

Stakeholder Input Report for

Tukwila
School District

Tukwila, Washington

Submitted by

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Tukwila School District Stakeholder Input Report

Executive Summary

On February 21st and 22nd, consultant Rich Parker conducted meetings with district stakeholders representing several different groups associated with the Tukwila Schools. Input was gathered regarding the selection of a new superintendent for the Tukwila School District.

This report is a compilation of all the input received from these groups and individuals in response to the four questions asked of each group. An additional section of the report consists of responses by individuals who completed the online survey and responded to the same four questions.

These are four questions that were asked of each group:

What are the greatest assets of the Tukwila community area?

What are the strengths/assets of the Tukwila School District?

What are the most significant district and/or community issues the selected person will need to deal with in order to be effective and successful?

What characteristics and qualities are most important in the next superintendent of the Tukwila School District?

Additionally, the school district's Community Liaison team met with members from their respective communities to gather input regarding these four questions.

High School Students:

What are the greatest assets of the Tukwila community area?

- People
- Diversity
- The mall
- One high school
- Local businesses
- Close knit community
- Lots of things close by

What are the strengths/assets of the Tukwila School District?

- Relationships
- Good teachers
- Opportunities with clubs

What are the most significant district and/or community issues the selected person will need to deal with in order to be effective and successful?

- Diversity among teachers
- Teachers need to be empathetic not sympathetic
- More AP programs
- More foreign languages
- Free lunch

What characteristics and qualities are most important in the next superintendent of the Tukwila School District?

- Knowledge of things going on
- Visibility
- Communication skills
- Collaborative
- Responsible
- Open minded
- Respect
- Commitment
- Accountability
- Outgoing
- Listener
- Thoughtful
- Problem solver
- Creative

- Ability to admit mistakes
- Trustworthy
- Reliability
- Organized
- Positive

Middle School Students:

What are the greatest assets of the Tukwila community area?

- Diverse community
- Community supports each other
- Welcoming
- Mall
- Safer than other cities
- Friendly
- A lot of things close by
- Convenient location
- Good Public Library
- Small city in urban setting

What are the strengths/assets of the Tukwila School District?

- Supportive of the Arts
- Schools are big – more students in the building
- People stand up for each other when others are being bullied
- We learn other perspectives from race instead of just one perspective
- Teachers are great!
- Should be more electives
- Technology – not enough computers for everyone
- Organized events and activities
- Clubs and programs
- Schools are close to each other
- Respect of race, gender and sexuality
- Diversity

What are the most significant district and/or community issues the selected person will need to deal with in order to be effective and successful?

- More electives
- More school events
- Improvement of food/snacks
- Chromebooks are out of date – new technology needed

- Student-teacher relationship – communication needs improvement (generational gap)
- Harassment of student's based on clothes, etc.
- More languages being offered
- Equity in district – girls vs. boys – dress
- More diversity among teachers
- More middle school activities
- More electives
- Quality issues with some teachers
- More field trips
- Why are teachers leaving?

What characteristics and qualities are most important in the next superintendent of the Tukwila School District?

- Open-minded
- Self-Direction
- Understanding and compassionate
- Nice
- Integrity
- Willing to work hard
- Defends and supports people
- Unique
- Multi lingual
- Assertive
- Unbiased
- Encourages and motivates
- Relates to the community
- Supportive of all races and sexual orientation (LGBTQ), gender identity
- Honest
- Doing the right thing – decisions for the best of the community
- Communication skills
- Good with finances
- Believes in women's rights
- Cares about education
- Visibility
- Sits down with students
- Established goals

Teachers and Support Staff:

What are the greatest assets of the Tukwila community area?

- Diverse
- Used to be blue collar -
- Used to have great sports teams here, starting to see that coming around
- Census is 19000, but during the day upwards of 150K – 250K
- Beautification is living – kids are not active in the community
- Opportunity for individuals to be exposed to other cultures, foods, traditions
- Smallness of the community
- Change happens quickly
- Supportive
- Parent events and after school activities – touch a bus, family engagement
- Tight knit community
- Multi generational community
- Organizations willing to help schools

What are the strengths/assets of the Tukwila School District?

- Small district
- All for one – one for all – school buildings
- Employment opportunities for students – CTE
- Athletic events are now scheduled in collaboration with transportation
- McKenny Vento students are welcomed
- Free breakfast
- Breakfast in the classroom for every student
- 2nd chance breakfast
- Mentor programs
- Tutoring available in the evening for the students
- Zero hour classes
- New buses – 10
- Nimble district with 5 schools
- Past mistakes have been learned

What are the most significant district and/or community issues the selected person will need to deal with in order to be effective and successful?

- Mechanic on site
- Logistics and Timing in transportation
- Administrative office not turn over so fast
- CBA is being reinterpreted constantly
- Conversation that isn't adversarial

- Out of pocket expenses for medical care
- FTE benefits for our 180 employees would become more standard and appropriate
- Rules not followed – no eating on bus yet teachers give students popcorn for the bus – safety issue
- Parents don't know expectations of rules for bus
- Building Administrator (schools) don't know /enforce rules
- Principals don't seem to get help from the Board / Admin. – supt. not enforcing policies
- Need consistency
- Low pay
- Horrible medical benefits
- Inequalities in pay for experience
- Due diligence in hiring – complete background checks for competence
- Outrageous salaries for inexperienced people (administrators)
- District seems to be focused only on hiring black teachers. We have other races that need to be recognized as well.
- Blacks are promoting racism in the district – students
- Students do not blend into other races – stay within their own race
- Communications highlights/engages racism
- Competing interests
- Low student achievement
- High turnover
- No systems in place
- Don't higher quality people
- People are apathetic
- More collaborative environment

What characteristics and qualities are most important in the next superintendent of the Tukwila School District?

- Be visible – ride along on bus (thought Aaron was the interim supt). - have not met interim supt. yet.
- Be supportive
- Enforce and follow policies/procedures/processes
- Communication
- Respect for every employee
- Realize and acknowledge that there are other races that need to be hired to help our students – See other races as well black
- Fixer and doer
- Can say no
- Trustful
- Consistent
- Someone who closes the loop
- Knows how to work with the school board informing them of their role

Administrators:

What are the greatest assets of the Tukwila community area?

- Family oriented
- Small town
- Generations here – alumni
- Mix of community – multi generational families/generations and newcomers, refugees
- Supportive community
- Parents want the best for their children
- Family engagement night – families involved
- Community liaisons – connection to the community and students/families
- Expensive to live here – for staff and students/families
- Tight-knit community
- Old-generation
- Support - bond
- Resources
- Boeing, SeaTac, shopping
- Close to SeaTac
- Industry supportive of athletics

What are the strengths/assets of the Tukwila School District?

