monkey Results for Ventura Unified School District
May, 2017*

*(NOTE—these responses have not been edited,
they are printed as entered by the stakeholders)*

(334 Responses, 326 English Survey Responses, 8 Spanish Survey Responses)

Administrators

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- This is a community where people come together to support each other through good and bad. It is diverse and complicated but is also a very special place that most of us are glad to live in.
- Family oriented; Value education; supportive of the school district; small town feel with an involved community
- Safe, beautiful, diverse, harmonious (for the most part).
- Small enough to build ongoing relationships, but not so small that everyone knows your business. Options for way of life, close to nature or city.
- Our community is like a family. We work together to create what is best for kids and to develop relationships with each other and the community as a whole. We have a lot of work to do to build (and re-build) trust and I know that the district-wide initiative for Restorative Justice will be helpful in that.
- Small town feeling of kinship and care. Schools are a place of security and safety. Community feeling with thoughtful care of environment and healthy living with parks, beaches, events that bring people together
- Ventura is a community with a wide range of diversity. It is also a tight-knit community that makes it feel as though it is a smaller town than its population numbers would suggest.
- Supportive of education.
- diversity, green, values cultural arts and music
- Small town feel - people know one another - beautiful - great weather - diverse - safe
- Stable, multi-generational
- Beautiful area right by the sea and foothills; Ventura was listed in Sunset Magazine as the 2nd best place to live in the West, 2017 Caring families The Chamber of Commerce and wider community is supportive of our district Community pride is high Arts are valued in our community (music, visual, and theater art)

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- VUSD schools are full caring and supportive individuals who values students, families, and fellow educators. This is not a school district, it is a community of people who will show up to your baby shower, send meals when you are not well, and swarm the funeral of your loved one just to show their support. Issues should be addressed as such and not as a business or corporation.
- Quality staff; always the best interest in students; many school of choice options; Support extra-curricular activities; provides many programs to support unduplicated student population
- High-performing, safe, clean, in many ways cutting-edge.
- Built from the inside out. While the structures may be old, the employees and students are caring, hard working learners.
- Our school site specifically works hard to create authentic and meaningful learning opportunities for ALL learners. We work hard to use technology in a meaningful way and to build relationships. Our teachers are empowered to be the decision-makers because we foster a collaborative environment. Our teachers have also been working hard to create 21st century learning environments and to make the pedagogical shifts needed for the way our kids think and learn.
- Importance of inclusiveness, involvement of parents and engaging high quality teaching.
- Our schools are filled with students that represent the wide range of diversity that Ventura has to offer.
- Dedicated teachers and staff. Supportive parents. Community likes the diversity at our school.
- dedicated teachers, choice of programs
- safe - strong connections between kids and staff and staff and staff - great growth in edtech in the last few years -
- Caring staff
- Caring administrators; lots of pride in our schools Diverse options, from independent home-school programs through magnet schools to traditional schools of various sizes We serve all ages, age 0-5 all the way through Adult Education Many of our schools are beautiful and well-maintained, with new murals and mascots We have increased our number of technology devices considerably in the past few years and our WiFi is strong at each school

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- District Diversity Intervention Needs Special Education Complexities Work loads
- District in transition at the board level and administrative level with new personnel; Possible areas of weakness or vulnerability that need support and the ability to communicate how we are addressing and changes to be made to give community confidence that we are aware and are addressing issues and also anticipating.
- Low morale in some pockets; the need for more cultural proficiency training among students and staff; the need to continue being tolerant and respectful of diversity.
- Our district built a loving, accepting culture over many years, but sadly, has been destroyed, over the last couple of years, by outsiders who think they are going to make the district better by changing what works. This includes both school board members and

leadership positions filled from outside the district. We have capable employees within that understand the importance of tending school/district culture. Trust them to put us back together again. Too many leaders have already jumped ship and many are looking to do so. Show them they are valued and let them do what they are good at doing.

- Our district needs to continue working in the area of our kids' social-emotional needs: counseling ACSA model, PBIS implementation, Restorative Justice, and more connection to community resources to help our kids access the curriculum. Additionally, we need to take care of the relationships and connections among the adults. With our current climate, it should be our highest priority to build and support relationships and trust to combat the fear and mis-trust that is the trend in the media.
- positional leadership verses collaborative and trusting style of leadership has brought educational services department to a frozen standstill for the past 10 months. Good folks are being shamed and demoralized under current conditions.
- Some schools are experiencing a changing trend in parent involvement that is quite noticeable, while others are not... some veteran staff may have a difficult time adjusting to these changes.
- Staff morale is low due to so many changes with personnel.
- struggles with changing culture, accountability needed but kindness and warmth cannot be lost in the process
- there is a need for stronger/more innovative/ 21st century teaching and learning... continued focus on growth and improvement is necessary
- There is some weakness with regards to flexible thinking, true cultural competency, and challenges associated with a small community.
- We have been through two years of upheaval in our leadership after many years of stability and are seeking a smart, kind, compassionate leader who will stick around and keep us unified and strong. We do not need a bunch of new initiatives; we need to build on our strengths.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Communication, Rapport-Building, Common Sense, Practical Experience, Positivity, Professionalism, Compassion.
- Ability to work collaboratively with the board and administration; ability to listen to board, administration, and community; have leadership skills that reflect confidence in the district; possibly be from the community or county so they have a connection to our district
- forward-thinker, student advocate, supporter of diversity and cultural proficiency, risk-taker.
- Vision, understanding of our past culture and the critical position we are currently in. Employees are stressed, unsupported and sad. The new superintendent needs to be able to build us back up and put us together again, as well as assist the board in understanding their role. Look from within before looking from outside. Value the hard working employees. Always do what's best for our students. Build a team. Love the city and schools. Have passion and leave the ego at the door.
- Public speaking and media presence including the ability to harness the power of social media. Passion for students and learning. A leader who focuses on relationships and bringing out the best in others.

- Value the strong history of vusd's culture of inclusiveness, care, trust, and intentions of all members of the organization - service to the children and families with a strong community partnership. Look, listen and learn before acting. Be courageous. Be gentle and kind in spirit. Be mindful of the outstanding work that happens daily and praise generously and often. Be approachable by being visible because you want to be... not have to be.
- A people person... positive... clear communicator... high expectations of students and staff... a clear mission with practical and obtainable goals that admin can share with staff.
- Listen, listen, listen. Good communicator. Able to look at the big picture yet be able to note details in all areas and assist as needed.
- bilingual, K-12, strong fiscal skills, PEOPLE skills
- excellent communicator, clear vision (and ability to communicate that vision)
- self-confident, flexible, good listener, thoughtful decision maker, respectful, shows integrity, assertive
- Our district needs a clear communicator, someone who enjoys public speaking but who also listens, and someone who is firm, fair, friendly, and collaborative. We need a smart and thoughtful leader who can make a decision with input that is based on data and that keeps the best interests of students in mind. We need someone who has experience, K-12, not just in one level. We want someone who is in it 100% and who will get to know the community and build and maintain warm, collaborative partnerships with the community, and we need someone who knows how to handle the superintendent relationship appropriately with the Board and other constituents. To sum up, I want someone who is wise, knowledgeable, kind, strong, and who has excellent communication skills.

Classified Staff

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Ventura is a fairly laid back community, not pretentious, friendly people, not showy, still has a smaller town feel, especially in the education world.
- Our community has worked hard to build it's reputation up, to maintain high performing schools, and employ upstanding employees.
- Friendly family environment that takes great pride in its students staff and schools.
- Beautiful, good, kind people live and work here!
- clean and friendly
- Our community is close-Knit. People love to help other people on both an educational level and a personal level, i.e. school supplies, food banks, etc. for the less fortunate.
- small conservative community that is very open
- Small town vibe beautiful with perfect weather centrally located to Los Angeles & Santa Barbara Lots of activities for outdoor people ideal for raising a family/hosting grandchildren
- My community is diverse, families have many strengths that can be shared in our schools for everyones wellness, everyone needs to have a place and feel valued.
- Incredible sense of community...
- support for all people, regardless of race, religion or beliefs.
- Ventura is a beautiful coastal community with a diverse population and culture. Our differences should be celebrated and embraced, which they are for the most part.
- Ventura is a community committed to quality education.
- It is a large town with a small town feel. We have amazing activities and events throughout the year that reflect our community culture
- We are a popular location and we are supportive of education.
- low crime, caring, parent involved community with appreciation for the past.
- Our community is a multi-cultural and diverse. We come from different backgrounds and different economic standing points.
- Our community is very diverse and multicultural.
- People are involved in the community and are interested in making our community be a good place to live - safe, friendly, taking care of all people who live here.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Great staff, who care about students (both their education and their personal lives). Performance matters, but other thing matter equally as much. Strong alumni base. People are proud of where they attended. Fairly friendly cross-town rivalry still exists. Diverse,
- Our schools are proud entities, each individual yet together for the welfare of our students.
- They are nurturing welcoming.
- Solid, caring staff - challenging students
- clean and good learning environment
- In my experience, teachers and staff at each site are carefully chosen and prove to be caring and focused on bettering each students' performance.

- schools help create a sense of community, belonging. Our school system & educators really seem to care about the children they are educating.
- teachers are mostly good many excellent programs going on besides just teaching in the classroom special Ed programs
- Teachers are very qualified Punctuality and order is prevalent Children are first, they are safe. They need more maintenance and modernism in lighting and ventilation as well better water fountains. Safer and modern playgrounds, P.E. classes at all levels, Music and Art, STEM and Foreign Languages.
- Our principal puts children first...high standards...no excuses...this trickles down...we all catch it at some point
- Caring, supportive learning environment.
- Our schools try very hard to provide an education for our youth which is relevant for their futures whether in the work force or continuing their education.
- Our schools are focused on inclusive and comprehensive education programs that go beyond other communities.
- Our schools reach students on many different levels by implementing creative educational strategies
- My school is inclusive and open to any idea that is beneficial to education or the wellbeing of students and their families.
- quality educators and support staff. deep desire to build strong & diverse communities
- We support our students 100%. Our schools help students reach greater potential in order to succeed in their future.
- Our schools have excellent teachers who are highly qualified and very worldly. This helps build great leaders and educated students.
- Our schools are dedicated to doing the best for their students. Teachers and staff consistently go the extra mile to create a good learning environment for our kids both intellectually and socially.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- 1. Administrators are not held accountable. 2. Current Administrators were hired because of who they are friends with at the district office and not necessarily their qualifications. 3. Too many directors at the district office and most don't know the jobs they were hired for.
- Buena high school has been promised numerous upgrades to make it comparable to the other high schools and NOTHING has been done after over a year of waiting.
- Culture of VUSD - how employees interact, etc.
- dealing with the public!
- Declining enrollment.
- educators pushing their own agendas, ideas, beliefs on students should not be tolerated
- ESL kids and the issues that follow them throughout school if they do not learn both of their languages well never having enough money tenure costs - it protects bad teachers who should be GONE keeping the district up on technology skills avoiding corruption and the "good ole boys club (and girls) keeping the district office melded with the schools - it seems like the district office forgets who they are working for (the students) racism

- Keep our School District anchoring our community. Maintain high performance and expectations. Reduce class sizes, bring back Assistants to teachers, keep things that had worked, make a strategic plan where curriculum responds to our society and future's vision.
- Morale building is critical...I have never in 22 years seen such low morale amongst VUSD stakeholders...pretty sad...
- More and more, our schools are seeing students with an increase in social/behavioral challenges. Our counselors, speech pathologists and psychologists' case loads are intense. Every elementary school site should have a full time counselor, and school psychologist on staff to better provide the support these students need. Office Managers are underpaid for the level of work and responsibility that falls on their shoulders when Principals are out of the office for the number of meetings that they have to attend.
- People are unhappy with the way our last superintendent was fired and the timing of it. Also, please make decisions pertaining to the saving of district money by looking at impacting full time employees rather than part time classified employees who don't make as much to begin with.
- Ventura Unified is not very "unified" from staffing, resources in classrooms and maintenance varies from site to site.
- VUSD staff are hard working and perform taxing work that underpays them for the community they work in. Pressure on employees is very high.
- we have many different types of people living in our community with different goals and expectations. A superintendent would need to prioritize the needs of our students over the desires of our Board and public. Students education should come first
- We have not felt supported by our superintendent because of the lack of communication.
- We need strong leadership and assistance in building trust among classified and certified educators.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Decisive but compassionate leader who connects, collaborates, inspires, unites.
- 1. Above all they should be able to hold themselves accountable 2. They shouldn't be allowed to let their relationship with administrators get in the way of discipline. 3. They need to think of not only the students, but staff as well including classified. 4. They need an open door regardless of who it is, be fair to all, listen when there are issues that are going on and have been for years and not dealt with. 5. Don't promote incapable or tainted employees.
- Please LISTEN. Be open, accessible, friendly and available be all inclusive value everyone's opinion. Visit the schools see first hand what they do what they need and what they excel in.
- Firm, but fair. Open door policy
- helping employees
- A superintendent should be aware of the needs of the district as well as its staff. He or she should be one who listens to opinions and suggestions of employees who work within this realm.
- a good level headed person who is a good listener but not afraid to make hard choices, decisions that are required.
- diplomatic out of the box thinking good money manager good people manager lots of energy doesn't care about making friends - getting the job done is what it's about willing

to go out to the schools and interact with the teachers/staff/kiddos invested in the materials and tasks that teachers and staff are working with or have to do. don't be afraid to admit making a mistake and implement changes

- Multilingual, multicultural, ethic, charismatic, knows education, strong leadership. Keep and increase programs at all levels. Preferred a Californian.
- After what happened to the last sup...I sure have no idea. Good luck!
- Ability to have a vision and goals for the district on a whole, but also be able to have a good handle on the needs of individual school sites and their personnel. Ability to communicate effectively, both verbally and in writing. Someone who has the student's and employee's best interests at heart and puts their success first.
- He/She needs to listen to all employees and our cares and concerns.
- Leadership skills in making unbiased decisions that will meet the needs of our community. The ability to bring together all the employees regardless of classification to the realization that we are to provide a service, to work together to provide education and support of our youth. And should do so in a professional and appropriate manner. Also needs to have a business sense to be fiscally responsible.
- Communication, Honesty, Empathy and Decisiveness.
- A strong leader who can communicate well, prioritize, see the big picture and keep perspective, and above all has a passion for educating children
- Great communicator, strong leader that makes decisions based on facts and information provided, ethical and moral person, Someone who wants to help us be a better District
- Ability to speak to large groups/crowds. Communication/ loyalty/ leadership/ humble
- Our future superintendent should be: 1. A great leader. 2. A great speaker. 3. Flexible. 4. Worldly. 5. Bilingual. 6. Approachable. 7. Firm. 8. Accepting of others views. 9. Inspirational. 10. Professional.
- Good communicator; willingness to listen and problem solve with all employees; help to create a good working relationship between district leaders and employees at school sites

Community Members

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Extremely diversified (ethnic & education perspective) Proactive/Supportive
- we are a small community formed of generations of families that have raised their children and remained living in this area. Closed knit and everyone knows each other.
- The community invests in public education. It's members are generous. They love their children and want the best education possible for them. They get involved in schools.
- Involved parents from all socio economic levels, positive relationships predominate, long time commitments to support VUSD, pride in schools and staff members who serve there.
- Ventura is family friendly in activities and emotional support for all and we get to see or visit the beach daily!
- Diverse, small town feel, committed to the arts, family oriented
- Community has always supported VUSD.
- We care about our community, environment, and our future.
- Great weather - beach community - small community atmosphere - mixture of low, middle & upper economic status - diverse - both liberal and conservative residents that should have their views respected - especially our students.
- We still have small town values and thought processes. Business is still done with a handshake and your word is your bond. Reputation is everything. Our citizens are caring and like the comradery of working together towards a better community.
- Family friendly
- We have a stable community, supportive of our students and staff. We have palm trees and a beach.
- The community of Ventura is changing in both demographics and politics. We have a much more diverse community than when I first moved here over 12 years ago. I think that this is a positive for our community and needs to be fostered.
- Ventura has always felt like a small town; people know one another and there are deep roots with many families. It has also welcomed newcomers to join the community.
- We have a strong sense of community. We love the beach. It's nice being near the mountains. We care about the arts. We have some good restaurants. It's close enough to L.A. or Santa Barbara to go for entertainment or flights. Ventura is a great place to live!

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- Hard working & dedicated teachers, parent involvement, conveniently located throughout city. Do well with limited budgets.
- Our schools are for the most part safe. We desire to have closed campuses for ALL our schools.
- The schools are staffed by quality personnel, with only rare exceptions. The schools have many traditions and long histories of trying to do the best for the children.
- Well-prepared and dedicated staff, programs like dual language reflect community interests and cutting edge practices, continuity of staff provides stability and builds strong community relationships, schools serve many diverse neighborhoods in friendly and personal approach, students feel safe in our schools and build lifetime relationships there.

Teachers are creative, loving and very hard working. Classified staff care for students and take pride on their work.

- Teachers are very supportive of students and each other. Volunteers at elementary level encouraged and appreciated.
- Multiple options offered, great leadership at sites, great teachers, decisions made in best interest of students
- Great staff, supportive parents and a community that has partnered in education.
- Good teachers.
- Academic excellence. Ventura service clubs support VUSD schools. Good Ventura Education Partnership program (VEP). Great kids and parents that are involved and care about education.
- There are many caring teachers who are trying to do right by our kids.
- High quality education, good staff
- Ventura Unified has a stable community of skilled educators who focus on the whole child. They work hard, love their schools, and want the best for their students.
- The school programs are broad and offer many different educational opportunities. Despite lower funding, VUSD has maintained programs that many other school districts have had to lose.
- We have really good schools. They care about our kids. The teachers and administrators I know all work hard and care for our children. They have a lot of good programs like Two Way Immersion and technology in the classrooms.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- 1) Professional administrators/Principles that transition into those positions without formal mentorship/training 2) Principles lacking leadership, communication skills, team building skills, and real experience in the classroom 3) Facilities that require update 4) Need to improve safety/security (lighting, camera recording/monitoring) 5) Outside eating areas need protection from sun 6) Appearance of discrimination against older employees
- 1. bullying at school sites must be addressed for ALL groups not just homosexuals 2. teachers should not get young children involved with any political sides!
- 1. There has been a recent and dramatic change in the culture of the district. 2. The remnants of the old school culture could include favoritism towards people in high places who feel they are entitled. 3. The district student population includes many exceptional types of children: special needs, language learners, and others.
- All schools should be treated fairly without some receiving preferential treatment. All schools need to have 1-1 technology access for 21st Century Learning & to have an equal playing field for Schools of Choice.
- Board dynamics have changed since January. Leadership is needed to return to the positive culture that has exemplified VUSD for over 20 years. Staff are very concerned. Many important positions need to be filled. It might be wise to obtain input from respected district leaders (past and present) to identify essential elements of stability and strength for VUSD. Sometimes the loudest voices do not accurately portray the problems and possibilities for excellence that still exist.
- Communication with all staff is crucial. High concern about 2nd language issues, discipline and proficiency in English.

- Currently the culture in VUSD is eroding.
- Low morale in administrative staff Board that does not respect or understand their roles No vision Erosion of the culture that was established over a decade New executive cabinet after firing the supt and asst Supt of HR Board member who has informed Union that they do not like admin and to come to her for support Staff and community concerned about how the past Supt was released - lack of trust Divided district Much that has been left undone in the past 2 years Teachers feeling disconnected Many admin seeking to leave the district due to lack of leadership and board actions
- Low morale, buildings and grounds need updating, Management needs to be looked at in our schools and district office. We should look at talent within.
- Our district is fractured at this time. Need compassionate leadership to get VUSD back on track. Positive events on racial diversity for our students and parents; beginning in elementary school and continuing through high school. Perhaps encourage cultural events on our high school campuses. Take pride and want all of our schools to look and perform their best. Be able and willing to evaluate district administrators; help failing administrators become successful and or change their course. Become involved in Rotary, Kiwanis, and/ or other service clubs in our community. Be able to bridge the GAP that now exists between our city and school district. We used to be better partners.
- Our kids and family's needs are diverse and the school alone cannot fulfill all of those needs. Collaboration with a variety of non-profits and other agencies is crucial to the well-being of our youth.
- Parents/parent groups who overstep, the disproportionate pressure high school students are under
- The district needs to focus a little more on student learning and academic excellence without losing its current focus on social-emotional growth and safety. The district doesn't need someone to tear it apart. It does need someone to build on its strengths.
- The employee groups do not feel valued in the budgeting process.
- There are racial tensions in the town, a migrant farm worker population that can difficult to support, and what I think is the most challenging thing -- a lack of strong support for college and education as a whole. CSUCI is very new and has yet to create a community presence. A strong blue-collar value system is a plus and a minus for our community.
- We had an amazing superintendent, Trudy Arriaga, for many years. She really left an imprint on the district, and I think we should keep those things in place while the new superintendent should build on them. She emphasized the value of relationships and social equity. They work hand in hand.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- 1) Effective communication skills (oral, written, presentations) 2) Leadership skills 3) Effective in delegating/team building/initiating mentoring 4) Strategic Planning 5) Budget/Fiscal awareness 6) Multilingual would be a plus
- Be a man/woman of integrity. keep your word. We all know each other here and word travels fast. Be firm with teachers. We trust them with our children
- 1. Personal integrity 2. Communication skills including bilingual Spanish 3. Conflict resolution skills 4. Problem solving expertise 5. A clear vision of how to help all

- students succeed 6. Resiliency 7. Competence in cutting edge curriculum 8. Deep understanding of school law 9. An open mind towards new ideas 10. Diplomacy skills
- Fluent in Google Aps For Education (G Suite) & the importance of utilizing technology throughout our district.
 - Experience leading a successful and exemplary California K12 district would be great. Strong curriculum knowledge including dual language, magnet schools, preschool and special education is very important. Energy and personal skills to represent vusd in the community and throughout the state. Relationship-building skills to connect with all staff members. Cultural awareness and appreciation for the diversity we represent and serve. Spanish language skills help communicate with the many Spanish-speaking families whose children attend our schools. A vision for excellence that starts with every individual student and expands to guarantee that all vusd students will have meaningful educational experiences to prepare for fulfilling lives. Experience and ideas to support board members to better represent the respectful teamwork that has made vusd a very highly esteemed district.
 - Commitment to stay in Ventura long term...not until something else comes along. Visit schools often. Substitute once in a while...go back to the front lines and see how it really is!!! (Sub. plans would drastically improve.)
 - Great communicator with all stakeholders, ability to get out in front of issues so they don't escalate, ability to build trust and empowerment of staff
 - Successful current Supt Strong in Board Governance Outstanding public speaker Strong interpersonal skills Visible A leader for principals Recognizes the greatness that exists Organized Understands cultural proficiency Skilled at building community partnerships Strong in negotiations Bilingual
 - Should be community oriented, open door accessible to parents and employees, Try to attend as many school events as possible. Participate and be involved with our city government. I believe we have excellent candidates within our own district.
 - Good communication skills - writing, speaking, one-on-one and to large groups; value input and suggestions by staff, parents and community. Willing to listen with open mind. Ability to make decisions based on information and what is best for students. **STRONG LEADERSHIP SKILLS** (a leader that comes along side of staff and parents for success). Be an innovator for education. Have marketing skills that will help keep our students in VUSD!
 - Open and caring. Good communicator. Ethical. Willing to do what is best for our kids, even if it doesn't follow the State model.
 - Strong leadership skills, a presence in the community
 - Receptive and expressive communication skills Respectful of the district's strengths while being mindful of a changing world
 - VUSD needs a superintendent from outside the district that has a vision for moving the district forward during a tough time. We need a strong instructional leader who is not afraid to take a stand on issues, a good communicator and someone who is willing to work with all stakeholder groups withing the district.
 - Strong communication skills and a vision for how to engage the community to value education and our school system with a greater degree of commitment and responsibility.
 - Be a great communicator! Be involved in the community (partnerships are important). Be positive and work well with the Board so the district can operate fluidly and effectively.