- Board passed resolution “Black Lives Matter”
- Dedicated teachers – care about students, go the extra mile
- We want to retain our teachers – pay is a concern.
- Teacher tenure – although that is changing, we are now seeing more new faces
- Small district, but lots of support for students – classes
- District is efficient
- Access to different levels
- Able to know every teacher
- Manageable group to build relationships
- Academic support
- Family liaisons

What are the most significant district and/or community issues the selected person will need to deal with in order to be effective and successful?

- No ELL director – why not?
- Good, bad or ugly – changes need to stop
- Too much rotation in central office – h.r., finance, supt., SPED director
- Loss of institutional history
- New Supt. needs better coaching for what they are being hired for.

- Supt. needs to actually roll up their sleeves and actually work, with staff
- Under appreciation and lack of respect.
- Teachers do not feel supported by the District office
- Communication
- Loss of good people
- Pay of administrators – unequal to teachers
- New, non-competent people are hired
- New “supt” brings in their team/friends – by the time the new “hires” are settled, the “supt” is gone.
- We need support!
- No succession plan
- Race and equity
- SPED increase
- Turn over
- Stability
- People don’t feel valued
- Job security
- Poor decision making by the school board

Community Forum:

What are the greatest assets of the Tukwila community area?

- Convenience – living, schools,
- Community is a cross road– north / south
- Neighborhood schools
- Diversity – economic, racial, cultural
- Small and nimble
- You can make a difference
- Genuine interest and care in improving things
- Easier to make things happen
- Walkability – library, stores,
- Welcoming

What are the strengths/assets of the Tukwila School District?

- Small
- Nimble
- Embracing new things
- Great Teachers!
- Great Staff!
- Recognition of when something is not working

- People willing to make changes
- Staff work here because their heart is here
- Meet needs of every population that comes into the district
- Steering Committee – addresses crucial issues
- Community support for schools – improvements, etc.

What are the most significant district and/or community issues the selected person will need to deal with in order to be effective and successful?

- Some staff need to be replaced
- Diversity is an issue
- Union can make staff changes tough
- Hiring quality administrators
- Support / Aides to teachers
- Attract/retain teachers who are willing to work with a diverse community
- Staff who WANT to work here because of the vibrant diversity
- Supt. driving the community out of the schools – this needs to change
- Communication
- Dysfunction at the central office

What characteristics and qualities are most important in the next superintendent of the Tukwila School District?

- Supportive and encourage of work
- Understands complexity of the district
- Part of the “team”, not a stand alone
- Hire great principals, not friends of theirs that are in trouble
- Has to wear a lot of hats
- Make connections with the community, business, parents, staff
- Roll up sleeves and work
- Focus on the kids – moving forward and meeting their needs
- Care about community, see the connection and nurture those connections
- Lives in the community
- Accessible
- Sincerity and genuine
- Follow up
- Brave and fearless

**Community Meetings
with
District Community Liaisons**

Tell us the good things about your community.	Tell us the good things about your schools.	What issues should the superintendent be aware of as he/she comes into the district?	What skills, qualities or characteristics should the new superintendent possess to be successful here?
<p>In this community, I received educational support class in my own native language. That's been very helpful for me and my kids.</p>	<p>This school has Parent Liaison and ELL program for my children. The best thing is Parent Class.</p>	<p>The superintendent should aware of the diversity in the school and their needs.</p>	<p>The superintendent that can change attitudes on race, understand the diversity, the school needs, and the community needs.</p>
<p>Have different tools (CBO's) and the city is in a central location</p>	<p>Having a community liaison for the school is the best support of the parents. We can communicate in our language.</p>	<p>Having access to different types of people in this diversity, isn't just about gender or race, it's also about the diversity of background and mindset.</p>	<p>Making students to success in their learning, bringing unique strengths and support to the table. Listening to the parent needs, leads to more creative to the diverse school.</p>
<p>People are bound to wind up different from each other. This community really care us, no matter who you are.</p>	<p>With out knowing English, this school help me a lot about American School system. I can shared all of my problems with the school and they helped me to finds resources.</p>	<p>She/ He should aware of the cultural, religion that people believe in, paying attention to what student needs and feel.</p>	<p>having exposure to diverse experiences and backgrounds will make us more empathic and considerate of each other. make wild decisions as a school that improves more.</p>

<p>This environment make me feel like I am belong to here and people are respecting each other.</p>	<p>My kids received a lot of support from school, teacher, community liaison and the district staff for their education.</p>	<p>The Superintendent should aware of the different communication means between the school and the parents.</p>	<p>To be successful in the diversity school district, he or she should impair, then atrophy ability to negotiate, relate, know a way to support refugee students and community, influence or be a true team prayer.</p>
<p>Comes together to support each other</p>	<p>Beacuse of Liaison we can communicate in our language</p>	<p>Why our students are having big gap in their education?</p>	<p>Need to know what is going on in the district, what actual diversity means, its advantage and disadvantage</p>
<p>lots of support around us</p>	<p>Liaison, Parents class and Extra classes</p>	<p>Diversity, Extra academic support and more Preschool needs</p>	<p>needs to understand the diversity, where they came from, their academic background and how we can support them</p>
<p>Close to the school and health clinic. I like this diversity because it's way to understand the world.</p>	<p>This school really take care of immigrant family, patience to my kid, educate the me to know better of education system.</p>	<p>The Superintendent have to aware of the diverse believe, culture, jobs, the community needs.</p>	<p>Need to know the gaps between the student, the district and the school. Leads to creative teams and support, the school teacher bottom line.</p>
<p>Transportation and good location</p>	<p>The school communicated well with parents in our native language</p>	<p>Aware of the community culture and the student school background</p>	<p>Re establish the team, Good listener, Leader not director, Well communicating with teacher and staff. Willing to live in the community.</p>

<p>Close to all area, received all support from the community leader</p>	<p>Received school support from liaison between the community and the school in my own language.</p>	<p>Understand other culture, paying attention to the students, family and employee's feelings.</p>	<p>Ability to work effectively with others, Strong communication skills, knowledgeable of the district issues and live in the district or surrounding community.</p>
<p>Good transportation. Feel diverse and diverse group is fun</p>	<p>The best about this school district is, communication. Any issue or concern, the school will communicate with me in my own language.</p>	<p>Be aware of ELLs student and parent's background. Support ELL teachers and need to have a good relationship with building Principals and staff.</p>	<p>Ability to work effectively with staff and community. Live in the district or surrounding community.Strong minded but open minded. Good communication with staff and community.</p>
<p>This community is having access to different types and easy access.</p>	<p>I enjoy attending parent class every monthly. This school district make me understand US school system.</p>	<p>You have to gain staff and community trust.</p>	<p>Ability to work effectively with others.Open to recommendations/listening and able to relate to students, live in Washington state.</p>
<p>I love to live in diversity.</p>	<p>Thank you for providing liaison between the community and the school</p>	<p>You have to aware of diversity an environment that feels like everyone and respect.</p>	<p>Live in this state or community. Knowledgeable of district issues.Strong communication.Demonstrates trust and honesty.</p>

<p>Good transportation, easy to access, close to supermarket and clinic</p>	<p>ELLs teachers take care of my kids. Whenever I need support in language, they get the resources for me. Educate me about the school system.</p>	<p>make sure knows community members and staff. Not sitting in the office and visit around the community, get trust from the diversity.</p>	<p>Familiarity with the diversity and ELLs curriculum areas especially reading, math, and science. A decision maker. Live in the district or around this community.</p>
<p>We support each other in the community.</p>	<p>Teachers care about their kids, they suggest us how we can support at home, we get the information on our home language.</p>	<p>Why our students are not in grade level and how we can provide more support for them and we also need more preschool classes.</p>	<p>He needs to have an experience working with Immigrant and Refugee population and need to be aware of what kind of support they need.</p>
<p>Good Transportation, I like diversity group.</p>	<p>The school always keep and touch with my home. I have a chance to know what my kids are doing.</p>	<p>Be aware of other people culture and languages. Need more support for ELLS parent and student.</p>	<p>At leave live in Washington, Strong communicating with parents and staff. Vision to see a big picture for diversity community.</p>
<p>This environment that feels like belongs to my family and this community is respected to refugee families.</p>	<p>My kids are left behind in education. But the school teacher try her best to fill up the gap. I like 0 hours and after school program, language support with our own language, parent engagement class.</p>	<p>Make sure the humans who are living in this area are different then other and respect the cultural.</p>	<p>Strong minded, know about the community, live in the district, clear communication with staff, parents and students. A good listener and patience.</p>

<p>Close to food store, clinic, school and food bank.</p>	<p>Helping my kids to learn English better in writing, speaking. I can get communication in my own language, learn USA school system in parent event.</p>	<p>Know community members and find out their needs. be aware of their cultural background.</p>	<p>A good listener. Know about diversity .Live in the community or within the state.</p>
<p>Peaceful, Safe, transportation and easy to get resource.</p>	<p>All the teacher warmly welcome, no races, get support from school, listen to the parents voice, communicate with our own language.</p>	<p>Be aware of the students needs and their gap, the culture of the students belonging.</p>	<p>A good decision maker for the diversity. Stand up for the student and staff. At least live in the community or in this state.</p>
<p>Transportation, close to school and people respect each other.</p>	<p>The teacher are respect to the kids and received a lot of support for ELLS parents.</p>	<p>Be aware of other people culture and background.</p>	<p>Like in the community or in this state. Willing to listen to the parents and students voice, open minded and ability to work effectively with the diversity.</p>
<p>Center city, close to all area.</p>	<p>The school support the student right and listen to the parents voice.</p>	<p>be aware of diversity, look around this area and understand their need, open mind and be patience with the culture. Visit to the community.</p>	<p>A strong leader who genuinely wants to make a change and open minded. Learn from the community. Ability to work effectively with the community. Educate parents and listen to the parent voice.</p>

<p>The community support each other and come together good times and bad times. Lift each other.</p>	<p>My kids go to Showalter and they love their school teachers. The teachers communicate with me good and bad and I appreciate that.</p>	<p>Someone that can support and understand the teacher's needs in the classroom.</p>	<p>Someone that speaks a second language.</p>
<p>Helping each other</p>	<p>Safety and education are the things I like about my child's school.</p>	<p>Someone that can do their job and builds relationship with others.</p>	<p>Someone that can build relationship with others.</p>
<p>Easy to access transportation, close to school and clinic.</p>	<p>The teacher take care of my kids education, the staff are respectful, support in my own language.</p>	<p>be aware of the parent and the student background and their culture.</p>	<p>Strong communication, understand diversity, understand the students needs, support after school program, summer school and parent class.</p>
<p>Transportation, clinic and close to shopping mall.</p>	<p>Provide the school transportation, language support in our own language, educate parent to know the school system.</p>	<p>To be patience with diversity and aware of the culture</p>	<p>Live in the district or surrounding community. Trust and honesty.</p>
<p>Transportation, clinic and close to work.</p>	<p>Support ELLS parents and student, get language support and communication. The teacher are very patience to the refugee kids.</p>	<p>As diversity community, be aware of the culture and different thought of mind.</p>	<p>Strong community skill, listen to the parents voice and concern and open minded.</p>

close to clinic, school and like diversity	Like school bus, the school willing to help when I needs social and emotional support. The school teacher are very nice. provided school information in my own language.	Find out a way to communicate with parents in their own language.	Knowledgeable of the district testing and school curriculum for ELLs student. Live in the district or work for the district.
Diversity, Loving and supportive community, Genuine Caring	Support for students, families and staff , team work and team building	Miss management of funds, classroom needs, needs for our diverse children	Cultural Sensitive, Supportive, Awarness of past issues and barriers
Transportation ,close to the school and clinic	The school support us when ever I need help. Received communication in my own language.	People who live here are bound each other with different culture. Please aware of their culture.	Leader not director. People already know about the school district in live with then the washington state. knowledgeable with family engagement and supportive.
Close to the school and cascade view park. Transportation	Even Though my kids is behind in education, this district really help my kids to get into the level that, they support to be. Received support Communication is in our own language and	Understanding the diversity. Respect the culture of the community and learn from the people who live around the area.	Leadership skill,Strong communication skill, know about our school district and already in experience in the district.

	other social support.		
easy to access transportation, clinic, school and the center of the city and close to the airport as well.	The school teacher really care to my children. before school and afterschool program. When we have difficulty time, the school help us to solve the problem.	To understand our cultural and listen to the parents voice. Know the parents background.	I want to the person who already work for the school district or live in this surrounding area. Strong communication between the staff, students and the community.
Close to the airport, school and live together with our community group.	I like the teacher, liaison and pre school teacher. I like to attend parent event one a moth. I like the school comminuted with us in our own language.	We can't speak English and we need more support in interpreter and translator. Some time we receive in English, we don't know what is what.	I good leader. love the community, Make sure love the staff, students and parents.