Parents

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- It is so beautiful here.
- We are very proud to live on the westside Ventura Avenue in the meantime we know that it's a lot of things to continue working together to make happen good issues in our community the Westside Community Council organization in combination with the city of Ventura hobgood initiatives in order to improve or Westside Ventura Avenue community also to support the educational system as well
- It is a wonderful place to raise children and a beautiful place to live.
- Community will participate in events that help the schools: games, district talent show, Summerfest, concerts and more.
- Family centric, smaller community
- Easy going beach town/city
- Non pretentious, coastal community
- Our community is a very conservative area, with family values and expectations for a safe and high learning environment.
- Weather, safety, weather, diversity
- Largely family based community with hard working individuals. Many people are involved with the community, through scouting, outreach, conservation, and other areas of volunteering.
- Involvement in schools, Everyone knows each other, People watch out for each other's kids
- Clean environment, great air quality. Small town feel but close to Santa Barbara and Los Angeles. Visually appealing.
- Ventura's educational opportunities are wonderful.
- Beautiful area to live
- I've lived all over Southern California and Ventura is by far the most laid back old school beach town. I have friends and family in Pasadena, Santa Monica, Redondo Beach, Torrance and Long Beach and they wish they could live in Ventura.
- Desirable location. Excellent hospitals and good proximity to major city, beach.
- Forward thinking, progressive, hard-working, appreciative of nature and the environment, family-oriented, good citizenship
- We have a large number of Hispanic students and this is not reflected by a diverse board.
- Very friendly and helpful community. People are very accommodating and you feel safe and comfortable in Ventura.
- Family oriented. Majority understand we are all just trying to raise our children and keep peace.
- Amazing location
- Family values, high quality of life, community, safety.
- Clean air, moderate temperatures, access to the beach, small cow town vibe but near a major city.
- Small town feel. Close knit.
- Small town sentiment. Nice kind people, city management & courts too conservative though.
- Very diverse. Rich history in agriculture, industry and entrepreneurs.

- Beautiful natural environment, ocean, mountains, great, down to earth people who care about their community, diversity, small town feeling close to a major metropolis (LA).
- We have a very active community and many active community members who care deeply about our schools in Ventura. We have Ventura Education Partner (VEP), First Five Neighborhood for learning which is vital to help reach children before they enter the district school system, we have the Ventura kids art, Vita Art, Bell Arts, The Westside Beautification project, YMCA (Healthy Kids Day, Youth Sports, ESL Classes, Afterschool Program) , Project Understanding, Ventura City Center,
- Climate is great, people are mostly friendly, small town feel with bigger city amenities
- People help each other out...ask for help and someone will be there... We are a healthy loving community!
- Multicultural, socioeconomically diverse,
- Diversity; parent involvement
- The community in which we live holds sacred neighborly, kind, and thoughtful interactions for all. A live and let live ideal is paramount, as long as no one is harmed.
- Next to Pacific Ocean, Mild Weather, Ventura is nice, Oxnard is a War Zone for Mexican Gangs and Illegals.
- Beautiful city, diverse, wonderful climate, good people, access to great cultural places/events - both locally and close to Los Angeles.
- Ventura is a wonderful place to live with an engaged community that is concerned with its well being. A great place for middle class families to achieve a high standard of living in CA.
- It's a large city with a small town feeling. Diverse, friendly, and serves many needs.
- It is small so everyone knows the same people and places. Be careful of what you say, because everyone knows someone's brother's cousin's best friend.
- The diversity.
- continuing relative stable environment and location for development of youth
- Diverse cultures
- Diverse, down to earth, engaged, vibrant, variety of opportunities for multiple demographics and stakeholders to engage (community events, restaurants, cultural events, natural resources)
- Relatively rich and ethnic diversity; great Ethnic restaurants; BEACH!; great grocery stores; proximity to amazing national, state, county and city parks
- Our community is family focused & friendly. We are also widely diverse with a wide range of socio-economic and cultural families.
- The community in Oak View with children at Sunset School is tight knit and very much involved in school activities. Many of the parents get involved in school activities. Most everybody knows one another due to the "small town" atmosphere.
- Vibrant community, engaged and with many volunteers
- Small town feel even though it is a bit larger. Very involved parents, large athletic community and also arts. Blue collar attitude
- Climate, people
- "Liveable" community with little traffic, great weather and outdoor activities.
- Small town feel, weather
- Very professionally run school activities, curriculum. We love Portola's principal. And we appreciate the afterschool programs available.

- The weather in Ventura is something that is hard to find elsewhere. The district is large enough to have diversity but not too big to make it unmanageable
- Ventura is a community where creativity is thriving with artists, musicians and wordsmiths representing a rich diversity of cultures. Because of the relatively small geography these cultures are very intermingled with the result that, for the most part, there is a very harmonious experience of relationship.
- Supportive, connected and education opportunities are wonderful. And of course our weather is incredible and access to nature is abundant.
- We are a small knit community diverse with many different backgrounds and from very different distinct areas around Ventura
- well round and in general overall nice people and in most cases safe all around.lived here my whole life and don't plan on leaving and thats by choice.
- People look out for one another; lots of active families. We have many outdoor spaces such as parks, etc. Generally it feels very safe.
- Great weather. Fabulous recreational opportunities. Strong community values. Big city attractions without the big city vices.
- Ventura is a small community with a large amount of people. Everyone gets to know everyone pretty quickly. I love that small town feel. The weather (a given I know), so many amazing places: botanical gardens, pier, beach, downtown, getting some great restaurants,
- Multiethnic, diverse and tolerant community.
- There is a true sense of community in Ventura. Any candidate needs to understand that and respect it. Our community is also diverse. Our students come from all different types of backgrounds, making for a diverse student and parent population.
- arts and a sense of global community is important
- Strong family values. Ventura is a community that comes together to help families in time of need whether it's physical, emotional or financial support.
- They want the best for the area
- We are unique in that we started as a farming community but we also have the benefit of lately becoming a vacation destination/beach town. But we must remember that many of us came here with farming in mind and are not "beach bums".
- The families look out for one another and become united in the best interest of the children
- Small intimate community with usually good parent teacher involvement.
- Beautiful weather, hard working blue/ white collar families, great place to raise a family
- Small community but we are diverse.
- Diversity would be one of the good things.
- Best climate in USA us, affordable housing
- Safe,well managed,friendly people,nice parks pretty area
- small, friendly, well educated
- Caring
- Comfortable beach town, small town feel, ability to resist LA/OC sprawl problems.
- Multi-cultural.
- Laid back community. Lots of family oriented things to do. Very kid friendly. Very proud of Ventura not trying to keep up with Sanat Barbara or Westlake. Small, affordable, safe.

- It's a very active community. It likes to help. They like to get involved. They like to know each other.
- Great community. Great weather. Diverse group.
- Great beach community. Downtown Ventura area is very friendly.
- Excellent quality of life
- Safe schools
- Beautiful, diverse.
- Tight knit and caring. Friendly and willing to help one another.
- Wonderful, caring community with passionate residents
- Our diversity is our greatest strength!
- no comment
- I feel like Ventura has a sense of communities, unlike the area in the San Fernando Valley where I grew up. Additionally, I love being near the beach and great hiking trails.
- Ventura is a safe place to raise children. It is a family friendly city.
- Strong families, environment, and businesses in Ventura.
- We are a laid back community that is not pretentious. Families enjoy being outdoors. Families yearn for better schools
- Artists thrive here, activists, small business support, generally healthy people.
- Small
- Families are number one priority. Parents are INVOLVED and demand the best from their schools, teachers, admin. etc.
- Small town feel. Many locals. Beach. Beautiful with islands, green hills, ocean
- Great beaches and weather
- Great weather, wonderful nature hikes and walks. Surf and sea.
- Laid back, great community to raise kids in, very diverse.
- Diverse, family-friendly neighborhoods. Great weather, great beaches, lots to do.
- There is some pride in the community; but more could always be fostered.
- They care and look out for others
- small town feel, outgoing/outdoor community, sustainable concerning community, keep business local
- Ventura is a warm, fun, casual town. It feels like everyone knows everyone. It is laid back with pockets of ambition and productivity. The weather is gorgeous year round. A perfect town for those who love the ocean.
- It has a diverse population. It has a lot of educational opportunities outside of the school. Ventura county is rich with possibilities.
- diverse population.....
- It is diverse, great neighborhoods, friendly community
- Ventura is a friendly place with great weather. We have some diversity and can be forward thinking in terms of having open dialogue about issues we care about.
- With the exception of a few pockets in town, Ventura is a mostly calm, quiet, and peaceful place to raise my daughter. I love the small town, beach vibe.
- There is pride in ownership in my community.
- Ventura is a tight knit community that values the arts and self-expression which is extremely lacking from our education system.
- young families who care and take pride in the neighborhood

- Ventura is a "best-kept secret" a beach town that is easy to live in, affordable and low-key. There is very little pretension here.
- We are conscientious of the environment, appreciative of the Arts, and determined to make sure our children will become life long learners in an environment that is safe, nurturing, caring and respectful.
- weather, beaches, beautiful communities to live in.
- Friendly, tight knit, great area for those interested in outdoor activities.
- There are a couple of us left who are still responsible and accountable. Unfortunately we are a dying breed.
- Quality families that care for the betterment of their children. Family friendly community
- Our school community is forward thinking and embrace technology. We feel like we are in the only elementary school in the district that is proactive about bringing education up to acceptable standards.
- Diverse, friendly, great quality of life, welcoming, beautiful.
- There are a lot of families with hard working parents, both in and out of the home.
- Friendly, relaxed and welcoming!
- I Love my community we have a great support system in our local neighborhoods and at our local schools.
- The diversity, the fact that we can collaborate together to improve our community.
- The majority of the people living within our community are caring, all want a safe place to raise our children and help and support those in need.
- Strong parent/family engagement
- Beaches and mountains are close by. Beauty from hiking trails to the ocean. Relaxed feel. The Arts are strong from the Music festival to the art walks.
- For the most part, a tight knit community with actively engaged citizens. Most parents are engaged with our local schools.
- The community is good at informing people of whats going on.
- We are a diverse and open community
- There is a good mix of people from all walks of life
- I feel fortunate to work in Ventura and have my kids attend school. The people are conservative, educated, and well mannered. It is a desirable community to call home which explains the high cost of living. We are surrounded by coastal beaches, mountains, rich agricultural land. The weather is the best.
- I believe that our community is made up of a good mix of backgrounds. We have well educated families along with new immigrants from third world countries and everything in between. We have thriving businesses, both large and small. We are by the beach and the mountains, with an abundance of outdoor activities to pursue. We are close enough to major cities without being weighed down by the negatives that come with that (traffic, excessive crime, etc). We have many community events and organizations that bring families together. Ventura is an ideal location to live!
- Our community consists of well mannered and respectable and tolerant citizens.
- My community is a community that embraces diversity. Ventura has many types of people of varying ethnicities and socioeconomic backgrounds.
- Even though we are a big community, Ventura still has that small town feel
- We are a diverse caring community of families, with involved parents and community partners.

- Our community is small and connected.
- My Community cares about our children and their education. Dr. Babb was a great advocate for our children and the services that they need whether they be academically, social/emotionally, and behaviorally that they need to succeed.
- The size of our town is perfect. There is plenty of things to do and convenient stores. etc. However, you can drive and park somewhere and it's not overcrowded. I love that. Also cost of living isn't out of control. (like SF or LA)
- Close knit, small town, one degree of separation from other Venturans. Family-centric, blue collar for the most part.
- It's a modest sized town, small enough to feel connected to the community and big enough to offer a variety for a variety of interests. it is a thriving and vibrant city of people who are involved and genuinely care about helping one another and stewarding the beautiful surroundings.
- Small town feel, good climate (if you don't like seasons...), decent community involvement.
- Beautiful geography, high quality of life, diversity
- beautiful city, some are willing to help
- Close to the ocean. Community is very supportive of the public school system.
- Ventura has a small town feel and people generally know each other. There is a unique mix of socioeconomic and cultural diversities in the community. There is a lot of great things going on in the community and the community will rally. There is a lot of Ventura pride and deep roots.
- My community is generally quiet and respectful. We have a very diverse group of people that live in the area. We have homes and apartments nearby. Unfortunately there are no close high schools or middle schools to the East end of Ventura.
- We have a strong community supporting our kids. This year we not only raised \$40,000 for school support but also raised an additional \$3,500 to donate to Cystic Fibrosis.
- Ventura has a strategic position along the coast and a great deal of marketing is done to tout the benefits of living and working here.
- There are many caring families who have been in ventura for many generations. There are also first generation ventura families who love the tight knit community.
- Its very family oriented
- Great climate and location. Quality schools. Family-friendly activities.
- We are a farming community that collaborates with Farm to School and Healthy Schools Project that brings the school children and community together.
- Small, quaint, community based. Lots of small town activities
- The weather is nice.
- Our community is inclusive and welcoming.
- Ventura is a recurrent community where generation after generation raises their kids. It is a peaceful place to live, with a lot of things to do. The school community is like this as well.
- Nice weather and small community atmosphere.
- Safe and clean neighborhoods. A community feeling among neighbors.
- Lots of people and families who have been here for generations
- Ventura is still basically a small town. Everyone knows everyone here. It is a beach community, but has wonderful access to the mountains. We have UC Channel Islands

and Ventura College close by which offers advanced learning opportunities following high school.

- Ventura is a beautiful community to live in and to raise children in. In many ways it is the small town feel with some of the bigger city perks.
- Honestly, I don't have much interaction with my community.
- This is a wonderful community that cares about the education of our children and the next generation. We have a strong academic record and provide extraordinary extra curricular opportunities for our children.
- Ventura is awesome. I think it is the best city in the world. I would not want to live anywhere else. Not too crowded, great weather, the beach.
- Beach and outdoors.
- great climate, medium-size town, beautiful coastal setting, eco-friendly.
- Ventura is a friendly and not too densely populated community. Being coastal, the climate is ideal.
- Our community has a tendency to become involved and be there for each other and our children.
- Pretty much everything you need. Ocean, mountains and great people. Low traffic.
- Multicultural, multilingual, mix of blue and white collar families, friendly and relaxed atmosphere, we value education, supportive.
- We love ventura. It is friendly, eclectic and a little rough around the edges with mostly outgoing, working class people.
- Ventura, the city, prides it self on gradual economic growth and focuses on sustainable practices that protect the health of the environment. Ventura is inclusive of all socioeconomic, racial and belief systems and we do so with natural grace and we respect our right to stand for our values so long as they support diversity.
- Close knitt, and involved
- There are a lot of motivated community members who want to see the student in our community succeed in life.
- Small town feel with big city advantages like great downtown, restaurants, shopping.
- Nice people Great environment - natural resources Good chamber of commerce
- The mild weather, beautiful landscape, ocean and good people

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- GATE program. Could use more.
- As today that Unified School District Aventura they know more than I that the educational system at the Westside Avenue is very low. But we believe that together we can make it through this matter and we need to do as soon as possible
- High academic standards
- diversity, acceptance, english/spanish immersion, environmental science, global view, cultural studies, anti-bully campaigns
- The overwhelming majority of teachers are dedicated and wonderful.
- There are enough options to make it work as a family
- Support of athletics, music and arts programs
- Good motivated teachers
- The teachers do alot with very little and need more resources.
- Diversity, quality teachers, safe learning environment
- Grade school principal was very involved with teachers and kids. The grade school teachers, generally speaking, are connected to the kids and true educators. Recognition for success is distributed to all kids, so at some point, each child receives an award and feels special. Kids who need extra help can receive it, for the most part, particularly when the parent strongly advocates on behalf of their kid. Others who have less supportive or knowledgeable parents seem to suffer.
- Small size, Excellent and caring teachers, lots of field trips
- Medium student to teacher ratio. Safe. Small community so children go K-12 together. Many active parents.
- Since joining Open Classroom, my daughter has said that she fits in for the first time in her life.
- Caring teachers & staff
- So far I only have experience with Poinsettia Elementary. The teachers give 110% and exceed my high expectations.
- Supportive community. Physical plants are good. Curriculums are mostly developed.
- Safe, inclusive, academic, offer choices and alternative types of education to suit different learning styles, parents can be involved
- Schools lack bilingual and cultural activities. I went to give a presentation to my former high school and the Spanish students, I noticed were not getting the resources they needed.
- Schools are very academic, friendly and has given all the right opportunities for my kids.
- Some of the teachers seem to actually care about there students
- Family oriented, caring teachers and school workers. Teachers have been wonderful, caring, supportive with a firm policy against inappropriate behaviors, such as bullying or bad language.
- Educators can care and administration (at least at DATA) that have big visions and the ability to make them happen
- VUSD schools sites rank very high academically in Ventura County overall. Of the three that our son has been associated with (Mound, DATA, FTTHS), the relationship between faculty and student is excellent. A private education at a public school price.
- Caring teachers and administrators
- Very good students. Many dedicated teachers and administrators.

- Great teachers overall.
- Campus reasonably safe. Pleasant learning environment.
- People care what happens at our schools, there are opportunities to have a voice, most if not all seem to work toward the shared goal of benefits for all our students.
- We have amazing schools in Ventura. The school my children go to has an amazing Principal that works at my children's school works incredibly hard. Our school is always looking for ways to improve. Our school also has amazing teachers. They dedicate so much time to make our school great and to help each child really meet their full potential.
- For the most part, our teachers are awesome, invested in the children and learning. They are diverse as the children they are teaching and while most of them I have been around and seen try to tailor the learning environment as much as possible to the child's best learning style, there are so many really really good teachers with such different natural teaching styles that the kids truly can be in the best situation for their learning style.
- Very aware Very involved Very caring Very smart/ educated Holistic approach to the whole child
- Good balance between rigor and real life.
- Acceptance; anti-bullying importance;
- Schools in our community are considered a safe and productive place for children to learn and grow. The staff attend to the whole child, and every child.
- Most schools in Ventura are good, but you need to have SWAT Teams on standby for schools in Oxnard. Regardless, much more needs to be done to prepare Students for life rather than only focusing on academics.
- Citrus Glen Elementary School: Significant parent involvement, caring & dedicated teachers, fantastic PTA, excellent & VERY hands-on principal, fabulous association with onsite after-school childcare provider Las Posas Childrens' Center (LPCC) - should be at every school!
- The quality of school vary based upon scores, but likely that is due to parental involvement and education levels which in turn will emphasize how much education will be a priority for their children. Ventura seems like a place where Early Intervention services are taken very seriously and incorporated into typical school programs very well.
- Supportive PTA, teachers that put student-needs first, friendly staff.
- All schools have dedicated teachers, and all schools have bad teachers as well as a few amazing ones. In general, I consider them all fairly equal.
- the school system makes a reasonable effort with education and extracurricular activities
- Variety of focus
- Safe, high quality teaching (for the most part), high quality administrations (for the most part), strong specialized curricula depending on school (music, stem, liberal arts, etc.), parent engagement (for the most part)
- many fantastic teachers who truly care about their students and go above and beyond! Fun athletics atmosphere; great parent support (e.g., PTA)
- Our schools offer families different options for a wide variety of children each with different focus and needs. I appreciate this very much about our schools - it is important for every child to receive an excellent education but not every child learns in the same way.
- Having two daughters (21 & 14 years old) attend Sunset School from K-8th grade I can truly say we were fortunate to have enthusiastic teachers and principals. They worked hard to offer our children the best education and opportunities for them.