<p>Easy to access the school, clinic, shopping mall, library and government agency</p>	<p>The school take care of my kids education and communicate with me in my own language whenever my kid have issue or good grade.</p>	<p>This diversity like to live as family not like employees. Love to collaborative and enjoy the music and dance. Please care about the community cultural and needs.</p>	<p>Willing to work with refugee families, willing to provide language support when the families need, Live in the community and already work for the school district.</p>
<p>Easy to access transportation, center of the city, close to the school and live together with our native people.</p>	<p>This school provided for us a translator, interpreter and any support that I need for the school matter.</p>	<p>I really want to let you that, this district need to have more pre school class. A lot of my community kids are in waiting list. Please consider to have more class in the district.</p>	<p>Able to relate to the students and parents. Listen to staff and parent voice.Strong clear communication. Honesty to the staff and community.</p>
<p>Parents and students work together</p>	<p>I like how the teachers are working together along with the parents. I like the system in place.</p>	<p>Issue the Superintendent should know is about the attendance.</p>	<p>He or she should be a good listener. Someone that understands the refugee and immigrant population.</p>
<p>Diversity, supporting each other when we need, taking care of each other</p>	<p>How we get supported by staff, liaison, extra academic support</p>	<p>The importance of language support, availability of staff, provide extra support who does not speak English, Transportation Issues</p>	<p>Needs to know about Immigrant, Refugee, Opportunity gap and cultural practices</p>

<p>easy to access the train, the hospital and the park near me</p>	<p>The best thing for this school is, communication provided by my own language. Educated parents about US school system. Care for refugee students.</p>	<p>I need more pre school class</p>	<p>A good listener. Understand diversity group. Open communication with all staff, parents and student. Live in the district or around this area.</p>
<p>The immigrant and refugee community is thriving and working hard in Tukwila.</p>	<p>My kids' school is Tuk El and they work as a team. The leadership in that building is amazing.</p>	<p>Making sure that he or she works closely with the schools. Provide as much resources as possible to the teachers.</p>	<p>Someone that is a good listener, communicator and makes things happen as he or she says so.</p>
<p>Rent is getting expensive and community members are moving out, supporting each other</p>	<p>We are leaning a lot in our home language class specially given to the parents.</p>	<p>Diversity and their needs, academic gaps and how we can support to fill the gap, many students go to the library just to play games, partnership with the library to provide academic support, ELL students are not able to join the athletics</p>	<p>Knowledge and working experience with</p>
<p>supportive and helpful</p>	<p>ELL teachers and liaison always helped when we need,</p>	<p>I have 3 kids, all schools are different and get different information, there is no extra sports activities for the ELL students</p>	<p>Working experience with refugee, immigrant and ELL population</p>

<p>Easy access, helps each other</p>	<p>Can communicate in our language</p>	<p>Needs to understand the students, guardian and support them, high expectation</p>	<p>Strong leadership, one voice, need to listen and follow up and need to make a fair decision</p>
<p>Easy to access to the other location, clinic, food store and school</p>	<p>This school district support our family not only education, social, emotional and other needs as well. Extra support for the language and educate us school system in our language.</p>	<p>Since this community is diversity, you have to aware of our cultural and background. We know nothing about this country law. Every information from school need to translate. Make sure visit our home and community.</p>	<p>Open minded, ability to work with parents and school staff, live within in the state and a good listener.</p>
<p>The community does a lot of positive things such as helping one another.</p>	<p>The teachers are working tirelessly with the student. My son is being attending at Showalter the last 2 years and he had nothing but positive experience.</p>	<p>Supporting the schools and protecting any problem that is coming to the school. Somone that has the best interest of the district.</p>	<p>Someone who possess good manner, patient, knowledge about what his job entails.</p>
<p>Families support each other</p>	<p>Diverse, communication in our home language</p>	<p>Academic support, need work on academic gap, learning both ways, support staff</p>	<p>Knowledge about immigration, refugee, their needs and how to support them</p>

<p>I like about this community is, I can see all kind of colour people and diverse population.</p>	<p>Provided for my family language support. After school program, gifted program and ECEAP.</p>	<p>Diversity is a good thing a bout to learn and to share each other. I need to feel that you are belong to this community.</p>	<p>Good listener, Vision to see a pig picture for immigration population.Honest, respectful and responsible.</p>
<p>Support each other, neighbour speaks the same language, center of everything</p>	<p>feeling supportive , able to communicate in our own language</p>	<p>Transportation issues, why teachers leave</p>	<p>Keeping staff all together, support ELL students and their needs, continue the communication in our home language</p>
<p>Support and help each other when needed</p>	<p>Teachers are good, Communication is good and in our language, Facebook update in our language</p>	<p>Transportation issues (Preschool)</p>	<p>High expectation on kids and Diversity knowledge</p>
<p>Diversity, supporting each other when we needed, taking care of each other</p>	<p>How we get supported by staff and language Social worker, extra academic support for our kids</p>	<p>Important of Language support, availability of staff, provide extra support who doesnot speak English, Transportation Issue and automated computer attendance call</p>	<p>Knowledge about Immigrant, Refugee, oppertunity gap and cultural practices</p>

<p>Diversity, Easy access to everywhere, support each other, home language social worker</p>	<p>Home language social worker, good teacher, feeling supported by ELL teachers</p>	<p>Needs to understand the diversity and the opportunity gap that we had back home, needs to have preschool for all kids. Parents cannot support academically at home so kids need extra academic support at school to finish their homework. Extra homework help in all school for everybody who wants to stay.</p>	<p>Needs to awareness of Asian culture, included and respected all cultures in one unity than separating the groups</p>
<p>Learning from each other</p>	<p>Teachers are good, extra class, working together to achieve the goal</p>	<p>More language class at school</p>	<p>Working experiance with diversity families, need to work with diverse community to fill the academic gap</p>
<p>Helpful and support each other</p>	<p>They help us and we are getting information in our home language</p>	<p>How we can work together to fill the academic gap and how we can support staff and keep them over here</p>	<p>The person who can see the problem, learn and listen why this is happening and find the right solution for the problem</p>
<p>Help each other</p>	<p>Feeling supportive from school and getting language support</p>	<p>No issues, but need to listen and learn from the staff and parents</p>	<p>Understand the students (immigrant and refugee), and parents, security in the school, someone from the community or WA state</p>

<p>My community is very diverse and friendly with a few of people making bad decisions. i love having the pool, community, park, and food bank community garden.</p>	<p>I have a good communication with teachers and staff.</p>	<p>What I have seen in the community are drug addicts homeless and prostitution, mental illness, even though there is cameras</p>	<p>Knowledge of diversity, poor people, how to handle most of all.</p>
<p>Help to people that have needs, immigrants, if I called the police they come in less than 4 minutes.</p>	<p>Very good communication with parents, support to students that need help.</p>	<p>Challenge for the diversity of the students, teachers may need extra help with children than don't know much English.</p>	<p>Open minded, patient, flexible and to listen to others.</p>
<p>Help and Support each other</p>	<p>Teacher help us, we also have a language teacher to support us in our language</p>	<p>Teachers are the one who works with our students, we need make them happy</p>	<p>Knowledge of what is going on in all schools</p>
<p>Helping and understanding each other, working hard to achieve the goal</p>	<p>Understand our problems and support us, Language teachers work hard to support students to achieve their goal, after school support, able to communicate in home language</p>	<p>Staff needs to be supportive and why we always have a turnover</p>	<p>Needs to be aware of refugee and immigrant students and their needs</p>

<p>leaving together to support each other and to keep our culture and language</p>	<p>Everything is good</p>	<p>Not every communication comes in our language, more preschool, transition between schools, phone should not be allowed in the classroom</p>	<p>Experiencing working with the diversity and having knowledge about immigrant and refugee</p>
<p>supportive, caring and helpful</p>	<p>lots of resources, place to go to when you get stuck on something, diversity</p>	<p>Social Media is a big issue</p>	<p>Hardworking, dedicated towards study, be serious, take time to study the schools</p>
<p>helpful</p>	<p>Diverse, lots of resources</p>	<p>Social media, phone control, playing games in the library</p>	<p>Experiencing working with Diversity, ELL students and need to support staff</p>
<p>Support each other</p>	<p>Diverse, communication in our language</p>	<p>Academic support, need to work on academic gap, parent class, learning both ways and support staff, Special education</p>	<p>Knowledge about immigrant, refugee and their needs and how to support them</p>
<p>We try to help to each other.</p>	<p>People are very helpful and kind.</p>	<p>We lose some values, school don't hear or prioritize the children's needs.</p>	<p>A observant person, to hear, to make children, Latino parents feel comfortable. Because some people are afraid to ask questions.</p>

We like to help to each other.	The support to students.	Thorndyke Elementary doesn't have a principal. More information about HS scholarships.	A lot of patience, to like to interact with different people and to like to work.
I have the farmacy, stores close to me.	Pay attention to students learning.	I don't know.	No idea.
We have a lot of support, food pantry.	Teachers work hard to teach our children.	Safety of the children.	Be prepared to do his job.
Nothing.	Better education for the children.	Safety and more communication with teachers.	To be close to parents, school and children.
The police is taking care, protection in Tukwila.	I like all, Thorndyke my favorit school.	Need more resources to support students, safety of the children, drugs, alcohol, prostitution and work with adolescents.	Pay attention to the needs of the community, maily the Latino community.
Reduction of the delinquency.	To keep us informed and care for the education of our children.	Drugs and safety.	Caracter to face the problem and discipline.
No, everything is Ok.	I like the school.	I don't know.	N/A
All is very tranquil.	Attendance to class, good care of the students and the parents.	Safety of the schools and the children.	To know how to treat with parents.

I love to live in diverse environment and feel like back home.	Thank you for providing interpreter, translator and other social service.	Please check up transportation department closely. Re establish the team	Strong minded and understand diversity.
This city is center location and I can see all different colour people live in here.	Good Communication	Be aware of transportation for the special education kids	Ability to work with immigration population.
Diversity is good thing about my children	All ELLs teacher are very patience. This school educate us US school system.	To love diversity and encourage the staff to visit around the community	Live in the district or surrounding area. Strong communication skill.
The help to the community.	Very good customer service.	The most important.	A lot of communication with others.
Tranquil, help, support.	The good treatment, service and I am thankful.	Health of the students, Keep informed about the students.	Responsible and respectful.
We are united.	I like Thorndyke.	Bulling.	Should be patient person.
Help, good resources in the neighborhood, safe.	Always taking care of the students.	N/A	Knowledge, be able to communicate with others and the community.
I like it, TSD is very good.	SMS is working very well in the academics.	Bullying in the school.	Taking in consideration the parents input.

<p>I like it, that I see a lot of tranquility and safety.</p>	<p>It is very good, because we received help with my daughter, the attention (service) and the teaching is excellent.</p>	<p>N/A</p>	<p>Always to be kind and humble.</p>
<p>To invite us to give our opinion and to give guidance to a better future for our families.</p>	<p>What I like about the schools is that always provide information.</p>	<p>The problem that I saw and I hear is that many children at early age, they are consuming drugs, especially the marijuana.</p>	<p>Responsability; discipline; honesty; respect and the work they do is because they like it and not for obligation.</p>
<p>We have the Library, parks and stores close to us.</p>	<p>It's near home.</p>	<p>Problem between children, fights in the schools, use of drugs (marijuana)</p>	<p>To be more vigilant with the children that walk to school, to avoid assaults.</p>

Survey Monkey Results for Tukwila School District February, 2019

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

Administrators

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

- Candidates not from the Seattle area will like Tukwila's location since it is not too far from downtown Seattle.
- Very diverse with a small town feel.
- The community is very diverse and works well together
- We're close to Seattle, but far enough away to not deal with congestion.

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

- Our schools have a diverse student population.
- Staff that want to be here and understand the significant needs of our student population.
- The students..
- We're close to Seattle, but far enough away to not deal with congestion.