- Childhood obesity focus, priorities for advancing and promoting higher education on Hispanic children and minority groups
- Great teachers, kids and parents.
- ECHS provides individual instruction and opportunity for students to thrive academically.
- Families in Ventura generally put their children in public schools, which is quite different than neighboring Santa Barbara.
- Elementary schools, middle schools, El Camino
- Principal, academics, classrooms are very professionally run. The peak program offers great afterschool options.
- My student attends El Camino High School which I believe is a positive alternative to other high schools. I am completely happy with the curriculum and staff at this school.
- We have a healthy school system that is responsive to the community and especially the student population.
- So many choices to fit learning styles of students, especially at high school level. Parent involvement is high.
- The teachers. There are a couple of bad ones but for the majority all the teachers are great. No complaints!
- for the most part they all seem pretty good just like any place there are good and bad seeds weather it be a employee or a bad location or whatever but really i think in all prettygood for the most part i know for a fact that there are a few people working in supervisor positions that probably shouldn't be but that again will be in any kind of environment things slip through the cracks and they get weaned out hipecfully but good :)
- The schools in my area have a lot of parent involvement. Good curriculum, kids are encouraged to be good citizens and care for each other and community through service days, educational field trips, etc.
- Venteran teachers, quality administrators and established families.
- Update parents on phones when issues arise, love the on q portal, I feel my child is safe there, teachers are easy to get in touch with.
- I feel that this entirely depends on your school. Yes, every school has something great about it, but some shine more than others. Why? Because those school focus on having a true sense of school community. Parents, teachers and administrators come together for the betterment of the students. I cannot say that every school in VUSD does this. My children's school most certainly does, and it has made a tremendous difference in the quality of education they receive.
- school is fun. healthy food, arts, gardening, happy teachers
- We have caring, teachers with strong qualifications. Teachers that are not afraid to instill high standards on all students.
- Not many. It would be nice to start funding all the students equally instead of basing it on language and the ability to feed your child.
- The feeling of community. We live here, many of us grew up here, and also attended VUSD schools. Many people come and go, but there is a Core of Ventura who have been here for decades.
- The school my child attends, I feel has an incredible staff that goes above and beyond for their students, sometimes when parents are unable. And because of that has a positive effect on the student and staff relationships and how to help kids progress.
- Dedicated teachers and unique cultural differences within each school.

- My child's elementary school provides pe, art, and music which helps development.
- Supportive of families that have a non traditional make up (i.e. grand parents as primary care givers, single parents, same sex parents, etc.)
- The way the teachers engage with their students has impressed me.
- Great educators who care about students
- good teachers,staff works hard,schools are clean, most students are learning
- high quality teachers
- Two-Way Immersion is wonderful. Strong teacher relationships
- Capable of delivering an adequate education.
- There are some great teachers and staff.
- Most are great teachers and staff wan ting to help.
- The staff in Junipero Serra elementary and in Buena High School are excellent!! Food choices are better. I don't pack so much lunch any more. When I go on campus I'm always asked if I need help in any way.
- Good schools very independent. Should be unified.
- Juanamaria elementary school - We have a good PTA group. Good principal who listens to students and parents. We have good teachers too.
- Most parents are engaged and supportive. Teachers (at least at Foothill Tech) seem very concerned about educating the kids.
- High academic standards
- Opportunities for parents to have. Acces to school of choice
- Organized, good quality teachers.
- Child success focused.
- some awesome teachers, but many old grouchy ones as well that need to retire; the district lacks a commitment to really put the interests of the students at the forefront of priorities
- Personal attention from our teachers.
- Close to our home, have had some teachers will a great track record.
- We have quality schools here. The teachers are caring and competent. We have programs to meet all of the needs of our student population.
- Very diverse student population and many excellent teachers. Most students and families are very engaged.
- My elementary school is especially able to work with parents to assure my child's success.
- Many choices in focus, teachers who care, schools involved in community activities, community awareness, diversity, local foods.
- Open, fairly spread out.
- Admin and staff work with parents, support kids, love our kids and do amazing work. Teachers are highly regarded and ones who can't cut it are out
- Many excellent teachers
- Improving.
- Small family environment. Many 2nd generation teachers. Lots of ownership on schools, concern for continuing excellent education.
- Ventura School District has some of the best schools in the county, dedicated teachers, principals, staff. My son is at Portola and he is thriving there.

- We love our dual-immersion school (Will Rogers) and the quality teachers there. We love the environmental awareness and science programs offered.
- Many teachers that really care and work hard.
- Staff seem excited and enthusiastic about their jobs.
- music dept. good, clean facilities, admin staff available, solid social activities for students
- engaged parents, passionate teachers who go above and beyond, at high schools involved students
- Well educated and experienced teachers and administration. Truly caring teachers. Class sizes vary widely but in the classes that are 28 and under kids get recognized and a richer education.
- Very good array of class offerings
- Great teachers, good rivalry between high schools. Community supports their schools.
- I like all the different options VUSD offers. Technology, dual immersion, and STEM.
- With the exception of a lack of technology, Ventura schools are mostly filled with exceptional learning programs and exceptional teachers.
- I have been very happy with the education my kids are getting thru the VUSD.
- Our schools are local to each neighborhood with staff made consisting primarily of local residents who understand our town and feel like family.
- teachers
- Teachers teachers teachers!!! My children have been blessed to have been in classes in elementary schools where the teachers clearly love what they do and care about the outcome for their students. Very smart, talented and engaged teachers. Also, wonderful Principals, who structure the mood of the schools to bring out the best in teachers and in students - great leadership.
- Cabrillo Middle School music program is outstanding! They have provided an environment that is welcoming not only to students but parents as well. The expectation for students to behave appropriately and represent the school and district is evident in their positive message.
- Schools are not too large.
- The teachers and administrators are accessible and easy to communicate with.
- With 2 kids in VUSD i really can't think of anything positive to say. From class size to funding formulas. To rewarding irresponsible parents at my kids expense. When will it stop?
- The schools are safe and the social emotional programs are average to above average. I have seen growth in the academic programs at the elementary school level.
- Principle is working hard to get the school the resources that it needs to excel. The teachers care about transforming the school into an excellent school instead of meeting the minimum standards set by government. They set goals and then figure out how to meet them, instead of pretending that change is impossible. They don't say we don't have funds or can't do something. They say we need to do it so let's make it happen.
- We are progressive and recently turned multiple elementary schools into magnet schools with specialized programs.
- Outstanding education, great extra curricular activities, caring teachers.
- Sunset is a smaller school with really personal attention. Kelsie Sims is the best principle! She knows everyone by name and works tirelessly to make out school the best it can be.
- There are choices for all learners.

- I have nothing good to say about Ventura Unified School district. The district is very dishonest and its all about the "good ol boys club"
- The diversity, the embrace of different cultures. The open communication with school to parents.
- I feel that the schools do their best to give our students what they need and encourage them to be the best they can be. Most teachers are there when needed and truly care about the school community they work in.
- Good leadership and support staff that get along well and professionally
- There are many options for parents from the magnet schools to school of choice. The bilingual programs are essential. The Pathways for the high schools are a good start. Hopefully someday each student can get the pathway they want.
- One child at DATA and one at El Camino HS, both schools are providing an adequate education to our children. The administration at both schools are very receptive to our inquiries as well as to our concerns about class work and or teacher performance.
- My child comes home as if he got alot of the day. I have the teachers and programs to thank for that.
- The teachers are Elmhurst are very dedicated to their students.
- Serra school has a terrific special ed dept
- I have been very fortunate to have my kids attend school in Ventura. They have attended Portola, ATLAS, and Anacapa Middle School. The staff, teacher, students, and parent are phenomenal. We need all parties to get involved to make the school experience a place of positive growth and development.
- I love the differences and the choices our schools offer. We have traditional neighborhood schools, magnet schools with focuses on the arts, science, language, and technology, and we even have dual and trilingual immersion schools.
- Our schools promote having good attitude about every aspects of life and help children build self confidence and self esteem and integrity and say no to any irrationality and futility and racism.
- There are a variety of schools with specific specialities such as dual emersion, science, art and whole child focus.
- Having school of choice enrollment and having schools with specialties focus areas of learning is what makes for a unique school community. I also think our Gifted program has a lot to offer.
- We have lots of choices for schools, from magnets, charters to neighborhood schools. We want to offer a variety of learning environments for our diverse students. We have many exceptional teachers.
- Most of the teachers at foothill love their jobs
- Our school is diverse, bicultural, environmentally friendly and supportive of our student, families, staff and community.
- Pierpont was awesome. Small school, lovely teachers, nice beach time. A good balance of play and work. Cabrillo was also great - an excellent music program. VHS seems to run smoothly and also have a lot of school spirit.
- Parent involvement.
- Tthe schools are staffed by dedicated individual who go above and beyond their assigned duties to invest of themselves to provide a rigorous and stimulating educational environment for all students. Parents and community members are also highly engaged in supporting the schools.

- Caring teachers and staff, relatively stable district administration, seem like they are willing to try new ideas.
- Focused on improvement, some amazing teachers that truly inspire our kids
- I'm very disappointed in my school Buena at the moment. Racial things have happened there, my children have experienced difficulty to where I had to pull one out and put in another school
- Very supportive parents in our school system. Community is willing to Volunteer to make our schools better.
- Some amazing teachers and accomplishments. The diversity of options for parents in terms of programs, however there is a perceived favoritism for staff and schools.
- I appreciate the caring most teacher have for students. They seem to genuinely care about the student body and have respect for the challenges that students face as young people today. I think they do their best to teach the subjects, though they are hog tied to many overbearing and unrealistic educational goals.
- The staff (of Portola) are a cohesive team. All members contribute and work together to plan grade level instruction.
- Open Classroom has been in existence through 40 years, and despite steep cuts in funding for public education, has managed to provide enriching activities and learning opportunities for students, and a nurturing environment for families who enjoy being involved in their children's education.
- There are many amazing teachers who love teaching. It shows in the special interest they take in each child.
- We have many different options for schools
- Great teachers, great elementary principals. Good music programs. Well-intentioned staff, many long-term employees providing continuity.
- We attend ATLAS by school of choice. We love that we had a choice in what would be a good fit for our kids.
- Caring, well-qualified teachers.
- Students and parents feel welcomed and wanted. Students are taught to be compassionate with each other.
- The schools where my child has attended has had a lot of parental involvement with family lies that truly value education. But, not all schools are like this and struggle with attendance, homework, and student motivation as well as social emotional issues.
- For the most part our school staff members are great. They just need a good leader and a new vision?
- Quality teachers, clean campuses, caring staff, enforcement of anti-bullying.
- The schools in Ventura have a high percentage of parents who are involved and invested in their children's education.
- Hard-working, dedicated teachers who go above and beyond for kids, a theme of staying focused on what is best for Ventura's children and their families
- Our schools offer a diversity of students from all economic levels. I personally am thrilled with Foothill Technology High School in the advanced level of teaching/learning.
- We have children at 3 VUSD schools and we are overly blessed. I have adored almost all of our teachers. The administrators are always kind and helpful. While our daughter has only attended the TK program this year at J. Serra, it has been a fabulous experience. While the experience at Balboa hasn't been as hands on for the parents, it is middle school, the contact I have had with various teachers has always been good and I felt like

they were genuine in wanting to help better my kids. As someone who grew up in Ventura, graduated from Ventura High School and am now raising my children here, I am proud of the schools my children attend and hate to hear anything negative. I enjoy being involved and feel very blessed that I have been given opportunity to do so.

- I love the teachers at Elmhurst and how involved they are with the students and parents. Although, I've only had experience with 2 teachers so far, it's been good.
- I truly believe that the majority of our teachers in this district care deeply about our children and their education. I was raised the VUSD and I moved back to Ventura so that my children would have the same opportunity for learning that I did.
- I think my students' teachers do a good job for the most part. My kids have gone from Mound to Balboa to Buena and I feel they have gotten a quality education.
- good teachers who seem (ofr the most part) to care about educating their students.
- Engaged parents
- Most teachers and administrators really care about trying to keep the students' best interest in mind.
- The D.A.T.A. magnet school gave our son opportunities in project based learning, using technology that might not be possible at most other middle schools. Pierpont School has close knit community involvement that along with staff, and faculty make it a great K-5 school.
- We have a great team of people. They keep an eye on each child's progress and be sure no one falls behind.
- Great public schools. Music, art, athletics.
- Teachers and staff who care and work hard to bring the best educational curricula and programs to students, active parent groups, clean and well-cared for.
- We like the kids and love 2 of the teachers our child has had. One principal was awful but the new principal seems to care. Creative teaching and hands on stem activities could be offered much more.
- We enjoy the spirit of volunteering and helping support the local schools. It involves, parents, students, staff, faculty and administration and shows pride in what we do. The academic environment we want is for a balanced approach to include the arts weaved into the sciences.
- Stable, high quality teachers who mostly live locally educated often at local universities.
- The teachers and staff try very hard to provide a good educational experience for students with the resources they have. Cabrillo MS has a nurturing environment.
- Very professional , dedicated staff and teachers

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Same-sex parents with kids - openness to diversity.
- #1 Implement officially zero tolerancing in Bowling issue implement in a training system to help those students and those families to incorporate to a normal life #2 Implement additional class to teach their students about bullying issue #3 and it could be many more but at the moment this is the Hotpoint that we need to work together to make a solution
- 1) need a hands-on science program k-8 where students do labs to understand concepts instead of just reading the textbooks 2) need to spend the same amount of money on the two football programs. VHS football stadium had extra money spent to improve their

facility. But BHS football stadium stills has a sound system that is not adequate. The football parents have been trying to get a new system for over 2 years now.

- 1. sugar in school meals exceeds recommendations by the American Society & American Medical Association 2. do not promote a school administrator and remove from school mid-year 3. How to better service a wide range of student academic levels in such a large classroom. ie. offer accelerated program for fast learners 4. Increase physical education, music & art in elementary schools.
- 1. That there are issues like race concerns, intimidation and bullying issues that do NOT get handled effectively (student-to-student, staff-to-student, and staff-to-staff sometimes). 2. That cultural competence could be improved. 3. That many are 'creatures of habit' and resistant to change, even if it is for the better.
- 1. VUSD does not design program for all children 2. VUSD/Ventura struggles to work with varying cultures/ethnicities 3. VUSD schools work off a decade to decade old education paradigm which expects kids to as the district desires vs the district meeting the kids at their level 4. Essentially, VUSD has fallen behind current teaching practices/instructional design
- A larger and larger percentage of students with little family support of education
- A very opinionated district
- Address the lack of authority that our teachers have with our students, many times teachers are overwhelmed by classroom size and lack of respect they receive from the students and their families
- Aged infrastructure , lack of discipline/accountability for some students
- All kids aren't created equal and all parents do not parent with equal ability or support, which can change how kids learn. All teachers are not as tuned into these challenges. Keeping current on methodologies for teaching and handling all kids, including those with different learning abilities is highly recommended.
- Alot is going well -- large-scale changes will not be received well by parents
- Apparently there is racism in our bucolic town. This issue needs to be addressed. Also, our son is a freshman in high school and we are unimpressed with many of his teachers who seem to be lazy and undereducated. We are currently researching private schools due to the disappointment with high school level teaching.
- As a parent to a student in Open Classroom (OC) at Blanche Reynolds, it is my wish that the new superintendent will support OC's efforts at revitalizing the program. Many in the community do not feel the current principal, Kelly Hatton, is supporting the program and is, in fact, actively sabotaging it. Please refer to the minutes from the May 9, 2017, board meeting for details on the parents' responses to recent events.
- As great as this community is there is still much racism & bullying going on at schools.
- As with any school district, socio-economics play a huge role. It is probably less of a gap than a more urban area but it exists.
- Attendance controversies. Need for funding.
- balancing the need for flexibility in teaching/learning styles and curriculum with the need to meet state standards - there should be a focus on both and innovative types of teaching should be encouraged
- Bring more diverse teachers that meet the needs of the students.
- bullying in school, more safer and cleaner environment in school. Need more academic projects in science and math area.

- Bullying is a Big issue in schools that is not getting handled properly or in a timely manner
- Bullying. All children have disagreements but be aware of destructive and inappropriate behaviors of some students.
- Campus bullying and student behavior
- Chasing a legacy of Trudy Tuttle Arriaga, which are big shoes to fill.
- Class sizes too large, too much testing and homework mean not enough outside and movement time for the kids. Wish there was a music program at our school - it's so important to support various ways that minds develop.
- Clear board expectations. What th eboard sees their role as and what they see the superintendents role as. Schedule issues with VHS, a 2x7 semester with some sports being placed in period 6 denies some athletes the ability to take advantage of the full potential of the 7 period day.
- Conservative city management and courts. Increasing number of homelessness and crimes. Lack of mental health care facilities. Increasing density in population, especially at high schools with high levels of low incomes. Slow or lack of accountability in non performing employees due to tenure, too much politics. Rigid school management in middle and high schools. Low average school scores compared to nation, other than foothill high school.
- District has history of not putting students first but rather self-promotion. Need someone qualified to bring all campuses up to speed technologically while staying within a budget. Students education comes first - not the administrators paychecks!
- District is often seen by schools, staff, parents as an obstacle to getting the classes/services/support we need, not as a help in this effort. Bureaucracy and rules without logic are a problem.
- Diversity and inclusion of minorities, LGBT, children with disabilities, etc. Lack of funds for continuous improvement for technology we have many laptops that don't work because they are over ten years old,
- Diversity of our city and kids, Not just culturally, but socioeconomically as well. Also BIG ISSUE is that the East end older schools HAVE NO WAY TO KEEP KIDS LEARNING DURING OUR Three to Five week HOT Spells. The "fans" in the classroom are a joke and do nothing to alleviate the heat for a variety of reasons.
- Diversity of population Homeless kiddos need more attention/ support You are coming into an amazing school district! We are used to the best and expect the best for all our children!!!
- A new superintendent must be willing to stand up to attacks on public education. No tolerance for racism or bullying--period!
- Dual-Language Programs have played a very important roll for so many participating students to prepare them for a global market. He or she should not be afraid to test pilot programs that show high probability of increasing academics for students; i.e. Khan Academy learning models currently in place in Palo Alto CA.
- Each child learns differently. That does not mean one is better or smarter than the next. It does mean that inclusion is a key element in schools, and support for families of children in the community.
- Educators need a wake up call that Students are the future of this country. Schools are not just an assembly line for academics. There is so much more that needs to be taught, and expose Students to in the real world. Unfortunately, schools in Oxnard have to be more

like Day Care Centers and Juvenile Detention Centers, but that's because you are dealing with mostly illiterate people from Mexico.

- Elementary classes are WAY TOO overcrowded! My child is at Citrus Glen, and they have 34 students in a 4th grade class!!! Each child gets barely 1-2 minutes a day of direct teacher interaction due to the packed classes. My child has come home sad that they never get seen or called on by the teacher because the class is too large (not the teacher's fault - it's the reality of 34 students, including some very demanding/challenging ones, and just 1 teacher). It is a major FIRE hazard as well - getting out the classroom door is often a challenge!! 34 student desks in classrooms built for approx. 20 students is UNSAFE!! There are so many new housing units being built in our area but no new schools - it is unfair and detrimental to the children's education. Smaller class size, especially in the elementary years (the vital FOUNDATION of all education) is ABSOLUTELY CRITICAL. Also, there needs to be a Computer Lab/Classroom. It is ridiculous that the library and teachers' lounge are the only places available to be taken over for 3 weeks for state testing (and unfair that no library time and nowhere for teachers during that time!). Computers are in the hallways because nowhere else is available. We are in 2017 - time to make IT a priority if kids are going to compete in the real world!! The Title 1 schools have iPads for each child, Mound gets a \$1M grant for "integration," but our school (in the exact same school district!) has a few shared computers in the hallway that means about 1 computer for about every 8-10 kids!! RIDICULOUS and so inequitable!! Thank heavens for the amazing teachers at Citrus Glen who do the best they can in an insufficient setting. But it needs to be better, or they will burn out and leave. I see the signs of the stress and burn-out already in some of the best. Don't lose them!!! Also, rules for fundraising need to be reviewed and revised to allow broader control by each school & PTA. Since the PTA has to do the fundraising for all "extra" activities that are vital to a child's education (field trips, assemblies, library supplies, teacher classroom funds, grounds and building beautification, sports equipment, and lots more), it is ridiculous that fundraising events that involve vendors such as See's candies are not permitted since it is not considered "healthy". We need as many options as we can find, and See's is one of the highest %/most profitable ones out there. The sales are to adults/parents, not to kids at school. It is so hypocritical that the cafeteria is serving high-sugared cereals like Cinnamon Toast Crunch (junk / high sugar) as a meal to our kids during school hours, but the PTA cannot sell See's Candies to parents/neighbors to raise money for critical educational funds the district cannot supply. Please give the schools/PTAs the freedom to fundraise however they choose. As long as it is legal, it should be permitted!! Please trust the adults who care most about their students to make decisions.
- Ensuring all students have access to all services and students who need special needs are identified given access to those additional services. Taking the time to ensure IEPs are followed and updated based upon specialist recommendations. Putting needs of students above any political ambitions.
- Equal facilities among all schools (i.e. air conditioning available to ALL students)
- EQUITY - there are too many students from immigrant families, non-native English speaking families, lower income and minorities who still do not feel like there is a place for them at the education table; set high academic expectations for them, provide extra support, create safe spaces for them. These students especially need to see why/how the curriculum is relevant to their lives. Students act out when they are hurting from poverty, troubled lives at home, living in "rough" neighborhoods, etc. Acknowledging this and

taking a page out of the playbook of organizations like "Homeboy Industries" out of Los Angeles, and bringing positive non-profits into the fold (ReStore Ventura/Kids Garden Brigade) can help bridge the gaps between our still segregated communities and create happier, healthier, and more academically successful kids of all groups.

ENVIRONMENTAL/SUSTAINABILITY - Campuses can and should be hubs for the advancement of more sustainable & healthy lifestyles whether it's the food provided on campus, the landscaping (native gardens, food forests, "soft-scapes"), renewable energy production (solar panels) and students can be a part of this which creates experiential learning opportunities.