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

- You should be aware that you will not actually get to run this school district. The board is REALLY the one who run the operations of the district. They are "friends" with current and former long time employees who gives them their wish list. The board then directs the superintendent to follow through. No matter what kind of good you can bring here, it will be squashed because you will become their puppet!
- There has been so much turnover at the district office level and loss of institutional knowledge. We need to build sustainable systems.
- One of the biggest issues is the Teachers Education Association. They have pushed 3 Superintendents out of a job. They run the district. When things don't go their way they become hateful. The other issue is the school board and that they try to run the district and not just be an overseer they are to involved with operations. The Principals should not have there own Bargaining agreement as they don't work as team with the district administrators.
- Please be aware that the racism here will choke you immediately! The racism here is close to Alabama in the 50s and Boston in the 70s. There's absolutely no regard for the

African American students here. It makes absolutely no sense to have an all white board in a majority-minority district. And issues that would normally go with an all-white board are unbelievably present, and trickle down to the teachers and in the instruction and care of our students here. There are stories about some of the staff that would make your head spin! Everything from principals actually agreeing to remove a Black child from a classroom because a parent didn't want their child to have a Black friend, yes, that was the only reason given, to an interim superintendent who was known for slamming the doors on the faces of their employees, and throwing papers and leaving the room in a huff. The lawsuits having to do with discrimination are mind-boggling. This District is entirely too small and diverse to have the kind of bigotry that is so pervasive in this learning environment. There are legitimately days that I pity our students. We have some good administrators who go out of their way to protect our most vulnerable, but there are also principals and other building leaders who make it impossible for some of our students to be successful. BaD staff behavior is rewarded in a way that I haven't seen in my entire life. We have multiple people here who are told they're not good at their jobs, and instead of being fired they are literally given promotions. One of those people was almost superintendent recently. And the fact that this person had been moved from job, to job, to job because of inadequacies was almost given full reign of the entire District scares me to death! I have witnessed all of this in the only 11.5 months I have been here. You will not be successful here unless the entire Board gets recalled, and most of the teachers leave. The attitudes of the professional staff here are far beyond anything you will ever experience in your life! I am not exaggerating. Please believe me. Good luck.

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

- A backbone to stand up to the board for what is right for the students and staff would be helpful, but even if you have that you likely won't stand up to them because you will fear losing your job.
- We need someone who listens, but is willing to act. We need someone who supports the work in the building by making sure that the staff in the central office are in service to the building and not the other way around.
- Willing to make the hard decisions. Be able to stand on their own and not be bullied by teaching staff, administrative staff or board of directors. Honesty, integrity and someone who has worked in a diverse district before.
- Massive superpowers, and a back-up plan.

Classified Staff

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

- It is near a major mall and close to many restaurant options.
- Wonderfully Diverse MultiCultural
- I live here. And there are several people willing to get involved.
- It has a lot of nice halal places if you like halal.
- ♦ small and interconnected ♦ abundant opportunities ♦ great diversity
- Love the different languages, and how we can come together when someone is in need.

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

- small district
- Dedicated, Hardworkjng, Caring Staff
- From what I have observed most of the teachers and staff really care about the students.
- The transportation department is run very well. Communication during severe weather is top notch.
- ♦ close-knit nature ♦ passionate educators who care about the students ♦ active community involvement
- Passionate about teaching and working in Tukwila. Parents and teachers do collaborate.

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

- The board is fiscally irresponsible despite having all the financial information given to them. They (new and old board) are one of the main reasons for the turnover in administration. They are just going through the motion of this superintendent search to save face with staff and community, knowing very well the district budget has a hard time supporting this cost since they gave away our entire fund balance to teachers during the strike. Teachers got the 10% increase they striked for because they board meddled in the negotiations and forced the central office negotiation team to cave in. The board's role is oversight, not to be directing day to day operations.
- We need someone who will unite the administration, Teachers & Staff. Someone who will ask the teachers & paras what students needs are & how to reach students. We need someone who can put our money to the teachers & school supplies/needs before hiring more administrators or renovating administrative buildings
- Crime and racial divides are on the rise.
- Dear Future Superintendent, Your future bosses are not equipped to be in charge of you. They are not looking out for all of the kids here. The board members with kids are mainly concerned about their own kids. And the ones without kids are usually busy being too racist bigots to give a crap about anything else except maintaining control of the white people stronghold they and "the community" which is code for "old white

people" have here. It's as if people are scared to tell them that they have messed up. They are always in the buildings, making demands and it's intimidating. They dabble in everyday building affairs and stir up trouble. The morale here is toxic! The teachers are very unhappy even after going on strike and getting a total of a 25% raise over the past 3 years. A BUNCH of our teachers will be making more than you! And they will be very likely to tell you to you face that they do. A bunch of our teachers and front office staff are the rudest people you will ever meet. I often feel sorry for our kids. And I shouldn't feel that way. I tell other people not to come to Tukwila School District and they can do better. Educationally speaking, we are on nearly list the state can put out. The teachers blame the low test scores on their lack of high pay. OMG! Not the fact that they are lazy, and want extra money for having to deal with our immigrant population. They preach diversity, but that is all for show. If you want my advice you should make all of them reapply for their jobs. Front office staff too. You should consider doing this for the whole Administrative building too. But from my honest observation of the Admin building, they are not all that mean. They get a bad rep. There are a few bad eggs, but overall they are ok. The teachers hate to be told what to do, and so they badmouth the admin building, and escalate the situation, instead of doing what they are told. We have had 3 Interim Superintendents in 3 months time late last year. Our District is pretty poor, but gentrification is quickly setting in like a slow disease.

- ♦ lots of changes in a short period of time ♦ history of leadership that's corrupt and/or unqualified ♦ staff is wary of leaders bringing in friends and "contractors" who have drained the coffers
- Tukwila can be very opinionated but at the end of the day this is your district. Build trust first!!!

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

- Heavy experience in budgeting. Intelligent. Exceptional work ethic. Excellent communicator and great judge of character.
- Someone who is honest, respectful to all level of staff members. Who puts students needs and staff first. Who can unite staff to work as one team.
- Need to get out in the community and to other departments in the school district.
- ♦ visibility: he/she can't hide in the office, rather they need to be recognizable in ALL the buildings and their ideas/plans for the district need to be clear and transparent ♦ impeccable character: there has been too much corruption and the incoming superintendent must be beyond reproach ♦ stability: with the frequent changes, the district needs to know that the person selected intends to stay for at least 3 years, minimum ♦ humility: each new person has tried to 'stamp' the district with their 'vision' and has spent a huge amount of money to inflate their egos. We don't need yet another "strategic plan." We need concrete leadership. ♦ reasonably frugal: we don't need someone coming in and spending tens of thousands of dollars we don't have to spare, but they have to be willing to put money where it's needed ♦ charismatic: the community is leery of taxation that hasn't achieved its goals, yet the district needs funding to maintain existing standards... the superintendent needs to be able to convince the public to support

levies and bonds we need, while having the character to follow through and not divert those funds to their pet projects ♦ we need someone who recognizes that contractors and consultants are a drain on the district ♦♦♦ the new contract needs to avoid stipulations that we continue to pay the superintendent even if the board fires them!

- Collaboration is key when trying to build, be patient they will work with you. Stay humble.