- Everyone has an opinion. . This is not a good fit for someone with political aspirations or if you want to get promoted to something else.
- failing grades of students. The students need tutoring!!!!
- failure to address concerns that negatively affect the student population such as violations of the 14th Amendment/to allow without restriction participation in activities, Article 9/pay to play; both of these are concerns previously directed to the skilled district and never completely addressed
- Financial management and use of staff resources
- Funding, aging curricula, focus only on core academics - room to grow focus on social/emotional development and support, music/arts, STEM; drastic need for trade-related education for non-college appropriate learners to provide broad base of life readiness among high school graduates
- Gangs on campus are highly intimidating to students (or at least were when I went thru VUSD, Class of '96); we are a LGBTQ-friendly (local support from the Unitarian Universalist Church of Ventura, e.g.) and GREEN community (City of Ventura's Environmental Services division) that filters into or is even led by our schools; would love to see more time in the lower grades spent on science
- He/she needs to realize and appreciate the wide diversity of Ventura families - from differing traditions, religions, cultures, languages, special needs....we need a Super who can be very proactive in supporting the schools' staff in providing a quality education with the right tools necessary for each child's varying needs.
- He/she should consider classroom overcrowding.
- Health trends, educational trends, socio-economic disparities and how they affect schools
- Heavy handed school district. Oppressive feeling from parents, children and teachers is widespread.
- HIGH cost of living!
- High opiate and marijuana use, reports of fights in the bathrooms and locker rooms, girls not wearing skirts for fear of boys flipping them up, lots of swearing. There is a great need for better supervision and higher standards of conduct.
- High school teachers seem to have an agenda to prove they are smarter than students. Too many high school teachers involved with students in sexual relations that are being hidden---teachers are dismissed with no prosecution and paying district money. High school counselors are ineffective and there are no alternatives for kids/parents stuck with a bad counselor. Money is distributed unequally among schools
- I believe that both the standard scores and the preparation for real jobs are essential for the diversity of the community - those who decide to pursue college degrees should be able to apply anywhere if they work hard for it. And for those who do not pursue college the school system should prepare them with skills that will lead them to good jobs.

- I feel the candidate should be aware of the the various types of issues at the schools and one solution or method of dealing with issues may not apply to all schools
- I feel there would be great benefit to adding a couple of campuses in the elementary and middle school range as class sizes are really too large to give greater attention to individual students. Of course, this is something that is difficult due to budget constraints. Class sizes limited to 24 students would optimize the efforts of teachers. As for budget issues, I feel that the education environment is not helped by schools becoming actively involved in fundraisers and various solicitations in order to increase revenue. We need to put pressure on State and Federal entities to strengthen their understanding and resolve to make education a top priority throughout the entire cycle K-12 and beyond.
- I sometimes feel that classroom time in middle school and high school is wasted....ie: showing videos that have nothing to do with subject matter. Truancy letters at high school level seem to have no cross check. ie: my son gets all A's, in ASB and athletics and he missed a few days of school and I received letter saying missing school would hurt his grades, etc. His absences were called in by me, his Mom.
- I think it is helpful for the superintendent to know how to engage parents and to try and cooperate with them to bring a better school-home balance. I also think superintendents could do a better job supporting their teachers.
- id say maybe those who id say seem like maybe they shouldn't be working with people yet alone kids. there been times where i leave wondering why the heck that person is working with kids id there so grumpy or mean spirited
- If a child is struggling in school for whatever reason, the school district should be as proactive as possible with the child's family to help and resolve issues!
- Illegal immigration, wasted resources on ELL students with little to no parental support and poor STEAM classes throughout the district. Students need more summer school opportunities for credit recover and advancement.
- I'm not sure I can help here. I'm sure anyone interviewing should and hopefully understands the issues of our schools or they haven done their homework.
- IMPORTANT! Shifting demographics: there has been an influx of persons from the "rust belt", NRA members, Republican "Tea Party" supporters, opportunistic hedge fund managers and real estate flippers mostly from New York or the East Coast into the community. This observation is not intended to be pejorative, but an opinion that this will have a very adverse and polarizing effect on our community in Ventura. The persons mentioned above will use all the financial and lobbying resources at their disposal to have a "tea party conservative" as superintendent. The community will hopefully oppose such a situation.
- In short, you can't have your cake and eat it too. The fact that PTA's & PTO's have been restricted in terms of what they can use for fundraising. So many schools would not have certain things provided for them if it were not for these organizations and yet we are restricted in what we can do for fundraising. Why? How can VUSD serve Cinnamon Toast Crunch for breakfast, and yet we cannot fundraise using Sees Candy? Why tie our hands? Why not allow 1 candy fundraiser a year? Can you imagine the possibilities? A candy fundraiser or any fundraiser involving sweets is NOT what is causing our children to be overweight. Why tie the hands that feed you? Our school's PTA provides almost \$15,000 for field trips EVERY YEAR. Can the district match that? Would they be willing to absorb that cost if we were not able to? It would be lovely to have a superintendent in office who had common sense and recognized the value of what parent organizations provide schools and not tie our hands in the process.

- increase teacher pay and support ongoing arts programs
- Issues with drugs and violence in schools. Bullying a major issue among all schools.
- It seems like there is starting to be more parents who feel like they are "entitled" to extra funding at the expense of others
- It seems to me that personnel supervision training is lacking in site managers. And I have heard that VUSD is among the lowest paid districts in Ventura County.
- It would be nice to feel as though parents have more of a voice and are actually heard as appose just filling out paperwork and not really knowing the outcome of issues or concerns
- It's my opinion many of those I speak to that the OUSD needs someone who can better manage the money and funds it has and stop wasting money on things we could spent less on.
- I've heard through the rumor mill that schools of choice can be rigged depending on who you know to pull the strings. More languages other than Spanish should be provided for middle school and high school.
- Keep an eye on bullying. Promote the philosophy of personal responsibility, community partnership, and collaboration and instill it in to our children.
- Keep politics out of the classroom. Although debates are healthy, it can also cause students to have a negative opinion of their teachers and classmates.
- Keeping American pride& values in our schools that our forefathers founded this country on is a must!
- keeping people talking and not getting polarized about issues making sure students can be successful in the real world not allowing vocal critiics to dominate discussion forcing change with no value to studetns
- lack of resources and funding directly supporting students in the classroom - too much emphasis on school district staff and student standardized testing
- Lack of vision, not enough focus for the middle kids (just low and high), more technology is needed, too many kids in classes at the upper grades, some schools need more help (counselors, focused interventions)
- Leave politics out of school & teachers opinions need to stay neutral! No more walk outs supporting law breakers
- Maintain focus on education, and avoid the distraction of the social justice movement.
- Many parents are religious and would like to see their values in the candidate. More importantly...many parents are looking outside the school district to find schools that are knowledgeable about factors in learning such as homework not being very successful...shedule of class time differences, and the most important CHILDREN ARE MISSING LUNCH BECAUSE THE LINES ARE SO LONG THAT LUNCH IS OBER BEFORE THEY CAN EVEN GET FOOD.
- Many teachers are burnt out and it reflects on their teaching. VUSD should be the first city in the state to ABOLISH STATE TESTING!! It's detrimental to our children, our teachers, our community. More money needs to be poured in evenly so that art, music, field trips etc are a part if every kids life. More recess, less strict in the elementary years. Most of all, k-6th grade needs to be brought back. 6th graders are too young to be with the 7th and 8th graders. Kids need a chance to be kids, they'll grow up soon enough. Bring back k-6th.
- Maybe he or she should have the kids directly answer this question. Maybe if they get to write or pin point issues too or concernsit would help a lot. A better perspective from

students too. I think everyone is willing to help when it comes to better the schools! I think if there were project where you want to make sure your 1st grader is reading fluently at a higher level and that a 3rd grader knows their multiplication by the time they even start third grade. Parent would come and help under teachers teaching. There are many people that can provide help in the day to help teachers more. But sometimes teachers don't know how to put it to use.

- Moral building needs to happen and community healing.
- More extra classes like arts and music to elementary school ; more GATE academy for elementary students - more than 4 times a year. More budgets for teachers to spend in the classroom supplies and activities.
- More homework would be better for math classes. The lack of books makes it difficult for parents to take a more active involvement in our kids education.
- More transportation support to magnet schools
- Multicultural population, values, principles and protection of children, promote social development and safety
- need more education focused administrators, district is bloated with those that don't "do" or prioritize our students
- Needs to be connected to our community, very transparent and visionary.
- no comment
- None that I am aware of with one child in elementary and one in middle school.
- Not sure of any specific issues.
- Our high schools are very behind compared to surrounding districts and across the state with regards to academic programs, academies, and career pathways.
- Our schools need to be stronger academically.
- Overcrowded schools, ladder-climbing administrators, unethical pigeon-holing, tremendous and sad lack of art courses (in favor of "technology" teaching and digital training - and no evidence to support a more effective education), lack of cursive teaching in favor of typing (with little if any fluent typists), many illiterate students due to illiteracy in first language.
- Parents' concerns
- Parents will not back down.
- Political aspects of job. Superintendent must be the district ambassador and the face of VUSD. Must hire highly qualified individuals. Very tough job. Please make sure you ask board what they really want as they have a lot of power.
- Poor communication with parents addressing their concerns.
- Quality teachers and parent volunteers are often sacrificed to avoid unhappy complaining parents. Moral is low amongst teachers. Parents feel that the main emphasis, educating our future, is often overlooked. Funds for beautification should not be spent in lieu of services, and equipment for the children.
- Recruiting high performing teachers is hard, class sizes is too big in some occasions, there are areas where a lot of kids are in low income families and they need more support with English, meals, mentoring, etc.
- Research shows that kids learn best through movement and need lots of time for play. Sadly, our schools are lacking in both. Two 15-minute recess breaks are nowhere near enough for our active elementary kids! Also, homework is also way too much, very redundant and unnecessary. It takes away from needed play time and family time. Our

district needs to recognize current research and how kids learn, then educate families to embrace more play and creativity, especially in the elementary years.

- Rivalry between two main high schools (Buena and Ventura) and also third (Foothill) is not always necessarily healthy. There is an undercurrent attitude that Buena HS not as good. Need to work on that perception. Otherwise perception becomes reality.
- SARB needs to be reviewed. Action needs to be taken to reduce students missing school besides fining their parents. Students still miss school.
- school bus transportation needs to be reconsidered for all students no matter how close they live to campus, not all of us are stay home moms, honor classes need to be renegotiated, Foothill needs music curriculum
- Science for Middle Schoolers seems like a low priority. Despite Science careers being the future, there are no honors sciences classes, curriculum seems all over the place, and the teaching is disengaged. Opportunities for advanced students seem limited. I hope this will no longer be true when my student enters high school. Our Middle School DATA seems to have a lot of behavioral challenges. Not sure if this is true of all middle schools. Our school mostly has a positive attitude and willingness to work with student/parent to meet their needs. I have heard that some of the schools exhibit this and some are the complete opposite with limited interest in engaging parents/being proactive. In a similar vein, we here a lot of positive feedback about 2 of the high schools in our district and quite a bit of negative about the other. Some schools do a better job at sharing their successes and unique tributes.
- Second language learners in higher grades don't always have their needs met. (9-12). Emotional and physical divisions between special ed needs and what is actually provided.
- sensitive to diverse ethnic population
- Social emotional education and support should be a priority
- Social media and bullying. Need to teach tolerance in schools.
- Social-emotional support should be a priority of the district.
- Some of the lottery schools do not have diversity and the boundaries of the MS/HS are skewed. For example, the east-side hillside goes to Cabrillo/VHS. This causes a large pocket of wealthy white kids at these schools. Lastly, Foothill is lacking a LGBT club.
- Teen depression rates are at all time highs. Teens today are completely desensitized to the idea of suicide and self-harm. Cyber-bullying and sexting via social media are at scary high rates as well.
- Testing can change schedules for kids that are used to shorter classes maybe something can be done so the kids aren't sitting in hour-long classes?
- That the district has no money for programs! Tired of hearing our schools cry poor and we need a superintendent that can figure a way around the states financial struggles.
- That there are kids at such different ends of the academic spectrum in one class. More resources need to be available to teachers to reach the kids who are behind so the don't remain behind and the rest of the class can be challenged
- That there is a polarity of wealth that needs to be addressed. Children without home resources need extra attention but children with adequate home resources need attention too. We need some programs to address both ends of the spectrum from ESL to giftedness.
- The belief that students are welcome and respected, regardless of gender classification, race, nationality, religion, non-religion is VERY important and I believe that some district board members do not agree with this. It is unfortunate. To see board members

on their cell phones during a public board meeting is discouraging and could be a violation. This should be stopped. If nothing else it can be construed by the public as unscrupulous. Board members should represent ALL students, not favor teachers' unions and or private sectors. We need a superintendent that can call out board members who violate their positions! Hold board members accountable to the policies that they pass!

- The board are not the easiest to work with. They were use to Trudy running the show and making them look good . The board was elected every election because the voters are not well informed of who was working . Trudy liked them because she could run circle around them. Trudy was a hometown girl and they allowed her to do whatever she wanted. Poor Dr. Babb walk into a mess of a board. He expected them to do their job and he was trying to do his job. Old board members were not supportive of Dr. Babb. He was the scape goat for the board. Dr babb was trying to do the right thing. He was very supportive of ethnic studies , he trying to research and implement.
- The class sizes are too large. Teachers need more support. I have a child in middle school, a GATE student, and she has not been assigned one single essay or written report to complete in any of her classes. She was only required to read one book so far this entire school year. I don't really blame the teachers, if they do assign the work then they have to correct over two hundred assignments. So basically the standards are not being adhered to because of overcrowded classes and my child will not be prepared adequately for high school.
- The difficulties teachers, principals and administrators have in asking parents to follow the laws and that you can not break them just because it's the easy way or benefits you at the expense of others. How about teaching our kids there are two ways to come into this country, legally and illegally. Instead of calling the ones who follow the laws "racist" why don't you show the consequences of each path instead of calling our schools sanctuary's or safe zones. Yes, you actually did have students in your district who took part in the naturalization ceremonies in Ventura last year. Imagine that, you do have students who took the hard road and did it right....Has anyone asked them how that felt vs coming here illegally and then expecting everything.??
- the district is horrifically behind with the instructional strategies and curriculum implementation at the middle school level. nepotism has run the district for years and administrators are in positions because of who they not what they know and what they can offer to our children
- The district is using ancient technology and methods to teach. It fails our entire community on multiple levels. We must stop passing students who do not have the proficiency to continue. We need to focus on methods that help educate instead of political processes that keep the masses ignorant.
- The district office staff puts a lot of additional work on the sites, this need to be changed and the site principals need to be relieved of duties so they can spend more time in the classroom. Possibly even explore the option of dean's or assistant principals. The special ed department does not provide the much needed services to students, it needs to be re-structured to provide sites the needed supports for students so they do not impact the learning of other students.
- The District works well and has great staff. The Board of Trustees ... not so much.
- The diversity amongst our students is tremendous. Differences in language, race, socioeconomic standing..... This creates a wide range of needs from our schools' resources.

- The employees from Admin., teacher and classified need some true leadership and direction. Doing what's right, not what's popular.
- The first thing the new superintendent needs to deal with is the bullying problem at Ventura high school. He or She needs to look up all the past claims that have been denied thru the old superintendent. Its disgusting to know that you have coaches at Ventura high school that are allowed to keep coaching with serious claims against them. I hope with a new superintendent you can clean up all the dishonesty and fire Attorney Romos for being part of the problem.
- The issues of inequality and looking out for the students needs and also the teachers and staffs needs.
- The lack of encouragement for the arts, music, auto, all none sport electives. Parent involvement maybe the lack of. Bullying, substance abuse, discipline practices or the lack of.
- The morale....it's a mixed bagged; some seem happy, others show frustration.
- The needs of high achieving students are not met. From elementary up. The class sizes are too big for K-2 and should be reduced back to 20. Reading is a huge indicator of school success and staff/resources should be here for future success in middle and high schools. Pay now for those future benefits of higher graduation rates and success for our community.
- The policy within VUSD of allowing parents/guardians to "school shop". This practice needs to stop and VUSD needs to go back to the standards of only allowing children to attend schools within their "boundary". The school shopping has degraded certain neighborhood schools and on the other spectrum, made certain schools "magnets". Parents from the far east side of town driving all the way to the Avenue to drop off at DATA, ridiculous. This needs to stop.
- The population of students is overwhelming.
- The principal at Elmhurst elem. school has proven to be completely incapable with communicating with parents or handling bullying issues with students. Open classroom at Blanche Reynolds is a joke and should be shut down.
- The right to chose what meds or shots we give our children ...the right to chose what methods work best for our kids as far as learning... our kids are more than just test scores... The right to public education.
- The superintendent must realize his/her job will not be easy and they must have the courage, integrity, compassion, honesty, and intelligence to lead. Face challenges and seek harmony for all. Strive to meet the needs of its students, parents, teacher, staff, and community at large. Seek equality and respect for all people. Introduce Restorative Justice, Ethnic Studies Requirement K-12, and Zero Tolerance for Bully of Students and Employees of the VSD. Be willingly to listen and collaborate with the Board of Education, student, parents, and community. Help raise money to support the Arts, Sports, STEM, etc. that lack funding. To be transparent, genuine, enthusiastic, and follow the rules and policies that are mandated.
- The superintendent should be aware of the politics that come with the district. Members of the board all have their own agendas, some of them which do not serve the schools well. There is also an idealism and adoration of the previous superintendent, and a bar/expectation that has been set so high that new hires might not be able to reach.
- the superintendent should focus on schools to have quality education, responsible, hard working and passionate teachers in order to help students become motivated and inspired

and encouraged to accomplish great things and to pursue the right paths to their great future.

- The superintendent should know that some schools are not being supported fully by the district in regards to promoting programs to increase enrollment such as my daughters school, Open Classroom on Blanche Reynolds Campus. Unfortunately the school district don't seem to value the 40 year old program even though countless children's lives have been improved after situations of bullying at other schools. Open Classroom nurtures the whole child including lessons in non violent communication and promoting a love of learning through experiential opportunities that include many field trips throughout the year. My child is thriving at this school and deserves to continue without the constant threat of having it being taken away. We drive from Port Hueneme School district to attend this school and so do many other families ..the district should value all the extra money OC brings the district by attracting families both near and far to this unique program.
- There are some issues between the PTA and some of the Principals who think they should be in charge of the PTA.
- There is still a need for more diverse learning environments, including a vocational high school and a charter middle school. We have some tenured teachers who are terrible but are safely employed and hurting our schools. There seems to be a lot of behind the scenes politics in the district.
- They need to be aware that Bullying is still happening in this district.
- They should be aware of the behavior issues that are prevalent in at the schools and know how to handle situations where families and staff differ in order to provide there best resolution possible in order to help the students succeed in their educational careers. There is not a consistent way of handling things as each school site deals with different situations differently and there needs to be a universal protocol in what do to and how to handle different situations across the different grade levels so as to have some consistency on interventions and consequences handed down to students and families.
- Things that I think could be improved: more of these things other schools have, like "engineering academies, etc". Having more "tracks" available to kids who have specific interests. Also, it would be great if there was a possibility of letting go certain teachers that have multiple complaints year after year. Also a bit more college prep for NON Avid student. Even though us parents DID go to college, we are currently clueless about the process currently. For example: essay advice, SAT review, perhaps quizzes about interest (I think this exists), making sure the NON Avid kids also know the dates and have lots of reminders.
- This district has a problem keeping terrible teachers in the circuit. They keep moving the bad ones around instead of relieving them from the teaching commitments. They also allow teachers to stay put at one school for too long. The district is allowing the teachers union to take over the supervising of the schools. The principals and administrators have really no influence or power. Good luck to the superintendent - there's so many bad apples in the administration and teaching our kids - it's overwhelming.
- This is disctrict with a variety of needs. Every school has talented experienced staff serving a unique body of students. The schools that are most successful are ones whose administraion and school boards have been given autonomy to deicde the best ways to meet their students needs.

- This is not the most diverse community, and what little diversity exists is fairly segregated. More needs to be done to bridge gaps between different populations. Also, VUSD doesn't pay teachers very well, compared to other local districts.
- Too many magnets diluting the differentiation between them, while some teachers are amazing others are less good.
- Treat everyone equal
- Two Supt.s ago, a decision was made to disallow contributions from Chic Gil A under the premise they were discriminatory. The new Supt. Needs to know that personal beliefs aside, I saw no evidence of business practice discrimination And our students were robbed of support out of unnecessary fear! Apparently REAL moral issues have been a problem with the immediate past Supt. That is objectionable, and provable!
- Understanding the challenges in the dropoff in quality education from the elementary level to the middle school level
- Ventura has been notorious for only promoting from within, which has perpetuated a mediocre culture to some degree. People have been promoted despite mediocre performance and the district did not necessarily consider the best people for the job. Also there are discrepancies in perceptions of certain schools in the district.
- Ventura is a growing and busier place than it has ever been. More people are on the road and traveling farther to take care of their daily lives whether it be at school or work or with extended family concerns. The housing market is not affordable for middle to low income families. This adds stress to families and more financial burdens as well as less family involvement at their local schools. Family dynamics are very different than they were 30 years ago with blended families and single parent families almost being the norm.
- Ventura is rather narcissistic in that those in power want it to stay within a small Ventura contingency. That said, it is not always beneficial for the schools. Also some of our board members do not adhere to the boundaries and guidelines for their position, using it to further their own and their friends personal agendas.
- Violations of student rights will be monitored and reported to CRLA and the ACLU. Cultural sensitivity classes at the high school level are going to be too little, too late. The cameras on school busses erase footage after only 5 days, and if there was such a need to begin with, the footage captured should be backed up on a cloud based system, not erased. When parents file grievances with the district against school personnel, it is often followed by intimidation of both student and parent. School administrators should be held accountable when they violate rules, and undermine the trust of students and parents.
- We also have families in our community that come from low socioeconomic background and/or drug/alcohol addicted.
- We are in public education system, and some of the schools are getting away with almost forcing parents to contribute to have their students participate in "extra" fun activities that the students have earned based on their grades. They are also doing the extra activities during classroom instruction. Basically if you didn't contribute your child could NOT participate in the activities they earned from what the school has decided. The school I am referring to is Cabrillo Middle school. This is absolutely not acceptable especially when its Public school system
- We are in transition into the digital age, and we are not taking everyone with us, which needs to happen. All families need access to all information and materials; don't assume everyone has computers, internet, smart phones, and tablets at home; either provide

support for this to happen, or don't require it for a family and their children to be involved and successful. Music needs to be better supported and integrated into the curriculum.

- We are missing outdoor classrooms in the schools that would like them. We need to support our teachers with professional development to help them change their classrooms from the traditional desks to something that suits ALL children. We also need to continue to support wellness and maintain and enforce our policy that prohibits candy and unhealthy food sold at school events and fundraisers.
- We have had a grant to support our magnet schools, but will now need district help to keep our schools thriving
- We need a GATE science curriculum at Anacapa Middle School. Also, students walking to school amongst vagrants concerns me.
- We need a knowledgeable, proactive person who keeps abreast of new research and is an educational leader.
- We need interventions for kids that are struggling that are real and focus on the actual needs of kids, not making everyone into the UC A-G student if it doesn't fit. We need a superintendent that will pay attention to what is actually happening in the schools
- We need someone that will do research and find innovative ways to make Buena High School inviting for students so that those who attend Buena can feel a sense of pride again. It was been the forgotten campus the last 10 years.
- We need to focus on the academic enhancements in touch with the working world today. Technology and information sharing through modern means is essential for student and teacher success. Promote continuous improvement toward greatness in your faculty and students.
- We value restorative justice practices, anti-bullying, fairness, and cultural diversity.
- We want administrators who are passionate about what they do. High expectations for all is a must.
- We want our children's education to be technology driven & want a leader that lives that way too & is completely Google Certified & will lead VUSD into 21st Century learning!
- We, unfortunately, are in the age of more violence effecting our schools. There is economical diversity in our town and some of the problems that come with both (poverty, gangs, drugs).
- Well, as with any job there are people out there that are not pleasant to deal with, may not be what they seem and play favorites. Despite my love for the schools here in Ventura, I still see those things going on. I think, as a parent, one thing that I am really struggling with is the cell phone situation. I think we need to really encourage our children to still learn to do things, the 'old school' way. I have noticed that my kids don't really know how to study or prepare for tests, papers, etc. We rely so heavily on electronics and technology that I feel we have slipped away from some of the key things I learned from my teachers and still use to this day!
- When it comes to the special needs area of children, I feel that certain programs could be implemented for training for teachers to handle different types of disabilities. One of my good friends has a son with a rare diagnosis, and the teachers were not aware of how to proceed in his care while at school. There was supposed to be some training, but that was never completed. Also there are kids who bulky and I think there should be a better way to handle these things as it doesn't seem like much is done.
- While I believe a majority of our teachers care deeply I also know that there are several who are unmotivated and have negatives toward their administration and the district office. I think that there is a real problem in the district office in that decisions are not

made quickly and efficiently and not always in the best interest of the children but made because that is the way we have always done things. The district office has become a negative entity that no one wants to continue banging their heads against the wall to get things done.

- Who gets to go to Ventura and who gets to go to Buena. Many of the athletes choose to go to Ventura which creates athletic imbalance.
- why the switch from common core on math?
- Wide variation in quality across schools Cronyism in administrative staff - higher levels Poor import of best practices from other districts Wide-spread drug use in high schools
- Diverse population with different needs. Homeless families and homeless mentally ill individuals, large Hispanic and caucasian populations, poor to rich, shortage of affordable housing. Cleanliness at schools, Internet safety (need specific examples in education of what chatrooms are and how to avoid predators), social media use, pornography, middle school sex, bullying and more on how to report incidents.
- All kids deserve an equal education regardless of social class and schools should be safe sanctuaries of learning.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Culturally competent-including acknowledgment of gay and lesbian parents and kids.
- #1 experience in leadership team #2 what kind of credentials do they have #3 did he speak Spanish Italian Mandarin #4 did he or she knows about the school district system. #5 did his background is a properly to represent the Unified School District of Ventura #5 did he knows that is 29 schools in Ventura #6 did he has experience to connect with the community especially Latino community #7 did he has good behavior with the community #8 did he show you that he has good communicate skills and behavior with the community #9 good character good behavior excellent credential knowledge about education system very important speak Spanish and English and additional language very sociable with the community at this point the most higher education it's better good quality in leadership area
- Good communication skills with parents, teachers, and students. Positive Role model that is visible to everyone.
- ability to see the big picture, leadership skills, communication skills, has been a teacher, and an administrator in ventura
- Someone who is willing to place competent leaders in the leadership positions, not just those who have been in the district or job for x amount of years. The illusion of competence hurts our district and thus the students that are served. A Superintendent who is 'hands-on' and unafraid to be VISIBLE and advocate for our district.It's not just an 'office job'. Someone who requires excellence at every level from those who work in schools all the way down to students who are working hard in the classroom every day.
- Culturally aware and a champion for diversity in action more so than words. Someone who will imbed relevant/current programs and ensure staff-site/district admin and teachers stand behind this initiative or will be guided to do so 3. Lastly is kid centric
- Ability to cut thru the ever growing administration. Seems that the district has as many administrators as teachers
- A thick skin but willing to persevere & stand ground
- They should be connected with faith based community, boys and girls clubs, ymca and local law enforcement to better address challenges of our students.

- Someone who will grab the reins and be in charge- good or bad knows that they have the responsibility to move forward. We don't need a weak political type
- Open to suggestions from all stakeholders equally, including parents. Love of education, kids, and self knowledge. Willingness to change old paradigms for updated paradigms which might possibly positively affect change for the kids . Willingness to look outside the California paradigms for other methodologies which may prove fruitful.
- Friendliness and accessible to parents
- Well educated with experience in a big city. A solid public speaker who is not scared to face the public. Someone who is willing to tackle issues as they come up and be upfront and timely in responses. A progressive.
- Compassion and attentiveness to a diversity of educational needs across students.
- Great communicator!
- Someone who has been a teacher, not just an administrator. Also, experience with special needs, specifically the spectrum, is crucial.
- Experience
- People and leadership skills, experience in working in different types of schools/districts (traditional and progressive/alternative), ability to motivate principals to work hard to create a successful school environment where both students and teachers are positively challenged and inspired.
- Culturally Sensitive, think equity not equality.
- Making every school a safer and Academically stronger
- Address issues asap make sure everyone is actually doing there job in a timely manner.
- True passion to help children succeed and thrive. Many of these children come form low-income, one-parent homes and need that extra support to keep them on the right path. They need your support as much as their families do.
- Ability to handle lots of personalities
- Ability to work well from the top of the organization, all the way down to the faculty and staff. Be seen at the open houses, at the school sites and get to the know the parents and students.
- Honesty and transparency above all - Ventura as a community is very "locals only" and cliquish, need to rise above that. Interest in the children's needs first. Advocate for more funding for education within the county budget.
- Integrity, flexibility, knowledge of curriculum, awareness of interpersonal relationships, ability to have hard conversations
- Progressive, innovative, humane, smart, superb leadership, communication and people skills, diplomacy, action driven and results oriented.
- Able to cut the fat and meet students needs. Doesn't repeatedly request "donations" from parents every year. Able to cut through the bureaucracy that is Ventura Unified. Undo the attitude of indifference towards students and parents and teachers created in Arriaga years.
- Friendly, down to earth, willing to listen to constituents, willing to be flexible, willing to strive to meet the needs of a diverse student body, from learning disabled to highest achievers and in between.
- Have good leadership skills, communications skills, understand the importance of teaching inclusion and diversity in our schools, ethnic studies, etc. A open door policy for parents to discuss issues or concerns so we can be more proactive. The superintendent should be approachable to students, parents, staff, etc and open minded. He or she should

love kids and want what is best for them. The candidate should want to ensure that our schools are a safe place for our children to go and learn.

- Good Communicator, Open and honest with parents, not just giving platitudes, care about the concerns of students and parents, supporter of arts and stem and reading
- Flexible Open Aware Constantly educated Open to communication from all people involved Sensitive caring loving honest
- Multilingual, positive attitude, tenacity, courage,
- New Superintendent Must appreciate and embrace the diversity that we have in Ventura County and Ventura. He/She must advocate for our students and fight back against bad legislation that will hinder the learning and development of our students.
- Open-mindedness Kindness Knowledge The ability to speak to different cultures/people
- The ability to strike a balance between academics and life skills while insuring the safety and security of Students. There's not much you can do for Oxnard though.
- The new superintendent needs to be **IN THE SCHOOLS** and **IN THE CLASSROOMS** and **IN THE FRONT OFFICES** to really be there and see the day to day reality of what is going on. The best administrators know exactly what is going on in the schools, and that means actually "getting their hands dirty" spending days on the frontline, not just an occasional superficial drop-in visit. They also need to require the other administrators who work under them to do the same. You can't see the real picture if only behind a desk and in executive meetings.
- Obviously educated and experienced are critical. But a good communicator who makes time for parents, understands their needs and will make time ensuring their voices are heard, taken seriously and accommodated. After all, the focus of this position should be working for the community, students and parents.
- Willing to serve the needs to improve the many, not just a select vocal few.
- Commitment to equity, sustainability, inclusive communication, inspiring, and a visionary!
- Works well with teachers and parents. Ventura is filled with very passionate adults who really have the best interest of students at heart.
- some one that is not afraid to hear the truth and is willing to take action.....make decisions!!! Think outside of the box and seek resources for the students. Especially the students that are failing.
- secondary to the recent debacle at the VUSD administrative level, it would appear to be in the best interests of the school district/students for positions at the administrative level of the VUSD to hire/maintain individuals who have grown and developed within the district and who works for the best interests of the students and the overall educational process
- Diplomatic, receptive, transparent, clear, assertive, advocate for appropriate broad holistic education for all youth in our community
- Copied from Ethnic Studies Now Ventura County: "The last superintendent was fired due to his lack of action and transparent communication having to do with controversial issues within our schools. Let's make sure we voice that we want a superintendent that will have the courage, tenacity, and commitment to take VUSD in a new direction, one that will significantly reduce racism and discrimination within our schools while increasing student attendance, GPAs, and graduation rates by establishing a strong Ethnic

Studies program, and one that will ensure punitive disciplinary practices are replaced with district-wide Restorative Justice practices." I couldn't agree more!

- A passionate, proactive leader who listens to the families & teachers/principals he/she serves, not just the Board. The Board is very helpful in direction, but often times they are out of touch with what is actually going on & needed by the schools. We need a gogetter who is open minded and wants to fight for our children, not appease those in decision making positions. It's a balance and the right candidate needs to be an ambassador as well as a leader.
- He/she should identify schools with below average state scores and come up with a plan to get our teachers/principal the resources needed to set up our students to be successful. He/she must be involved (i.e. Attend school functions, send out newsletters) with the students, parents, teachers, and principal.
- Representative of the community being served, able to identify self with parents and children in school district
- Empathy, think out of the box, takes direction from the classrooms and the school board.
- Integrity, compassion, discretion and diligence.
- Not a politician, needs to be someone with high standards that is comfortable doing the right thing for children when it might not be popular.
- The ability to come in and make effective changes that may go against the "we've always done it this way" group.
- Empathetic, a great communicator, verbal and written, a high academic standard in the field of education with some business or professional background experiences. He must understand the goals of education and have the ability to run the district like any other business would be run. Efficiency, productivity, wise expenditures accompanied with high standards should be his guiding principles.
- I feel the new superintendent should be approachable and be able to use his/her life experiences to deal with students and personnel
- Proven track record in administrative and social relationships to co-workers and students. Values that bring great effort towards advocacy for teachers and students. A willingness to resist current trends being propagated within the federal government, especially privatization of education. An ability to nurture a supportive culture for students who come from challenging backgrounds and who are at risk of not being able to achieve their full capacity academically and socially. The candidate must have a demonstrated understanding of Non-Violent Communication skills at the most subtle levels as the lack of these abilities is so pervasive throughout our society.
- Very community minded and open to partnerships. Creative in terms of offering curriculum that truly engages students. Set policy for teachers that they must adhere to in terms of being creative, engaged teachers.
- Leadership, clear directions and goals
- open minded and positive
- Early childhood educational knowledge, open, unbiased, patient
- Strong verbal and written communication skills. Commitment to our students, families, VISD staff and city. We want someone to lead us for the long haul-not to be a bullet point on their resume.
- Excellent communication skills knows how to speak calmly but firmly to everyone. Wants to be invested in our community so they understand our culture in Ventura.

- Be a liberal and "people person" with excellent communication and management skills. I believe that both Larry and Susan have these skills.
- Communicate. Communicate. Communicate. I want to know what is going on in the district. I want to see him or her out and about at the schools. NOT just promoting ballot measures, but connecting with staff, parents and students. I want to know that if I call VUSD with a complaint or a concern that it will be taken seriously, and will be addressed accordingly. I want someone who is not afraid to rock the boat a bit for the betterment of our schools. Who is willing to admit when they have made a mistake, and who is able to remain unbiased in ALL situations. I feel that Babb did not communicate at all, and that Ariaga refused to rock the boat in any way. It was always status quo. For the record. I represent both parent AND classified staff. VUSD could be so much more than it is.
- open and honest
- Understanding of multicultural and diversity among the student body.
- A strong backbone and one who doesn't use the term "Social Justice". That seems to be turning into a term that means to reward the irresponsible. And yes, you are irresponsible if you can not of do not want to provide for your children.
- The ability to make rational decisions without influence of politics, the willingness to learn from those who have been here a long time, it would be wonderful to see a superintendent that has also come up through VUSD but also has all the training necessary to lead this great district to become greater.
- Communication is key to me personally. Somewhat transparent in the sense that you are not trying to get things by in a sneaky manner or not putting it out front. Good with children and families altogether... Not just having degrees and paper that says you succeeded but having the actual people skills to go along with it. There are plenty of people in the teaching industry that do not have patience for kids or people skills to deal with families
- Money and Budget Management not another government spender that spends like its not their money.
- Understanding of current political and economic situation. Provide more opportunities for students to value the importance of a hard work ethic and not adopt a chip on the shoulder attitude. Bad things happen to good people, get over it and move on. We need to go back to JFK and ask the students what they can do for their country/ world, not what the world owes them.
- I like the auto calls from Trudy - she was informative, positive, and excited. In meetings she attended I felt like she was personally committed to my kids positive educational experience (even though she didn't know me or my kid I had the feeling she actually cared).
- The ability to connect with students and teachers as well as have the posture to show authority.
- A great multitasker who is a kind& honorable person is needed
- no radicals-keep traditional values-because they work
- direct experience in the classroom here at VUSD
- Strong vision for ALL kids. Community-based (not an outsider). Includes teachers in decisions. Help teachers and kids IN the classroom, not more people at the district office.
- Educated, articulate, ability to identify and address the vocal minority.
- Bi lingual, intelligent, someone who can think outside the box.

- Someone who is community oriented. Not just for the money, status or gold stars they can acquire. Someone who is fresh, and new and not afraid to question authority or the way it's always been done. Take a chance and change it up. Someone who is truly looking out for the best interest of our children and the future of Ventura. Someone who is from Ventura, or very near surroundings.
- Communication, collaboration!!, Being bilingual is a must!! Understanding that summer school IS NEEDED. Or more after school programs and tutoring help is really needed. Getting kids education ahead is a must. I currently have spent over \$8,000 with silvan learning centers, because help for my child is not being provided. There are certain skills and learning abilities that kids need more attention with. Teachers think that parents don't do homework with them or that it's a second language that is keeping a kid not at the level or potential that it can be. I admire the work put in with Project Understanding it's very small but retired teachers go in and give their time. There are even specialist to help in other questions. Is that extra understanding that your child is given....that unfortunately school and sometimes teachers don't give. I don't understand she how a project so small gets to know your child but your own school that you spend your whole life doesn't know you or understand each individuals potential.
- Good communication. Good knowledge of curriculum to provide the best education for our students
- Good communication skill ; able to communicate with parents, teachers, community and students. Have a goal to make VUSD a better school districts for the students ;
- Good listener. Study the schools for a few months before implementing changes.
- Integrity, someone who is caring and open to progressive programs, experiential education, someone who appreciates our unique setting for raising children
- Values, principles and respect for life and religious beliefs.
- Knowledgeable about the community and it's history. Driven to close the gap within school performance and school beliefs.
- consensus building, willingness to make hard choices and get rid of dead weight; focus on the students, it's the whole reason you have a job
- One not afraid to shy away from conflict or brush something under the rug. You may not always make a popular decision or one that will please everyone but if you make an intelligent decision and keep in mind what is right vs wrong then it will always work out in the end.
- The school district had a long-term superintendent who was raised in Ventura and climbed up the ranks in the district. She was well liked by most and hard to replace. The person to replace her should have lived in Ventura for awhile with a vested interest in the school district, like being familiar with the schools and have children of her own who have been educated in the district. The candidate should have many years of experience as a classroom teacher and administrator. I feel the person should be chosen from within the VUSD's ranks because that person would know the district's issues first-hand. There are many principals in our district who would qualify for the promotion. Why not select one of them?
- Very creative and innovative with regards to middle schools and high schools. Great collaborator and communicator, as well as good at hiring, surrounding themselves with exceptional people in education and good at delegating.
- The superintendent should make needed changes to make our district a top academic district. Also consider a candidate should be sensitive to the special needs population and train teachers to serve and understand this population.

- Committed focus on arts, research-based decision-making on technology education (especially in the elementary and middle school levels), heavy focus on developing literacy in primary language, NO SOCIAL PROMOTION, attention and respect to class size and education, and HAS ACTUALLY TAUGHT FOR MORE THAN FIVE YEARS. Thanks!
- A good listener, humble, willing to learn, aware of cultural diversity, flexible and innovative.
- Supportive to families, teachers, gotta walk the tightrope between both of them.
- Integrity Visible Responds to distinct issues with his or her presence or communication
- good communication skills is key
- Great ability to prioritize, advocate for funding, promote state of the art services and resources for teachers and parents.
- Collaborative, open minded, mindful of diverse population, able to communicate challenges and tell the truth, lead the District forward with new plans, curriculums, strategy, budgets , etc,
- A knowledge of research, an advocate for kids and how they learn. We need someone willing and able to stand up for children's right to engage in free play. Please let kids be kids, rather than giving homework and loads of desk time at school. No one, regardless of age, does best when sitting for 6+ hours a day.
- Leadership skills need to be beyond compare.
- Open minded, flexible, fair.
- someone from the outside (not an individual who graduated from vusd), progressive thinking (outside the box), flexible/open-minded mentality, active listening skills, collaboration skills, present for students/parents not concerned about EGO
- on the cutting edge of education transparent and open, sharing info engaging students, parents and teachers willing to get in the trenches amazing communication skills to address challenges directly
- They must have the students best interest in mind. Issues and poor policies that prevent students from getting what they need must be a priority before changing educational strategies.
- should be educated on different customs and ethnic races and traditions
- Ability to have difficult conversations
- Some teen psychology would be helpful
- Able to have difficult conversations.
- Ability to reach out to the community. It is not a desk job. I think the superintendent should spend time taking to parents, teachers, and students, and less time with principals who have already have a loud voice.
- Trustworthiness, commitment, determination, and a growth mindset are qualities I find important. Someone who is prepared to assist and facilitate learning in the 21st century and to recognize the need to educate children for jobs that don't yet exist is also highly appreciated.
- Occasional visits to various schools to make presence known and reinforce good habits.
- They need to think outside the box and are looking to develop well rounded individuals instead of teaching to the test with every child geared down a one way road to college.
- desire to see our students succeed and have the tools to be ready for college and work
- Strong leadership skills and a clearly articulated vision for the direction of our schools.

- We need a superintendent that can work with the board and guide them in the Brown Act. The superintendent needs to adhere to the high standards that VUSD represents and GUIDE the board members in this practice as well. Students should benefit from the VUSD board direction in policy, action and implementation. When this happens, teachers and parents win as well.
- Lots of experience working with a difficult board. They pretend to be supportive but they are not.
- Good communicator, a good listener, a visionary willing to embrace new ideas. I don't want to continue with the status quo, our children deserve better. I would love to see languages introduced to students at the middle school level and give the science teachers more support or money to be able to let the students conduct experiments and engage in hands on activities. Science is so important for our future as a society and right now our kids are being bored to death by a lackluster curriculum.
- Actual integrity and not just "social justice" statements. How about actually treating ALL students equally and funding them all the same?? I know, that's another racist thought.... I just wish either one of my kids had a math book that were used in class last year instead or written on the bulletin board everyday. And since it is a state law. Foothill High is going into their 4th year of a baseball program. Aren't they supposed to have a baseball field just like the other schools in the district? Code 221.8. How can you justify spending 2.1 million dollars for a tract in the Port Hueneme middle school and not have funding for a "required" baseball field?? I know, it's called "social justice".
- effective and open communication skills, ability to evaluate situations and staff performance with "bigger picture" view of decision making, progressive and open-minded, transparency with the parents
- This person must be able to listen to others, be able to build teams and provide leadership to the principals and staff so they can be free to lead their schools to success. There are many excellent heroes in the district who have been held back from doing necessary work because of politics, the next superintendent must be able to give them the ability to make change, support them politicaly and protect them from those who would leave our children ignorant. This person needs to be a beacon of leadership and change.
- experience!!!! WE NEED SOMEONE WHO HAS BEEN A SUPERINTENDENT BEFORE AND KNOWS HOW TO STRUCTURE A DISTRICT. Someone who cares about the climate and culture of schools. Someone who will bring programs to our district instead of expecting the staff to create it themselves to save money.
- Care and feeding of the Board is a must. Involvement in community is important. Bilingual (English/Spanish) is a plus. MUST be supportive of the broad base of extra curricular activities (i.e. Music in middle schools)
- Enthusiasm for the position, determined, fair and caring.
- Professionalism! Being able to say no for the sake of the bigger picture. True leadership and guidance. Knowledge of new teaching/learning strategies for classroom as well as new programs to improve student learning.
- He or she needs to have very very thick skin. The new superintendent is going to have a very hard job changing the old ways of the district. I hope this person cleans up the schools of the "good ol boys club".
- Bilingual should be a must! Also has been a teacher before and a principal.
- Strong, flexible, caring, common sense, knowledgeable on all levels of schooling, team player and open for suggestions.
- Respectful, compassionate, transparent, easy to approach, empowering

- I hope they have experience from a school district that is as large as ours. They should be bilingual (Spanish). They should have experience being a teacher and principal. I would also love if they had children, so they know what it's like being a parent in public school or even private school. Just a different view.
- First and foremost the new Supt should ideally be a local, someone who knows our ins and outs and personalities of our multiple schools. Second, the Supt should be "apolitical", there's no space for agendas by this very important position.
- Keep the school safe and listen to feedback from faculty.
- A good communicator is very much needed.
- 100% against Trump and the whole abomination that is his administration
- I wish for our superintendent to have worked in education before, but to also have a sharp business mind. I want someone who can budget the monies that we have and to be able to continue successful programming that benefits students but also reduce those that do not. I want a superintendent who can work well with the Board of Education, but who also places students and teachers needs before politics.
- the new superintendent should be bright, intelligent, super sensitive, straight, principle centered and farsighted.
- I believe the new superintendent should be one who is open to supporting the different types of schools at VUSD including highly academic ones such as Mound to the alternative experiential ones such as Open Classroom. I am hoping the incoming superintendent can embrace the value in having programs that fit everyone's needs and learning styles. Because we are all unique with different learning styles we must prioritize all the varied ways kids learn and support all the different schools equally. Please find a Superintendent who is progressive minded.
- This person needs to be a strong leader who can unify our schools. Someone who understands the true nature of the PTA that it is not just a fundraising effort to buy the school a new copier but an organization to fill in the extra learning gap opportunities for all students to experience learning with a more hands on approach or incentive programs for reading and such.
- Be a caring member of the community, come to events, be a part of the schools. Be a fast learner and an innovator. Be available, listen and take action to fix problems quickly. Have a vision and lead us there.
- Be fair, come with new eyes, really see the needs of the students.
- The superintendent should be approachable, knowledgeable of the different programs at all the VUSD school sites, they should be bilingual, and have a good grasp as to the job duties of all staff members in the district and be able to hire or relieve those that are qualified or not in the current positions that they hold. A superintendent should have the best interest of students in mind when dealing with decisions pertaining to our children and also make sure that it is what's best in order to help our children succeed.
- Good work ethic. Not afraid to do what it takes, but also be able to delegate, not be afraid to try new things, to be able to find strong hardworking employees to support and roll out his/her vision for our schools.
- They MUST be a PEOPLE PERSON. They cannot be afraid of getting out there in the public and speaking to people. This is not a position for someone who likes to hide behind a desk.
- This district needs a leader who truly desires put aside politics and come alongside the stakeholder. Someone willing use his or her expertise to facilitate growth and engage in

dialogue, ask questions and put into action mutually agreed upon measures to strengthen our schools.