Community Members

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

- The richness of our diverse community The energy and drive of immigrant families
- Families who care about our kids and our schools.
- Extremely diverse community. Many cultures and people represented in a small area.
- Small, diverse, inclusive, school-centered
- Large tax base - small community. Lots of businesses, lots of opportunities, many of which have not been cultivated.
- The good things about this community is that the police work well with all of the different International people that live here.
- Diversity, staff commitment, size, international nature, local economy, future oriented
- The diversity allows a wide perspective of thoughts
- The community is committed to supporting the residents of Tukwila in whatever they may need. They are willing to be the voices of groups or individuals who struggle to voice their opinions about things that directly impact them. We can come together as 1 community in times of "crisis" and create a one voice. We are becoming more and more aware of the implications of national policy on local policies and actions/inactions. The effects of national policy on immigration issues has a direct impact on our community. We are small enough to make significant changes that have a quick impact on our community. In each neighborhood, most neighbors know their neighbors. Our community is bisected by major highways and inter-state highways which creates multiple smaller communities within the greater community. It can create a sense of belonging in each neighborhood, with common interests and needs. We continue to grow and change in response to the needs of the residents and to create a stable economic base in changing times. There are many generational community members as well as "newcomers" less than a lifetime, 20 years or more and truly recent newcomers. There is still a rural feel to many neighborhoods which is indicative of the past. When you travel a short distance within our community you will quickly be in a more urban setting sidewalks, signage etc. Because our community grew through annexations, there is the original Tukwila called "old" Tukwila and then the large annexation areas of Cascade, Thorndyke, Allentown, Riverton and Foster.

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

- Real communities
- Staff who want students to succeed.
- Diversity is good. There is a decent partnership with Parks & Recreation to help offer services to kids.
- Diverse, quality teachers, inclusive and family-like
- KIDS!!! They are awesome. They have not chosen this community, they are the reason we are here. We, the community and the school district owe them a great education and access to opportunities.
- The good thing is about our schools is that they are so Multicultural and diverse with all of the population we have here.
- Great staff
- Schools work very hard to respond to the changing demographics of their student body. Each elementary school is in a neighborhood that represents different needs and challenges of their families, so each elementary is unique. The MS and HS is a blend of all the neighborhood schools and students who choice enroll in our secondary schools from neighboring districts. The teaching staff at each school are dedicated to the diverse student body they serve. Many teachers remain in Tukwila for their entire careers which can be unusual in the ongoing culture of change. The idealistic teacher who truly wants to make a difference can see the fruits of their labors quickly by meeting the needs of our students, many of whom are immigrants, refugees, ELL students. The secondary school staff are working together for the first time in a long time, to create a 6-12 common system of instruction. The leaders of both buildings recognize the challenges faced by students when they make grade level transitions from MS to HS and the challenges many freshman have with rigorous academics in high school. The expansion of the buildings to allow enhanced STEM and CTE courses and pathways opens up opportunities for students for post high school that they may never have had. The K-12 focus on STEM experiences is changing the learning environment to one that focuses on literacy to access knowledge in all content areas instead teaching reading as a content subject instead of a process. There has been a recent focus on trauma informed practice at the secondary level to support the many students who currently live in traumatic environments or came from home countries that were in civil war. The elementary schools have been doing this support work for many years, but it needed to be moved to the secondary schools because of the transient nature of the student body and how many students were enrolling at secondary that have not been in the K-5 system. The additional of preschools at each elementary will enhance the neighborhood feel to our PK-12 system, provide that early learning support for students who do not have access to preschool and will minimize the transitions students have to adjust to. This school district could be one of the best there is in King County because of its size and resources that are available. There are many business partnerships that have been established and businesses are ready and willing to support our schools. The Career Fair at the High School and the focus on post-secondary opportunities has opened doors for students they were unaware of. The partnerships with medical facilities and universities has also opened up opportunities. These are all due to

the hard work of the staff in the schools who believe in our kids and who will do whatever it takes to help them be successful.

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

- Funding is a concern Stability of leadership has been a problem Demographic change in the greater Seattle area Student achievement challenges
- We need stability with someone who will not try to make a lot of changes but listen and do what is needed to make the focus on students and learning.
- When I talk with others outside of Tukwila, there is a bad rep, or image of the administration and how they have handled business in the past. This will need to be overcome to attract quality teachers and staff for the future.
- Students need to be held accountable for behavior. We need stability and someone who will do a good job and stay. We need someone who can fix our budget issues and build up a reserve, yet not cut programs our kids need.
- The culture in the district. The high turnover. Lack of leadership and direction. The district needs to be fiscally responsible. Accountability for every student and employee.
- And if she the superintendent should be aware of is that this community represents many different political issues races cultures and statuses. When making informed decisions I hope that they take into consideration everything. Rich to poor African to European, Education and Poverty.
- Budget, recent leadership history and turmoil, staff suspicion
- The last three Superintendents were unsuccessful. The fiscal challenges are real and need to be fixed. The construction projects and their success will influence the success of future bonds and levies. The decline in enrollment is real and is due to many factors. There is a toxic working environment within the district office which effects the entire district. There is a “them against us” mentality from district office to buildings which is causing distrustful and destructive behavior.

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

- Deep experience as a teacher and leader WA state, greater Seattle/Puget Sound background Educator first Experience more important than a doctorate Superintendent credential
- Experience in Western Washington as a teacher, principal, and district administrator. Please do not get wowed by fancy out of state candidates. We have some great local admins who know our state and understand a community like Tukwila.
- I think the new superintendent needs to recognize and foster a strong relationship with others in the city to help support the kids. Being transparent and accountable will be key to the future success of the district.
- Smart with budget, creative, invested for at least 5 years, visionary leader

- Strong management skills. Strong financial skills. Incredibly strong communication skills. Advocate for the students. A leader who is able to work with various stakeholders, make and stand up for decisions and be able to affect change in a positive way.
- The skills and qualities of a new superintendent should be that they are not afraid to get out and really help the community. Also be seen in the community and support businesses that can grow. Someone who truly listens and tries to get the little things done as the little things become bigger issues.
- Deep experience as an educator, Washington experience, focus on learning, teaching background
- **Leadership:** the ability to lead and work with a variety of skill sets, be able to maximize individual's strengths and to assist with improving areas of growth. The ability to supervise direct reports when they are "going rogue" and not serving the best interests of the district. Those hard conversations are not easy so it will take a skill set that includes the ability to have tough conversations about tough subjects. Have the ability to build capacity in district level leaders and building administrators to ensure ALL schools are successful in meeting the needs of their students.