- Bilingualism would be great (Spanish/English) or at least a willingness to interact genuinely with various populations. We have a growing, and relatively strong, bilingual education model that needs support (i.e., targeted hiring of bilingual content area teachers) - especially at the middle and high school levels!
- Flexibility
- a hard worker, a soft heart, don't take crap
- Tolerance of views unlike his own, where student safety is not an issue!
- PEOPLE & RELATIONSHIPS FIRST. The ideal candidate would live in the community and have kids in the district, but not necessarily have been influenced by the past two superintendents. Should be a leader that leads with trust, transparency, honesty, and an openness. Should be an innovator and a change agent who is not satisfied with the status quo. However there should not be a micromanaging or only driven by test scores approach. The individual should have a proven track record with students and staff. Someone who is open to ideas from anywhere in the organization and believes in a collaborative and inclusive approach to leadership. Someone who values listening to stakeholders and making students, parents, staff, feel valued and important. A problem solver who is solutions focused. Should be fiscally responsible, and has a focus getting the money where it impacts kids the most, and not necessarily only top down management. A leader that can build bridges, and not create more layers/bureaucracy. Also a leader who can work alongside a board that can implement with fidelity and align a mission, vision value and goals. An individual that builds teams at all levels and is more focused on the greater good, rather than self-serving interests. Someone who models servant and transformational leadership characteristics.
- Ventura doesn't want to be the next Santa Barbara or the next L.A. It wants to be what it always was, a sleepy beach town that is growing and has never found it's true identity. The ambiguity of that reality is what could make or break the direction it goes. For now, it is an academically strong city and hopefully will continue to be.
- We need a strong leader who can wisely maneuver the political responsibilities of the job as well as provide educational leadership to all district employees.
- Compassion, integrity, and accountability are important. When you have to break bad news, do not lie to or placate people to squirm out of uncomfortable conversations. Know parents can handle the truth and appreciate honest, earnest discussion, even if they aren't happy with the outcome. I want someone with experienced in Special Education, who understands the importance of safeguarding the rights of students. Do you have the guts to say NO to a bad boss ? I want one that understands patients rights, and the fact that there are children with legal rights to medicine that may be "taboo," to some. Will you protect their rights and refrain from bias or judgement?
- The superintendent should have experience with many different types of children (gate, English learner, special education, dual immersion).
- Be a strong leader, effective and be a listener for the community
- Intelligence, depth of understanding, cultural awareness, kindness, self-reflection, independence of thought, integrity, desire to learn, understanding of the importance of music and the arts.
- The new superintendent MUST support health and wellness, nutrition and fitness, sustainability and the Healthy Schools Project services in our schools.
- Good communicators, supportive,

- Good communication skills. Adaptability. Open-minded. Ability to bring consensus from diverse opinions.
- He/she needs to be charismatic and knowledgeable of many cultures and languages; a good listener and able to cooperatively approach issues that may arise.
- Someone that can understand that just because they are being pressured to do something doesn't always mean it is the best thing and someone that can represent kids that do not have vocal parents
- Communication, leadership and innovative skills
- Strategic planner, accommodating to diversity: cultural, those with special needs, different sexual identities, etc., enforce accountability, establish values, clearly identify expectations and follow a servant leadership model.
- A good communicator who is comfortable doing what is right for Ventura's kids and schools, even if that means hiring principals: leaders from outside Ventura
- Google fluent, technology driven, focused on equality of technology throughout the district, & 1-1 devices a must!
- Open minded. Works well with the teachers and helps them to improve our schools. Advanced thinker - wanting to make all our schools able to provide advanced technology.
- Definitely will need to be a strong communicator and a friendly and warm personality but, also firm. A smart decision maker and someone that is open minded but grounded. Someone that makes people feel they are approachable and willing to be open to suggestions.
- Be open minded, care greatly for children, be able to communicate with parents and understand their needs with compassion and patience as every child has a different need and each parent is different.
- Approachable, open to new ideas, open with communication, swift action with transparency. I think that they should interact with not only administration and teachers but with the students. Be present at events whether they be athletic, theater, music or science. Be a good public speaker and command the room. Provide discipline and accountability. We are not doing our children any favors by not holding them accountable to their teachers, the community or themselves.
- someone open to increased charter school usage
- Demonstrated success at improving quality of education Willingness to bring in new staff from outside district
- A leader with soft skills and community based driver.
- Collaborative and goal oriented
- good communicator, invite participation of families and community.
- I would hope the new superintendent would put students and teachers before politics.
- They should be approachable and open to new ideas.
- Progressive. Hands on.
- Open-minded, values STEM fields, aware of multiple learning styles and multiple teaching styles to provide the best educational experience to a wide range of students
- Please ensure that principals and teachers respect all students and their diverse backgrounds and beliefs! There can be such a bully situation in administration, to the detriment of students.
- Flexible, caring about the community
- The superintendent must understand the need for career pathways start at an early age in childhood development. If we can have a superintendent who also believes that safety is

paramount we can feel confident he or she will always create programs designed to be inclusive.

- Think out side the box. Be willing to bring up new ideas not the status quo. The ability to make our students technology fluent. Be vested in our students. On the ground worker not a desk jockey.
- Progressive and open-minded. Values inclusivity and diversity of all students and teachers.
- Good morals and ethics, kindness, inclusion of all peoples, education of the whole child including priority of health and safety.
- A great team builder with a distinguished background in education

Students

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Well, I mean, the community is great with all their scenery, beach, and people I guess. The education is great here and we have amazing teachers and a district who is cooperative enough.
- Ventura is a fun, friendly relaxed place to live. There are many opportunities for outdoor recreation. We love it here, but you need to make very good money to live here.
- VHS is fun
- Hate free zone Education
- most people are really nice, and want to help others most of the time
- Very open and accepting
- Ventura Unified is the best city in Ventura County. It accepts diversity, it protects the natural environment and families and children. It is NOT old school. It treats people with respect and integrity.
- all our kids are well informed about social issues
- family oriented; still home town atmosphere
- People are generally trustworthy and good-hearted
- Ventura is an inclusive, open-minded community with a love for the outdoors and for learning.
- i think my community is very open and aware of the things going on. We all know and express our rights.
- people tend to be generally nice to each other, and the community tends to be accepting. there are exceptions to these of course, but in general they hold true
- For the most part, we are pretty liberal about the LGBTQIA+ community and respect everyone no matter who they are
- We have a friendly, local, and diverse community. Also, we have a beautiful town with an amazing weather and very easy to get around. Many generation of families. Beautiful places to explore around here. One of a kind town. Excellent! It goes way back and has interesting history. We also have an amazing pier.
- We got a beach
- We got a beach a soccer field
- Climate/Weather, Activities - Close to the ocean, mountains, hiking, fishing, etc., Food/Restaurants, year-round sports activities for children, Amazing non-profits boards.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- A variety of classes: cooking, robotics, woodshop, foreign language. We also made it so CIF with a good majority of the sports here. Some campuses are pretty lovely and big with nice trees ?
- The teachers and school enviroment.
- VHS is a good school, with many, not all, dedicated teachers.
- We have a great French program at Ventura High.
- Lots of activities Helpful teachers
- our schools are really accepting of people who are different as far as i can tell
- Very fun

- All the schools in Ventura are wonderful. However I believe that the schools with the largest number of English learners and low social economic status are where true teaching happens. Majority of students enter school with little educational background and teachers and school principals really teach students.
- we have a big campus
- distinguished but needs more resources and needs support from the district
- Teachers are supportive and willing to work outside of the eight hours at school at the benefit of his or her students, and really want the students to succeed
- The AP program is outstanding, and the music and language departments are high performing and highly enjoyable. Journalism too is extremely good.
- my school has quality teachers who, for the most part, care about more than just a letter on a piece of paper. Most teachers are ready to help and willing to put more time into their students. we have a few good counselors and a few good administrators that are helpful but not many.
- my school has good teachers for some of my classes, and has good projectors, if they are a bit unnecessary. the students are warm but there is some racial division.
- I personally feel safe talking to (many of) my teachers about bullying that I witness or receive at school, and feel safe that something will be done about it.
- I think that the AVID program and the Two-Way Immersion program are such great things and also the sport and music program. And many languages especially at Ventura High School. And great programs/clubs.
- Our school has a beast ,soccer program and a good music program.
- Well we have some good teachers, a really good campus
- Teaching Staff is hands on with the kids, technology is used daily.
- Broad categories of extracurricular activities
- We have a great music department and some really good teachers

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- High schools are problematic when it is Football season, especially the two main rival schools. Things tend to get violent and bad, there is an issue. We also got some amazing festivals that occur in the school district such as Summerfest, Storyfest, Discovery Day at Ventura High.
- Increase community service with the kids. I don't feel that they are prepared for college or the work place(the real world)
- Lots of gangs and tagging around Ventura schools especially in the middle schools. We need metal detectors because I'm pretty sure there's lots of kids carrying weapons.
- More flexibility of students schedules with strict school schedules
- our school doesnt always have enough supplies, and the classrooms and bathrooms arent in the best shape
- School food looks awful
- Schools with large EL and low social economic schools need more funding. Raising funds for school activities / field trips etc is very difficult. A silent action will help raise about \$500 on a good day vs a high social economic school may raised \$8000 with same items for auction.
- social issues

- standardization of teaching, more high technology in the schools all schools not just chosen ones
- The arts cannot be overlooked whatsoever. They teach valuable lessons to which everyone must have access. Minorities and LGBTQ people need support at this time, and cannot be swept aside.
- The district has had issues with funding the arts, maintaining of academia, and upkeep of the schools as well as listening to the community more.
- The issues that the superintendent should be aware of are the wants of the students. Students are the living new of our society. so (S)he should be aware of what the students want. There is a GROWING population of the want for the arts. Drama, art, music. Music is increasingly growing but struggling due to the lack of support and willingness to at least try to help. The music department is full of wonderful kids but they are going to struggle and quit due to the oversized classed and lack of individual help due to the many kids in each class. Students want to be in music or in drama or art. So let them do it without the struggle. Make it easier to accomplish goals by just listening to what students want. Let the students be educated how they want to be and trust me, itll benefit not just them but all of us.
- the school wifi is basically useless, and should be upgraded. some of the school buildings need to be repaired, and teachers should be given more freedom. mr locher should be put under review
- there are many kids around campus that don't feel safe entering into bathrooms due to their identities that don't follow social norms. Many go way out of their way to simply use the restroom, and I find that that's a huge problem.
- There are quite many issues at schools such as food, staff, programs, money, and mostly importantly funding. I think that most of the money that they are spending on sport should be equally spent on things such as the music program, the AVID program, art classes, AP/Honors classes, the water filters, pipes fixed, the languages that are suggested. And also better quality on food as well. Also looking good at who you have as teachers!! And looking at how the staff gets payed... More bilingual staff. Keeping the parents more updated on what's going on.
- We have some highly intellectual individuals...and some not if you get my gist.
- Well there are a lot of druggies in the school district

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Motivation Positivism LEADERSHIP Excitement INVOLVEMENT
- Prepare the kids for college as scientists, with real world skills. Schools need to do a better job preparing children for the work place, with goal setting and high expectations, and how to meet those expectations.
- To listen to the children
- be hands on, work wel with others, interested in their job, and really want to help as many people as possible
- Take the students best interest in mind
- Ventura is a city with integrity. We treat people with respect. The school board should do the same.
- young we need a youthful legend
- thoughtful, be able to look at the district with fresh eyes, identify opportunities, self-less

- Must be a good listener, sympathetic, politically correct, and decisive, yet not indoctrinating
- The new superintendent needs to be someone who is dynamic and able to take charge. They further need to be able to work with a wide variety of people, take a firm leadership stance for the community on various issues, and to stand up to the school board.
- The new superintendent should be open minded. They should think of not themselves but of the people who the new decisions will affect. they should be able to let go of personal bias and look at all the options and evidence. To be successful is to be a part of the community. the new superintendent should go out and see whats going on through all the schools. not just hear from upset parents or concerned administrators. be a part of the district you are taking care of. a boss sits in the back and lets everyone do the work for them. a leader gets up and helps the group and is one of a total. Be a leader. Not a boss.
- the new superintendent should be able to empathize with students and not lose sight of who they are trying to educate, the students.
- Open mindedness, is the main thing I'd like. The willing to understand other peoples views, being able to respect other people weather you agree with them or not. Being willing to set yourself in a vulnerable position of hearing all sides before going right into continuing with what the majority may wish for.
- Outgoing, loyal, caring about the people and community, diverse, capable of handling situations, willing to help and take a risk, considerate, courageous, ambitious, compassionate, considerate, generous, passionate about his work, reliable, available, and also make a change for the good.
- Be bilingual(at least). If I can do it, you can do it
- Be bilingual and be good at soccer and be a Club America fan
- Organizational abilities, Communication/ Community Relations, Leadership, Budget/ Finance, Sense of humor, able to delegate

Teachers

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- We live in a beautiful location nestled between the ocean and the mountains. All varieties of activities are available within about an hour's drive. The weather in Ventura is moderate year-round!
- 1. Sunset Magazine recently named Ventura as the 2nd best city to live in in the West. (March 2017) 2. We have a multi-ethnic, multi-cultural city and county. 3. Ventura is situated between the mountains and the sea, between expensive Santa Barbara and very urban Los Angeles. It is a place where those who moved away wish later that they hadn't. The climate is Mediterranean-like, and we have an abundance of local fresh produce (fruits, vegetables, honey, seafood, etc.) year-round.
- Diverse ethnicities, great weather, small-town feel
- Ventura is the best kept "secret" in Southern California. We are a beautiful beachside community with a small town feel. Our coastline rivals the French Riviera and we are just a short drive to any of California's big spots. In Ventura, you can run to the beach, ride your bike in the foothills, and hike the best trails. We have great local breweries, where you are guaranteed to run into a friend or two on Sunday funday! Ventura is a family friendly town with the best of what SoCal has to offer, without the pretentiousness.
- Ventura is a physically gorgeous community of diverse people (socio-economically, politically and ethnically). It has a laid-back vibe and is family friendly. There is a balance between work and play. There is strong community pride in the public schools. Great people who mean well and love their town.
- Ventura, despite its growth, has the feel of a small town. People are down-to-earth and low key. Most of us are proud of our middle-class roots, and we take care of our own. There are a surprising number of people who left, went to college, worked elsewhere then returned because it's a great place to be. The weather is consistently moderate, the scenery is beautiful, and there are so many outdoor activities within a short drive. We're close enough to LA and Santa Barbara that we can visit, but far enough away that we have our own distinct culture. Patagonia is one of our biggest non-government employers, and the company philosophy is fairly influential in the community. I've lived in several metropolitan areas around the state and back east, and I'm proud to call Ventura home and happy that I chose to come back here.
- The infrastructure of Ventura is organized and well looked after. The Ventura City Council and all others involved take great pride in making sure things run smoothly, beautification, and cleanliness. Taking care of our community members, including the disadvantaged, is also evident and important to the safety of our community.
- Family friendly
- We are a small, tightly-knit community with a zest for outdoor living.
- Our community is diverse, inclusive and takes pride in our children's education.
- I am not a resident of Ventura. However, i've worked in this community for 28.5 years. This community is united for the most part; especially our police and fire departments. Both are quite active in working with our schools .
- We really come together when needed, helping families and students need. Our community is culturally diverse.
- Ventura and VUSD is a community that supports it's people like a large loving family. It is a district who respects it's employees and our leaders listen to everyone's' ideas and will implement them if it benefits students and our community.

Respect, collaboration, creativity, open communication and kindness are all important characteristics within our city and most of all our district. The arts are one of the jewels of the district and city culture. Caring, creative and authentic leadership is supported by our community. A corporate and hierarchy approach is not qualities of a good leader in our community. When we all work together and respect each other everyone succeeds that is what we model for our kids and work hard to create in our community.

- I believe our community respects our public schools and the teachers. People work hard and care about the community in keeping it safe and clean.
- Great weather, beach, people.
- We have a fantastic location: good weather, beaches, hiking, nearby airports. . . .
- Ventura is a family oriented community with strong multigenerational ties. Many of us have several generations that have lived here. Over the last 2 decades we have revitalized our downtown, strengthened the arts, and built up tourism. I would like to see a leader for VUSD that can buy into a vision for our students and provide opportunities and connections with local businesses and organizations.
- beach attitude we are not LA
- Beautiful scenery/environment, great schools, heterogeneous population, and rich heritage.
- We are active and want our children to do better than we have done for ourselves. We obviously love the beach and the outdoors like gardening, hiking, biking and swimming.
- Its diversity and commitment to ALL children.
- We have a small-town feel in Ventura. People know each other.
- Ventura is a great city to live in! We are minutes from many beautiful sites. Including the beach, historical Mission San Buenaventura, Olives Adobe, botanical gardens, two trees, the harbor, and many others. It is a wonderful place to raise families. Opportunities to make differences to community members.
- Diversified community- including established families who have lived many years in this area. There are also many immigrants from countries around the world. This creates a dynamic variety of students who bring their experiences to the classroom.
- Unbeatable climate, Channel Islands are close by, there is an abundance of quality surf. The people are mostly nice.
- Although VUSD is a large school district, it has a "small town" feel that I love. Our community strongly supports our public schools. Many of our teachers grew up in VUSD and return to teach here.
- We have a variety of races. We accept those of different religions and sexual orientations. We promote gender equality. We respect others.
- Small enough for many people to know each other and be connected...amazing natural opportunities (mountains, beach, trails, biking, lakes etc. all very close)
- People are proud to live here surrounded by natural beauty and take pride in taking care of the beauty. We support our small businesses and people. We are forward thinking and care about social issues.
- Wonderfully diverse. Relaxed atmosphere.
- We are a small community that often feels like family. We care for each other and where we live and work. We live in a beautiful part of the world and we are aware of it. We are a diverse community.
- At Juanamaria it is a smaller school. A lot of parent involvement and presence in the classrooms. Kids get more attention with a better ratio.

- Ventura has pleasant parks, beaches, and historical sites. There are lots of community events that bring people together and create a sense of unity. Reinvigorating downtown has been a positive change for the city.
- This community has both liberal and conservative views. It is very dedicated to the education of all children. It supports academics, athletics, arts and everything else we teach. This community supports its teachers.
- Great town, beautiful location, good schools, thriving economy, supportive community.
- Ventura has retained the "small town" feel even as it has grown. There are many people here who have lived here their whole lives, including many of our teachers who went through VUSD schools themselves. As a whole, the community and the district is very cohesive.
- Family friendly community; many people who live and work here also grew up here.
- We have caring, well prepared teachers.
- There are many families that love Ventura and stay here for generations. It is a down to earth beach and farm town.
- It is full of caring people.
- We are a diverse community. One of the reasons I feel in love with Ventura is it's laid back, beach community. Even though we have many areas of wealth, the people of Ventura do not boast or show off social status. Overall, no matter your income or race, when people walk through Ventura they feel at home.
- Friendly, beautiful, generally clean, safe, and lots of connections to the city. That is, many people grow up and stay in Ventura and send their children to the same school they attended.
- Our community is involved in our schools and is committed to supporting quality educations for our students.
- Our community is paradise. Our community is diverse and offers a vast array of fun activities from street festivals to hiking to enjoying the beautiful beaches.
- For a city of 100,000, we still have a very small town feel. There is only one degree of separation between people you know in Ventura. Most Venturans care deeply about education and will support it in any way they can.
- Ventura feels like a small beach town. It is quiet, safe and laid back. Ventura is a stable community. Many of our students have parents, grandparents and even great grandparents who graduated from schools in Ventura. We have higher education within reach with our local Ventura college, CSUCI, CLU and UCSB a short drive away.
- Ventura was published in a men's magazine. Ventura was selected as the Number 1 place in the U.S. to live. The article mentioned that, "the school system is so good, you do not have to send your children to private school." I was born in this community, have deep roots with my grandparents being part of the business elite, and want Ventura to continue to be thought of as a great place to live and raise children. Our school system is a vital part of what makes Ventura a great place to work, live, and raise children.
- Small town, close knit, you always know someone who knows someone. Loyal and hardworking. Slow to change. Diverse in economy but not ethnicity.
- D.A.T.A. family is candid, caring, and supportive.
- This is a community that cares about itself, we're not Santa Barbara and we're certainly not Los Angeles. We are very accepting of all and enjoy a good concert in the park or a walk on the beach

- The weather is amazing, you can get outside all year long and the cost of living is much better than many coastal CA communities.
- Ventura is a beautiful place with many community involvement activities for families.
- Ventura is a beautiful coastal city with a mild climate.
- Our school district is a micro- cos-om of our town - we function as a large extended family.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- We have many choices for education, which benefits families. Most of the teachers at our schools care a lot about children and work hard to make a difference. Also, our schools have been relatively safe.
- Anacapa Middle School: 1. Title 1 school -- receives funding for various supportive programs where ALL (not some) students can participate 2. Two-Way Immersion -- students successfully promote from Anacapa's TWI Program into their high school's AP Spanish 4 class keeping up at a quick pace with juniors and seniors enrolled in the same class while they are incoming freshmen 3. Read Across America Day: 4-Campus Collaboration -- Anacapa's 8th graders serve as multi-lingual storytelling teachers at Montalvo, Blanche Reynolds, and Will Rogers Elementary Schools 4. AVID program for 7th and 8th graders 5. STEM program for 6-8th grades (hope to add Art for STEAM) 6. Enriching GATE 8 program: Field trips, guest speakers, project-based learning
- Caring faculties and staffs, availability of adult education
- Ventura Unified School district houses a diverse, student driven collection of schools. With special magnet programs ranging from technology, leadership, dual-immersion, to manadarin; there is no shortage of interests. The teachers, staff and parents in Ventura are dedicated and excited about our new curriculums and infusion of tech throughout the district.
- Our schools are pillars of the community and can be counted on to serve the public reliably. The elementary and high schools offer a range of choices for parents in terms of themes and academies. Students and families mostly feel our schools are working, which is why there are not yet many private or charter schools in the city.
- Ventura schools reflect the family feel of the city. Frequently teachers know students' families from the community and there are many teachers who attended VUSD schools as students. Schools tend to have their own distinct cultures that transcend changes in site administrations. Schools are supported by and support the community in turn. We constantly strive to evaluate curriculum, pedagogy, and policies so that we can find what is best for our children.
- Schools thrive when there is a sense of community. When members feel safe and appreciated, they are happy and perform better. This is true for students, teachers, support staff, and families.
- Diverse populations, multiple experiences and perspectives, wide range of learning opportunities
- My school has a student focused mentality, is supports the whole child and it has a very strong PTO,
- I believe this district has talented, gifted, passionate, and hard-working teachers. I've seen many "miracles" teachers have accomplished with children. Teachers in this district care about children deeply. Academic rigor is always at the forefront of each lesson. Our teachers are always open to learning no matter how long they've been teaching.

- Our schools are represented by teachers who care and work above and beyond to educate and help children.
- I'm fortunate because my school supports creative thinking ,teamwork the arts. The visual arts are integrated into language arts, math and science. It's treated as a core subject and the students love coming to school and they are engaged in their learning. Our principal supports students and staff in their everyday work and goals. He/She is a team leader and a facilitator not a micro-manger.
- Our school is very diverse and as our song goes, " a beautiful bouquet of many colors"..... Our teachers work very hard and our students are hard workers themselves. We have teachers who have been at SW for twenty plus years. We have seen many changes, and parents have embraced us with their dedication for the education of their children.
- VUSD is the home of great neighborhood schools as well as "schools of choice" to meet the a large variety of learning needs.
- Our schools are safe, welcoming campuses where diverse learning takes place. Our families come to us with different educational backgrounds, cultures and languages. We respect differences.
- Juanamaria is a wonderful school with a very diverse population. Our families are hard working and committed to excellence for their children. The teachers, all tenured, rarely leave until they retire. It is an ideal place to work. A strong staff with wonderful leadership. We have a culture of continual growth and advancement in our school community. Each year our teachers and families work very hard to write grants, fundraise and provide extra curricular opportunities for our children.
- VHS is family
- Great investment from staff members, good kids as students, innovative curricular programs, successful sports teams, and moderately-well performing test scores.
- The teachers and staff are the good things about our schools. Even if every school is different, they all want success for the kids. The teachers put in an enormous amount of their own time and money and also extra energy for the benefit of the children.
- Its diversity and commitment to ALL children. Teachers, administrators and parents work in collaboration to meet every child's specific needs.
- Teachers are treated as professionals and our opinions are valued.
- We are fortunate to have a variety of cultures represented at our schools. Certificated and classified staff who make a difference each and every day. Many magnet schools offer a variety of learning experiences.
- Supportive, caring staff/teachers. Most teachers have years of experience that they bring to their students. Committed to helping students learn. Students are engaged.
- Cohesive departments, friendly staff, strong PTA.
- Our schools are diverse and accepting, or at least we try our best to be. I think teaching our students to be open-minded and to appreciate individual differences is crucial.
- We have zero tolerance for sexism, homophobia, racism, and anything like it.
- Variety to choose from in size and magnet focus. Majority of people involved from student to families and teachers work as a team to move forward with educating our kids.
- Great reputation for treating kids as individuals and honoring differences.
- Some extremely innovative teachers implementing technology.
- The teachers in our school endeavour to serve all students and meet the needs of a very diverse student population. For teachers on our sites, the students always come first.

Most schools offer a wide array of programs that could meet the needs, strengths and learning desires of all our students.

- At Juanamaria it is a smaller school. A lot of parent involvement and presence in the classrooms. Kids get more attention with a better ratio.
- The schools represent the diversity of Ventura's citizens and provide a wealth of opportunities to meet these diverse students' needs. There are programs to create pathways to college and to careers, and connections with Ventura Community College.
- Our schools offer a variety of topics along with the basics. It supports all children and their learning. The teachers in this district care about their students success.
- Excellent teachers, supportive parents, strong administration and hard working students.
- With a few exceptions, our schools are a diverse representation of our community. We have a balance of magnet schools and traditional neighborhood schools. Supportive parents and community members bring enrichment to our students.
- We have amazing potential at our school sites.
- Our teachers are innovative, most administrators listen and understand their staff.
- There has historically been good parent involvement but this is changing. VUSD has had a good reputation and people want to work here.
- Lots of talented staff, students, and volunteers.
- We have amazing teachers and schools! Ventura Unified offers parents choice and options for their children, wether it be open classroom, dual immersion, science magnetics students have choice.
- Safe, engaging, collaborative, great depth of service to students and connection to schools, and supportive learning environments.
- Our schools are staffed by highly qualified teachers and school personal. Our schools strive to keep our students safe and educationally motivated.
- Our schools are mostly lead by strong capable administrators who cultivate a sense of belonging and acceptance. Our schools are places that teachers, support staff and students feel they can be innovators and creators.
- Each school in Ventura has its own culture, climate, and personality. The teachers are all very dedicated and work to constantly hone their craft.
- Our school staff is full of alumni who have returned to teach or work in their former school. We have many on staff who have seen several generations of families pass through our campus. This creates a strong identity, a supportive community, pride for our school and students who are nurtured and cared for. Our academic standards are high and students are encouraged by dedicated teachers to strive to be the best that they can be.
- The principal of D.A.T.A., Hector Guerrero, is the best administrator that I have worked with in a very long time. He sets the tone for the school. He is relaxed, kind, friendly, fair, and is like an iron fist within a velvet glove. He keeps the rules, but does so with such caring and kindness that the students do not want to disappoint him. This quality is very rare. I have a great deal of respect for Hector.
- Hard working teachers and staff trying to put student's best interests first. Many schools are more like families than an institution.
- Technology, always learning new innovative ways to teach even for old dogs like me which is cool for someone who likes experimenting, answers are let's find a way or let's work things out instead of this is a list of reasons why we can't do whatever, "all things are possible" attitude, "make it a great day" attitude, etc.

- Our schools are as diverse as our population. Each school has its own unique gift to the community. Come by for visit before an interview.
- The kids are very nice. There are a lot of options for parents choosing an Elementary School including a science magnet, a leadership magnet a charter school and a few Spanish immersion schools.
- Ventura schools are a place where extended learning and community involvement happen regularly. We have great partnerships with community businesses.
- VUSD is a K-12 district. Foothill High School is in the top 10% of the country and one of our elementary schools is the top performing Title I school in the county. We are culturally and economically diverse.
- We are a continuation high school that helps guide students who have: * lost their educational way * credit deficiency * behavior issues * family challenges * pregnant and/or parenting teens * need a great deal of support. Historically we have great support from the superintendent and the Board.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- 1) The process in our district for a number of years has been to move ineffective administrators to the district office. Do I really need to define why this is an issue? 2) Middle school PE teachers. From my experience, they get paid the same as all other teachers but those I've encountered actually sit and visit with one another the ENTIRE period. My kids walked the perimeter of the field almost every single day! Perhaps they should help grade all of those lengthy English essays! 3) Our 'district' tends to be weak and it has been for many years. I have really liked our superintendents, and they put in a lot of work, but they have been weak. They appoint/hire weak candidates for district admin jobs. They allow the finance and legal departments to determine our paths. Common Core has its positives and negatives, but our district is just treading water so they just throw the curriculum out there and say, "Do it." We should be REALLY looking at why we are expecting 1st grade students to learn 8-10 letter words for spelling-with no context really. 2nd grade students who MUST learn to use a keyboard to prepare for having to take the SBAC. Perfect example of teaching to the test. And where were the K-3 teachers on the Common Core Planning committee? My understanding is that there weren't any. If that is true, then why does our district accept those standards as our own, without question?! Burn out is going to be a big concern, and I don't mean just for teachers. Students are expected to do SO much more. Some of the 'more' is developmentally appropriate, but not all and we should be talking about it. 4) teacher trainings are not usually very helpful. 5) Our union reps are many times the least effective teachers in the classroom. I guess this is why they have time for union meetings? 6) Politics. I suppose every organization deals with it. It's no different here. But it doesn't make it right. 7) Mound is the only school in our district that doesn't have a boundary and doesn't provide transportation. I imagine telling the community, "We are going to open up a school in the middle of town, and you can only attend if you can provide your own transportation." No wonder they have an issue with trying to encourage under-represented students. Just because it's the way things have been doesn't make it the way it should be. 8) Micro-managing at the district level. I work at a fantastic school with great leadership. Why can't this start from the top?
- 1. Elementary, middle, and high school campus that are AVID-based school-wide effectively equip their students for the rigors of real life AND college -- this ought to be a

priority for all of our VUSD campuses 2. Character education is not taught but implied in VUSD; character education, if systematically and effectively taught and practiced at each campus, will change the mindsets of our students and their parents 3. Students who are mentally, emotionally, and socially healthy and supported with plenty of VUSD counselors and on-campus support will be able to tackle their academic responsibilities without fear 4. Social media bullying and harassment is thriving via students, parents, and the general public

- Adult education is critical. VACE serves more than 4,000 adults in our community by providing highly-effective job training in seven career areas plus ESL, GED, etc.
- As a parent and a teacher in Ventura Unified, I think what most needs to change is the communication, consistency of expectations, and collaboration between the district and the schools. It seems as though there is still a bit of a disconnect between the district office and the schools. We need to all understand the vision and direction that we are headed in and work together to get there.
- Aside from the obvious current crisis in leadership and communication, the district as a whole is listing from years of visionless leadership. At the school site level, the schools are functioning as they always do, but there is a sense of paralysis because site leaders are waiting for direction from the district, and teachers are waiting from direction from the site leaders. During a time of great change and opportunity, many classrooms look and function almost exactly as they did 20, 30 or 40 years ago. Pockets of excellence exist but there is no consistent way to communicate and honor innovation or to inspire educators to change. Top-down mandates are resented and "waited out" by teaching staffs who believe "another new thing will come along soon, so why invest in the energy to change." A better approach would be to reconfigure change from the bottom up, by creating a systematic way to share innovation and problem-solving at the site level and making this "can-do" attitude a core value.
- Communication and transparency!! One of the most frequent complaints I hear from colleagues is lack of communication. It was especially lacking over the last year or so. Lack of transparency has been particularly evident recently, which has been demoralizing. Additionally, there has been a perception of cronyism for many years, which has bred feelings of resentment and inequity.
- Community building is essential for a smooth running school. If any one person (principal) or group at a school (PTA) becomes too powerful, the equilibrium at the school will be disrupted. School becomes an unsafe, unhappy, stressful place to be.
- Diverse populations, inequity of resources across the elementary sites, teachers struggling to move into modern instructional practice; No clearly articulated vision, or understanding of teaching and learning for our district
- For many years there has been a lot of nepotism in our school district because everyone knew someone and it's about time that stopped for fairness sake.
- He or she should be aware of: changing demographics in our schools, Sheridan Way elementary school needs more support in every area, our high schools need to better represent the population of Ventura and be more equal.
- I feel our next superintendent must be very vigilant is hiring quality, experienced, and knowledgeable principals. Also, be adept in leading our district with discipline that is a way of making children learn from their mistakes and grow. Also, my hope is that this new leader will be wise with how money is spent in this district. First and foremost, help teachers do the very best job possible at all times.

- I feel that in the past there has been a "good old boys club" situation in our district, ie: favors given to certain employees and parents, people hired because they know someone not because they are the best person for the job, inequality when decisions are being made about personnel
- I would like a superintendent who doesn't solely focus on data and test scores. The candidate needs to understand that we want to create a district that teaches the whole child. Students need more opportunity to take visual art, and music, industrial arts and design classes as part of their curriculum. Not only tested subjects, math, language arts, and science. Many students who are in intervention can not take electives instead they must take intervention classes resulting in them losing interest in school, not wanting to come to school and getting into trouble. In the past transparency has been an issue having open, honest and clear communication is important. Leaders who lead by intimidation create a climate of fear and this behavior should not be tolerated at any level.
- Many vocal people in the schools and community...the new superintendent needs to embrace all families, schools, and teachers...we like to be informed at all times... We like the superintendent to visit the schools on the West Side....
- Moral is low at the school sites right now. The district's offer of 0% pay increase made this situation worse. What will the new superintendent do about this?
- No need to tell them that education is in a state of flux. They should be open to teachers, students, and parents concerns. He/she should be the voice of the teachers, students, and parents in the district. He/she should have a stake in the mission statement of the district and the ability to make adjustments as necessary for all concerned.
- Our campuses have different student populations and different needs. Personally, I feel that we need to strengthen our Special Ed department and ensure that the department exists to support student needs.
- Our leader needs to understand the importance of communication and being visible with the school and local community. We are looking for inspiration, progressive training and opportunities, and to be able to clearly see a vision that has been laid out for VUSD.
- outdated materials we will need \$ to fix this
- Parent involvement needs to be increased exponentially, there is a growing distrust of the district office because of the "cloak and dagger" secrecy of the Sup./Asst. Sup turnovers, and there has been a huge disconnect with the public.
- Principals are seen as infallible. New or those with issues should be mentored much like if a teacher were new and needed support. We have had too many principals be on an ego trip and not enough of the walk the walk of collaboration, communication and respect.
- Racism in parts of our community.
- Some of our schools badly need paint, modernization, and beautification. Our last long-term superintendent put a lot of money into fixing up the west side schools, but wouldn't allow money to be spent on having my east side school painted. My furniture is falling apart! My walls are filthy. The adult bathrooms are embarrassing. We need someone to take pride in the way our schools look to the public.
- Some prior superintendents have seemingly hired friends without regard to qualifications.
- Some schools have administration that are ill equipped to lead at their schools. Some of these schools have issues of inequality due to the makeup of their students. Special Education needs to be reviewed, it takes years to have student's deficits assessed and proper interventions and/or placements made. This is definitely an issue for General Education teachers. Updating facilities, especially where air conditioning is an issue. Communication between Administration and school communities needs to be addressed

immediately. There is a disconnect that certificated and classified members are not listened to, more and more is being put on our plates and we are not respected. Equality in technology needs to be a primary concern.

- Staff would like greater interaction and communication from the superintendent. Meeting the needs of a growing ELD population, how to meet the needs of special ed students and giving support to teachers/staff. Maximizing budget- teacher salaries keep quality staff in the district- OSD pays my same position literally \$15K more per year. Also- streamlining some processes. There is so many policies or procedures that vary from school to school. For example, there is not one SST form that is standard throughout the district- all sites use their own form. For a district this large, there needs to be continuity with certain items.
- Students are more distracted than ever. Across the district, Fine Arts is grossly underfunded! Teacher specialists from other states literally shake their heads in disbelief at the disregard exhibited by VUSD toward Fine Arts.
- Teachers need to feel like the superintendent has our back. We have been through a lot of "high profile" events recently, and we need to know we are all on the same team.
- The current political climate is strongly affecting our students- especially in terms of rises in bullying and racist/homophobic/xenophobic sentiments.
- The district needs to focus on professionalism, innovation and risk-taking to truly move forward - it has been something of an old boys' club for too long.
- The district office is very loyal to it's old ways and people, things need to be changed, it will not be easy, but it is necessary for our growth. Administrators need to be moved around, held accountable in all areas, and coached to be better like teachers are.
- The lack of cohesiveness and lack of vision is apparent at this time.
- The new superintendent must understand that there is a growing distrust between teachers and administration, both at the site and district levels. Teachers feel that they are most keenly aware of students'needs but that they are not included in important decision making. They feel they are then expected to bear the brunt of poor decisions. The Freshman Career and College seminar, which replaced Geography, is one example of this kind of top-down imposition that harms students. Only a select group of teachers are listened to, and only when they tell administrators what they want to hear. There is a strong sense that the school board only hears the voices that the administration intends for them to hear. VUSD suffers from the same social inequities as its community. Class enrollment data demonstrates that students are systematically tracked into certain classes. Technology is not equitably distributed across sites and even within sites. Enrollment data demonstrates that Foothill admission processes favor certain students. Under-served students continue to under perform and instruction is blamed rather than taking a hard, close look at the systems in place that allow for inequity and embarrassing social injustices. More programs are out in place rather than investigating scheduling and student placement. The inequity is not intentional, but rather a result of out-dated, unstudied processes that favor a privileged system.
- The schools are under staffed and many classrooms have over 20 kids per one teacher. No teaching assistants are in the classrooms. Schools are overcrowded.
- The superintendent should be attuned to the need to balance enrollment between schools, especially the high schools. Additionally, attention should be paid to balancing the socioeconomic status of the enrollment of each school, such as to avoid a stark division of rich and poor between the schools. At the elementary level, more opportunities for

transitional kindergarten programs at more schools would be beneficial to students and their families.

- The teachers in this district work very hard to meet the demands of their students and community. We deserve your support for we have earned it with our parents and the rest of the community. Please do not cut programs that are in place just because the HILL is cutting programs. Let us stand out and support what is in place and show the rest of the country that "we can."
- The wide discrepancy between schools within the district. Some have large numbers of ELD students, larger percentage of low scores, and lower parent involvement as compared to other ones. Not sure how to remedy this, but it is a serious need within the district.
- There are some schools which are considered "public private schools" as they do not represent Ventura as a whole and have drawn supportive and higher SES parents and families away from neighborhood schools. Also, while VUSD as a whole is wonderful, there is a history of "favorites" which resulted in administrators being hired because of who they knew. We are overdue for a shift in administrators and a hard look at their leadership styles to get rid of the toxic environments at some sites. This is true both at the district level and at the school level.
- There has been a high level of unhealthy competition between high school campuses for years, and I would like to have a leader who can build up the district so administration at the different high school sites can work together to support each other. The ripple effect will end up supporting the teachers and other staff at each site. That one high school in particular (FTHS) verbalizes that they are superior than the others is particularly troubling.
- There has been a huge culture shift where some parents do not hold their kids responsible; the school is left with the task of raising these children.
- There has been a lot of promotions based on friendships vs. best qualified candidates.
- There have been a lot of vacancies at the district office.
- There is a decent amount of equity between our schools in regards to access to technology and teacher training. There is also a lack of accountability placed on the site leaders. For example, we have newly adopted curriculum and a few teachers who refuse to use it, or attend trainings, or give district assessments. The curriculum coaches have requested support from site leaders and, in some cases, been told by the site leaders that they will not take up the issues.
- There is a disconnect between district directors and upper level management and teachers. Lack of trust, everyone is not on the same page with regards to priorities, difference in salaries (administrators are some of the highest paid in the county, teachers on the lower end of the scale in the county) and lack of communication. There is also very little support for new principals and many struggle in their first years. Principals need more support or we need more qualified principals.
- This district is in need of strong leadership. We need someone who can united our school and local community.
- This is a time of great political turmoil and teacher's can often be accused of pontificating their personal beliefs. While all accusations should be taken seriously it is imperative that teachers are protected from false accusations and that the working environments stay positive.
- Ventura has a wide array of students from different backgrounds. There are huge differences both culturally and socioeconomically.

- Ventura is becoming more of a community that only the wealthy can afford; yet we have a number of pocket neighborhoods that are very low income. The middle class is disappearing. The state of our schools are not indicative of a wealthy community. We have many older buildings and classrooms using outdated textbooks and equipment. The funding has not been provided to give our students the best. We have limited new technology, but not enough computers or laptops to provide for every student, so some go without. It is sad to look at our beautiful "wealthy" community and then visit one of our public schools and see the discrepancy.
- We have a district that is mixed with students who come from the upper-middle class down to children of poor, illegal immigrants. We have students with special needs and students who are in G.A.T.E. The educational policies need to be multi-leveled to encourage, enhance, and empower all students.
- Our new superintendent needs to be confident in who he/she is and be willing to allow us all time to be loyal to them by being a strong, decisive, quality person
- Where is the money for professional development going? My union had to sponsor half the bill for the NSTA (National Science Conference) which took place in Los Angeles for the first time in years like a Haley's comet opportunity. Invest in your teachers, VUEA! Investing in Science teachers is critical because NGSS standards are supposed to be implemented with no official district adopted curriculum. At NSTA LA 2017, I discovered so many more resources available for Science compared to only one source that the district offers.
- While past Superintendents have preached their support of the staff, none have truly embraced the notion of People before Programs. Compensation starts with the people that make the gears work. Motivation to be the best only goes as far as support from the TOP. Salary has long been an issue. Teachers should be able to buy a house in the district in which they work.
- Wow, this is a long list...where do I start? Of course everyone points to lack of resources and money, but that's not the real reason Ventura is so unprogressive. With all the money in the world, they would still have a lack of vision and low learner exceptions. There is an overall lack of vision of what great education looks like, what kind of schools and pedagogy that produces great minds, innovators, and leaders who will carve out our future. There is a lack of critics willing to speak up to their principals. Even our highest rated elementary school--which does a great job of attracting GATE families--grossly under serves their best and brightest students. Its a one sized fits all worksheet kind of school district. These low grade clerical worksheets one after the next both during the day as well as the pile sent to be done at home--sends the message to GATE students that they must accept doing things they know are mind-numbing or choose to be disobedient. It sends a message that your smart so that's why it's easy (clearly setting these students up for major issues later in life). Every school (except the Charter school) is not project based, does not promote student ownership over learning, is not student centered, does not embody the growth mindset and is part of the problem in America's Creativity Crises. Let me give you an example of the lack of vision in education here. This year the school district had the chance to implement a new phonics program. Did they choose a constructivist based amazing program like Word's Their Way--that helps students develop self efficacy and critical thinking skills in additional to the specific phonics skills learned? No, of course not, instead they choose a teacher centered curriculum which robs the students of the chance to construct their own knowledge from patterns and instead is teacher centered where the teacher tells the students they phonics rule and then has the

students just do rote memorization (very low level thinking). When the school district had common core math come down the pipe, did they jump at the chance to celebrate a new vision of how students can learn better? No of coarse not, its just finally this year that schools are being given a common core curriculum to use, and training to go along with it. Not that common core doesn't have its issues-- it isn't great for GATE students due to the upper limits (forcing parents to consider single subject matter grade acceleration to get around this issue). Standards with ceilings are not good for GATE kids. I am concerned about the things I have seen as an educator and as a parent. This is a school system that quite frankly has me, and many other families, looking to purchase a home else where (as least by middle school we plan to get our kids out of here if there are not massive improvements). Also, there is a need for a social-emotional curriculum (call it anti-bulling, call it emotional intelligence, global citizenship call it anything you like). In short, Ventura is doing a great job of producing factory workers who can follow someone's else directions, and failing to produce the kind of innovative minds that this world needs.

- You need to be aware of the vision the school board has for you and the district.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Integrity! Strength- even if I disagree with him/her, I hope the new superintendent will be strong enough to defend him/herself with valid and thoughtful reasons- always thinking about the best interest of students! Always!
- 1. Servant leader 2. Empathy for VUSD employees and their life situations, but with fair and just boundaries 3. Clear communicator 4. Proactive: Sees ethnic studies and social justice classes as top priorities for character education and building with VUSD students of ALL ages 5. Proactive: Assertively places the social, emotional, and mental health and well-being of VUSD's students and staff FIRST (with funding and plenty of counseling/support personnel) BEFORE academic performance (whether district or state) 6. Reactive: Intolerant of harassment, bullying, racism, sexism, etc. with students, VUSD staff/personnel, parents, and/or the public whether face to face or via social media and implements clear boundaries to protect
- Backbone - proven ability to stand up for what is right even if it means getting rid of internal problems
- What I think is most important in our new superintendent is vision and dedication to carry out the plan to get there. He/She needs to communicate that vision and consistently make efforts to move in that direction. I also feel that the superintendent should be very visible at the school sites and highlight the work that teachers and schools are doing for our public. This person should be tech savvy and have a social media presence (I.e- twitter, instagram) that will provide positive PR to our clients (the parents and community). The new superintendent should be approachable and have a deep understanding of the role that they are committing to, but should not be afraid to change things.
- The next VUSD superintendent must be one who with vision and excellent communication skills. We've had many years of praising often mediocre accomplishments, and now our district has slipped in reputation, while small districts such as Rio and Fillmore are becoming known as the innovative places to work and learn. It's not enough just to shower praise on educators to make them feel good; we must

become a district where employees in the field (at all levels and in all departments) are encouraged to identify systemic problems and leverage our own natural capacity to design solutions. A great superintendent will help every VUSD employee become an empowered problem-solver in order to create the best possible school system for our community.

- Openness, warmth, sincerity, curriculum and pedagogical knowledge. S/he should be a champion for change in terms of considering new pedagogy, but be able to implement that change without disregarding what works. S/he needs to be able to enlist and engage all stakeholders in that change, so that it is a team effort. This needs to be someone who has had experience at all levels and hasn't forgotten what it's like to be in the classroom on the front lines.
- A superintendent sets the tone for the entire school district. Several years of experience as a teacher and principal are essential. S/he needs to know what it is like to be in the classroom and run a successful school. Not only that, s/he needs to have done well in these pursuits. S/he needs to come with a reputation for having great integrity. A positive attitude, kindness, and strength of character are essential. S/he needs to have a strong handshake, friendly smile, and look people in the eye. S/he needs to know how to delegate and trust in the professionalism and pride of all stakeholders involved. S/he needs to build people up and deal with conflicts in a fair, just manner.
- Needs to be able to bring diverse perspectives to a common ground and understanding about teaching and learning in our district. Needs to effectively partner with leadership to move teachers into modern instructional practice
- One should be able to see, and treat, each teacher as an individual with unique skills as well as needs.
- Relational, supportive, good listener, decisive, comfortable with saying no, be willing to do what is best for our students even when it is hard, bilingual, have spent time in the classroom, have a sense of humor and be a positive leader.
- Our new leader should be bilingual and a role model in education. Not only book-smart, but people-smart. He/She should be approachable and pro-teacher. He/She should always have the needs of children first and foremost. Lastly, this new administrator should have knowledge of English language learners and always include them in the management of our district.
- They should be honest, fair, approachable/friendly, good public speaker, hard working, and have excellent references and experience
- Honest, respectful, kind and an excellent communicator. He/She must be supportive of all staff, approachable, balanced and transparent in their leadership and decision making. Lead with grace and kindness not fear and manipulation.
- Good communication skills, respect for all people, meet with teachers, celebrate all our victories with us, and be genuine
- Staff at the school sites - who work directly with students - should be the priority and not the district office.
- A candidate should have leadership experience in a similar size district. This person should have exemplary interpersonal communication skills.
- Our new superintendent needs to be a true community leader as well as a student advocate. Our super needs to support teamwork among students, staff, families, and the community. Our superintendent needs to be hands-on and become familiar with all campuses.
- Dynamic personality, outstanding speaking skills, empathetic, kind and patient.

- Communication is key, including a strong presence, higher-profile involvement in activities, and a clear thematic approach to the district's vision. When times get turbulent (as with Buena's racially-charged PR incident in January), we need a leader who provides a strong voice and clear response to these unforeseen circumstances. A simple district-wide email does not suffice to solve the problem.
- I believe we need a superintendent that watches and observes before making sweeping changes. On the other hand, we need a leader that is available and has a strong sense of direction for the entire district. All sides of a story should be listened to, not just from principals or other stakeholders.
- Must be bilingual.
- I want someone who is visible, and not just at back-to-school night. I want to be listened to. I want someone with strong leadership skills, communication skills, and someone who will stand up for teachers. I don't want someone who micromanages. I want someone who will deal effectively with behavior problems, and who is willing to pay teachers what they are worth. I want someone who isn't only about test scores.
- Fair, reasonable
- Honest, communicator, proactive, fair, community builder, capable, accessible, problem solver, knowledgeable, negotiator, and empathetic.
- Experience in large districts- not only as an administrator, but also a classroom teacher. Someone who will visit the school sites regularly. Experience in districts with high ELL populations.
- Responsibility, Integrity, Compassion, and a fathomless appreciation for the Arts. Our new Superintendent will be interested in the whole child, will recognize the importance of the Arts. We are not raising test taking robots.
- Bilingual, or supports and familiar with bilingual education/dual immersion. Our community has more and more Spanish speakers each year. Our dual immersion programs are important to our community. I want to see our superintendent in our classrooms so he/she can celebrate our strengths and clearly identify our weaknesses as a district.
- He or she will need to be able to unite both ends of the political spectrum to serve the best interests of the students. He or she will need to be a good communicator and speaker, and not be afraid to stand up for what is right, even if it is not popular.
- We need someone deeply immersed in research and educational theory who knows what's best for kids, what inspires teachers and how to communicate with families and the community.
- Communication skills (via email, phone, in person), team building abilities, listener, decision maker, able to see multiple perspectives, organized, productive.
- Strong vision Student-centered Empowers teachers Use of social media VISIBLE
- The new superintendent must be a communicator and a people person focused on talking to teachers and students, not just the people around her/him. S/he must be willing to spend a substantial amount of time on the sites talking to the teachers directly. S/he MUST understand equity and culturally aware leadership. I would hope that s/he would be open to new ideas and different points of view and be hired free of any personal agenda. I would want someone hired who is asking- what needs to be done? How do I find out what needs to be done and how do I mold my leadership to meet those needs?

- Some one needs to be able to deal with a lot of crazy parents. The awesome and supportive parents are unfortunately not who you hear from. You hear the loud voices yelling, "injustice" and causing good leaders to get canned...
- The superintendent needs to be willing and able to listen to the concerns and needs of all stakeholders equally and then make an informed decision in a timely manner.
- The candidates should be able to speak without the use of a phone. The candidates should speak the truth. The candidates should have already demonstrated strong leadership skills with exemplary letters of rec. from both previous employers and the community from which they have or are residing in.
- Leadership is key. However, that doesn't mean giving edicts. He/She needs to be able to work collaboratively with administrators, teachers and the public. I also feel strongly that a strong knowledge of curriculum and standards is important to truly understand what we are supposed to be accomplishing and where we need to be headed.
- The superintendent should be open to hearing from all community members and willing to make tough but fair changes without waiting too long but finding the balance to not disrupt and erode the trust of staff or parents. A positive outlook, commitment to keeping Ventura Ventua and VUSD VUSD, strong personal speaker and effective communicator, supportive yet strong, welcoming to all students and families no matter their ethnicity, religion, family status, socioeconomic status, etc.
- Someone who enjoys working with people, who is willing to have difficult conversations with principals, who is honest, kind, visible, hardworking, and who models what he/she wants to see from our district people.
- the new Superintendent needs to be culturally literate; s/he needs to understand the needs of the entire community, not just the high profile students. They should be bilingual: Spanish/English and understand the needs of the community and how the district is changing. I would like to see someone who has been a principal and also worked at a district level in developing and managing categorical programs. The person needs to come in and learn our district and then make changes as needed.
- Good PR skills but decisions based on what's best for the children. Need to support the classroom teachers next.
- Honest, open, and caring
- The new leader should be a future ready curriculum leader. Proficient with technology and the demands and support needed to move our schools in a progressive path. He/she should be hands on and an active participant at all levels do as to stay connected with what is "really" happening with our leadership, our curriculum coaches, our site leaders, and our classrooms.
- Budget and management skills. While the superintendent is a liaison to the community and in the public eye, basic management and accounting skills are a necessity. They can't just be a good spokes person.
- He or she should be highly educated, organized, experienced in the area of education and teaching, familiar with our community, approachable, dedicated to equitable education for all of our students, and role model for our school community and local community.
- The superintendent needs to be a great communicator. They also need to be involved at the school sites. This district performs best when teachers, staff and students feel that their voices are being heard at all levels of the administration.
- I think good communication is a must. We need someone present. Someone who means what they say and says what they mean would be good. Someone who respects what is working and wants to be part of the process of fixing what is not. I think in the past

"experts" have been brought in for an often one-time presentation. This seems a waste of time, especially when we have so many expert teachers in the district. Some teachers are doing really cool, cutting edge activities.

- Number one: we need a people person. Community building is a key factor in a successful school district. Our city and our school community are not always supportive of each other and we need a good negotiator who will work to build bridges. Someone who takes an interest in each and every school in our district and will advocate for equality and standardization in our schools in facilities, equipment and staffing would bring great joy to many people.
- The superintendent needs to be a person who is able to multi-task, have great people skills, who understands diversity, but does not use it as an excuse for failing students. The superintendent needs to be able to understand our community as a school district as well as a neighborhood. There needs to be rules that ALL staff will follow. There needs to be consequences for staff members who choose to do their own thing and not follow the policies. This type of teacher makes it difficult for the ones who do follow the policies.
- Good listener, but know when to stop the conversation and act. Innovative at a pace that we can keep up with. Placing children before their own advancement
- Attitude of innovation, "Can do!", "Let's investigate all possible facets of the issue and develop a plan together", "Let's work it out", "Let's brainstorm solutions rather than focus on how bad an issue is", and "Let's invest in professional development for teachers because it affects our students". Characteristics: Honest, Dependable, Faithful servant of all not a lord it over stance, responsible, has integrity especially with the budget, no favoritism, firm, fair, consistent, eager to learn research based successful methods not "I know it all", and humble in that they are willing to always self reflect and improve.
- Open minded and being visible.
- We need a person with a strong vision of what great education looks like--under all kinds of conditions (wealthy communities to poor)--who is willing and ready to preserver to make needed changes. Ventura, while a large City, has a good old boys small town feel. Your going to have to deal with a lot of Principals that are suffering from the Emperor's New Cloths syndrome and have not had to deeply reflect on what they need to change or why a change is needed. The changes need to be intrinsic, motivated by someone that can quickly gain the respect and admiration of the educators here and inspire a new vision. You should be able to point to other schools with less resources that have done better. You should be able to quickly cite the best studies per each topic area regarding problems of practice in education, you should be passionate and ready to implement policies that encourage discourse and dissent.
- We need someone who will spend time getting to know the schools, principals, teachers and students.
- The Superintendent needs to be a phenomenal people person and have experience working at various district positions.
- A visible, confident, leader who can lead by example.

Spanish Survey

administrador

- 1. Diga las cosas buenas de su comunidad. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)**
 - Es una comunidad tranquila.
- 2. Diga las cosas buenas de sus escuelas. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)**
 - Es una escuela segura, organizada, limpia y muy bonita.
- 3. ¿De qué temas el superintendente debe estar consciente cuando él / ella entre en el distrito? (Esta información se comparte con los candidatos finales.)**
 - Un superintendente con conocimientos y experiencia en la materia. . queremos estar seguros de encontrar líderes fuertes para mantener la escuela funcionando sin problemas.
- 4. ¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza como examinamos a los posibles candidatos.)**
 - Integridad y alta consideración moral. liderazgo organizacional. Debe tener compasión por la situación de cada uno de los estudiantes que asiste a su escuela. Tener habilidades para construir un consenso entre las otras personas que contribuyen en la escuela (profesores, padres, miembros de la junta directiva y demás personal). Dominar bien los dos idiomas.

Translation:

Administrator

- 1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)**
 - It is a quiet community.
- 2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)**
 - It is a safe school, organized, clean and very nice.
- 3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)**
 - A Superintendent with expertise and experience in this field. . We want to make sure to find strong leaders to keep the school running smoothly.
- 4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)**
 - Integrity and high moral character. organizational leadership. You should have compassion for the situation of each of the students attending his school. Having abilities to build consensus among others contributing in the school (teachers, parents, members of the Board of Directors and other personnel). Master both languages well.

miembro de la Comunidad

- 1. Diga las cosas buenas de su comunidad. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)**
 - Mi comunidad es tranquila a pesar de las diferentes culturas que en ella se desarrollan.
- 2. Diga las cosas buenas de sus escuelas. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)**
 - Mi hija acude a la escuela primaria Will Roger, y si bien es cierto que no todo es perfecto, y hay mucho por hacer también es cierto se trata de ayudar a los estudiantes dentro de lo posible.
- 3. ¿De qué temas el superintendente debe estar consciente cuando él / ella entre en el distrito? (Esta información se comparte con los candidatos finales.)**
 - En mi opinión personal es importante la imparcialidad ya que vivimos en un país con comunidades étnicas. Y como líderes de algo tan importante como es la educación El ejemplo es la mejor enseñanza.
- 4. ¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza como examinamos a los posibles candidatos.)**
 - Liderazgo por que ellos son la cabeza, de una institución destinada a la educación enseñanza de las nuevas generation que representaran El futuro de este país, pero si la cabeza no piensa el cuerpo no funciona.

Translation

Community Members

- 1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)**
 - My community is quiet despite different cultures that develop in it.
- 2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)**
 - My daughter attends primary school Will Roger, and not everything is perfect, and there is much to be done to help students as far as possible.
- 3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)**
 - In my personal opinion, fairness is important since we live in a country with ethnic communities. And as a leader it is important to have the best education.
- 4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)**
 - Leadership being in charge, an institution destined to the education teaching of the new generation that would represent the future of this country, but if the head doesn't think the body cannot function.

padre

1. Diga las cosas buenas de su comunidad. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)

- La comunidad de Ventura es muy diversa, multicultural y nos encantan las actividades al aire libre, sobretodo las actividades relacionadas al mar.
- Que no hay mucho racismo y podemos caminar libremente por las calles; tambien podemos disfrutar del mar y sus montañas
- Es una comunidad tranquila y con los servicios necesarios para los habitantes del área
- Vivimos en una comunidad diversa a la cual nos enseña que nos relacionamos con gente de muchas partes de el Mundo conosco un poco de diferentes culturas y esto es Bueno para poder aprender un segundo idioma...
- Nuestra comunidad es un lugar muy bondadoso y lleno de niños siempre dispuestos en ayudar.

2. Diga las cosas buenas de sus escuelas. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)

- Que el personal es bilingüe (inglés/español), que la directora siempre estaba dispuesta a escucharnos y a elevar el nivel educativo de la escuela.
- Que hay personal bilingües y cada vez que ocupo alguna información me atienden de lo mejor
- Están ubicadas cerca de nuestras casas y no tenemos que manejar grandes distancias para llevar a nuestros hijos a la escuela
- El personal bilingue es muy atento cuando hay situaciones de Duda en cuanto al estudiante..
- Montalvo y Anacapa son dos escuelas extremadamente llenas de gran maestros con gran interés en aydar a nuestros hijos.

3. ¿De qué temas el superintendente debe estar consciente cuando él / ella entre en el distrito? (Esta información se comparte con los candidatos finales.)

- Que hable español y que apoye a la comunidad hispana y que sea un buen lider sobre todo para las personas inmigrantes
- Debe tener en cuenta que hay diferentes etnias en la comunidad, por lo tanto debe ser comprensivo con todos los alumnos
- Velar por las necesidades de el distrito escolar y no sus propias necesidades..
- ¿Cómo puedo aydar y hacer cambios necesarios para asegurarme de que los niños siempre sean la meta primaria.?

4. ¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza como examinamos a los posibles candidatos.)

- Definitivamente debe hablar español, que tambien cuente con la experiencia como maestro para que pueda comprender la relación entre director-personal administrativo-estudiantes-padres, así como una trayectoria que muestre su interes en la igualdad y diversidad étnica, cultural, de género, etc. Con liderazgo para que pueda manejar las diversas problemáticas que este cargo conlleva, y que tenga diplomacia para poder tener buena comunicación con toda la comunidad.

- Que hable español, que tenga disposición para ayudar que sepa resolver los diferentes problemas y buena comunicación con maestros, padres y estudiantes
- Debe ser una persona profesional, preparada académicamente, pero sobre todo consiente de las necesidades de los niños ya que son el futuro de la comunidad. Ser un ejemplo de sus empleados y escuchar siempre las inquietudes de los padres
- Tiene que ser justo, ecuanime, objetivo
- Comunitario, Comunicativo, Trabajador

Translation:

Parents

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- Ventura community is very diverse, multicultural and we love the area activities free, above all the activities related to the sea.
- That there is not much racism and we can walk freely through the streets; also we can enjoy the sea and the mountains
- It is a quiet community with essential facilities for the inhabitants of the area
- We live in a diversified community which teaches that we relate to genre in many parts of the world. Many different cultures and this is good to learn a languages.
- Our community is a place full of children always willing to help and very good-natured.

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

- The staff is bilingual (English/Spanish), that the Director was always willing to listen to us and to raise the educational level of the school.
- There are bilingual staff and whenever I need any information they are the best
- They are located near our homes and we don't have to drive great distances to take our children to school
- The bilingual staff is very attentive when there are situations of doubt as to the student.
- Montalvo and Anacapa are two schools extremely full of great teachers who are keen to help our children

3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

- Need to speak Spanish and to support the Hispanic community and to be a good leader especially for immigrants
- You should know that there are different ethnic groups in the community, therefore you must be comprehensive with all students
- Ensure the needs of the school district and not own needs.
- How can I help make necessary changes for aseguarme, so that children will always be the primary goal?

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- Should definitely speak Spanish, also has experience as a teacher so that you can understand the relationship between director and personal, administrator and students and parents, as well as a track record that shows your interest in the equality and diversity ethnic, cultural, gender, etc. With leadership that can handle the different issues inherent in this position, and diplomacy have to have good communication with the community.
- To speak Spanish, and is available to help, who knows how to solve the different problems and good communication with teachers, parents and students
- Should be a professional person, prepared academically, but mostly is aware of the needs of the children since they are the future of the community. Be an example of employees and always listen to the concerns of parents
- It has to be fair, balanced, objective
- Community, communication, worker

estudiante

- 1. Diga las cosas buenas de su comunidad. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)**
 - los parques y la distribución de edificios y las escuelas
- 2. Diga las cosas buenas de sus escuelas. (Esta información se utiliza para ayudar a reclutar candidatos de calidad.)**
 - los maestros y el sistema de educación
- 3. ¿De qué temas el superintendente debe estar consciente cuando él / ella entre en el distrito? (Esta información se comparte con los candidatos finales.)**
 - el apoyo a los inmigrantes
- 4. ¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza como examinamos a los posibles candidatos.)**
 - ser buena gente y no ser racista

Translation

Students

- 1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)**
 - the parks and the distribution of buildings and schools
- 2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)**
 - teachers and the education system
- 3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)**
 - the support for immigrants
- 4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)**
 - be good to the people and not to be a racist