Visionary: He/she will need to be able to have a vision of a future that doesn't yet exist and be able to have a strategic plan and mission to make that vision a reality. They will also need to know and have a deep understanding of the change process, its impact on people and how change affects a small district like ours. They will need to have true involvement with the stakeholders in the community to create a vision that can become a reality. The process was off to a great start a year ago, and then was abandoned due to fiscal reasons and the board put a stop to the process.

Manage the change process: Being aware of the impact change has on everyone in the organization. The amount of stress that is added when people do not truly understand what is happening, or why change is needed is a BIG part of the failure rate. They will need to know how to manage change through strong support for people, creating sustainable systems to support change and provide professional development for successful implementation.

Systems Thinker. He/she will need to have a deep understanding of developing systems that are sustainable throughout the district, but especially at the central office. Because of the size of our district, there are a few systems, but anything new is considered a new task added to something else, instead of having it embedded in another system that can be changed.

Communication of Why. He/she will need to be able to communicate in an effective manner, creating a strong case for "why". Using a cascading communication process, repeating the topic in multiple ways to multiple people will be the only way he/she will be successful. Once a year all staff meeting is not enough. There needs to be a compelling reason for what is being communicated and a clear way to accomplish it. All this needs to be communicated in a way that people can buy into.

Create a Cohesive Leadership Team. Currently the district works in silos which has created turf wars in the central office. No one knows how to work together for a common goal and will even sabotage others. Building this team will require the new Superintendent to truly know how to breakdown those silos and know how to bring people together in a collaborative healthy way. That doesn't mean there won't be tough conversations within the team, it means that people will be able to argue, to disagree, to truly "hash out" issues and come to some agreement. AND to walk away from the meeting without tearing individuals down.

Able to run effective and efficient meetings. Be able to run meetings that have clear purposes, clear outcomes and an effective method of facilitating the process. Knowing different types of meetings and how to implement them will be key.

Parents

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

- Small, diverse, some long-term families
- Tukwila is a diverse and welcoming, inclusive community. It is small enough that one can get involved and make a difference. And those in community leadership genuinely care about Tukwila and the people who live here.
- The diversity - racial, economic, cultural ...
- Small town feel in an urban environment. Due to many businesses combined with a relatively small population (19,000), you have a ton of tax money to use per capita, without the big district bureaucracy.
- It's diverse.
- Great community. I've lived here all my life (45 years) and an alum of FHS along with my entire family (9 siblings). I have 3 children in the Tukwila School District. I love the old timers that still remain in our community. I love seeing the new people entering our community.

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

- Great teachers, small, diverse, family-like
- Schools have teachers who care and are personable towards the students and families. They are flexible and willing to work hard to meet the needs of the diverse population.
- Some of the teachers. They care about looking at systemic oppression, their places of privilege and what it means to serve students that come from a variety of places. The principal of Foster. She's a superstar.
- I can only speak for Tukwila Elementary, but the teachers are fantastic. I teach in a neighboring district, and I am continually impressed by the professionalism and warmth of the staff.

- The students are special!!
- Diverse school district. The teachers are helpful and communicate well with me.

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

- We need a leader in it for the long haul who can provide stability. We do not want someone here preparing their resume for a bigger district. We need programs that take time and leadership to develop and maintain. We have budget issues and need someone who can strengthen our budget while providing a competitive package to attract and retain quality staff.
- Candidate should be made aware of the financial issues the district has faced in the past couple years and be prepared to help effectively solve them. Candidates should also be willing to get to know teachers, staff, and students personally and care about the families and students.
- Look at the discipline data and support teacher and staff development that helps them understand their own bias and how this impacts how they relate to students. There is a disproportionate amount of children of color receiving referrals from white teachers in some schools.
- A lot of transient students. Not sure of the number but I'd imagine a high number if students in poverty.
- Teachers are chewing up superintendents and spitting them out. School board is new and weak. District is in debt.
- The students are low income with diverse background. The new superintendent should be able to lead and navigate through our school diversity. I would like to see a quality leader that plans on staying for awhile, not someone who can't handle the issues and leave.

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

- Smart, invested for the long term, great communication, creative and visionary, yet grounded and practical. Positive, motivator, values diversity and equity. Prioritizes safety, rigor, and accountability.
- Honesty and transparency is a big one. In the past we have had superintendence who have reported to the public that everything is great while district funds were being mismanaged and teachers and staff were stripped of resources to do their jobs and left feeling frustrated. The new superintendent should be flexible and willing to change with the needs of the district. They should be a team player and listen to the feedback from teachers, students, and families come.
- Understanding culturally responsive pedagogy Having successful experience working with a culturally diverse population Understand how to coach other administrators - ideally using Elena Aguilar's framework Accessible and community oriented - ideally the superintendent would actually live in the Tukwila community Visible in schools Strategic thinker

- Lead by example. Support your teachers. Be positive. You're the leader, so you don't have the luxury of "off days". Don't throw money at something just because it'll look good to the outside. Do what works, and be practical.
- Consistent, fair, transparent. Eyes in the back of their heads.
- Clear Vision for the school district (vision, goals and objectives clearly defined). Instructional Leader (students are learning and achieving at high levels) Effective Communicator (written reports, media, public meetings and school events). Good Manager Skills (directs the administrators to accomplish the goals of the district, monitors their progress and evaluates their performance). Good Listener (listen and take into account differing viewpoints of various constituencies, and then make the best decision). Not afraid to take risks or make a commitment. Flexible (manage the politics of the job and take collaborative rather than a confrontational approach). Good money management skills. Diverse working experience. Ethical Trustworthy Compassionate Courageous

Students

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

- Good things is that most of us are very determined to do a goal we want. We respect each other and are very social.
- Diversity
- My community is very diverse and, active. There's many activities to do around in the area and a lot of remodeling going on so it looks nice.
- This community is very diverse.
- this community is extremely diverse, and more specifically, the school is diverse
- some friends
- the school offers good resources.
- Uh pretty much nothing.

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

- The teachers have good lessons in the school, and I feel like I can come in anytime if I need any work.
- Diversity
- It's a very nice school. The expectations are clear and it's a diverse and school.
- The school is really diverse and friendly.
- the environment sometimes
- good resources
- the teacher teaches students well and when ever needed help or explaining they are willing to or help the student plan to do it. Reminding tests

- Maybe food and the warm rooms.

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

- The bullying that happens and be aware of some students that don't listen.
- Diversity
- This school seems to be more interactive than others, there may be a lot of drama, but we get along well.
- Some student can be hard to handle so be prepare.
- some of the students are extremely loud and sometimes rude. you may have a difficult time handling the students sometimes
- the enviroment
- i dont know
- All of them.

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

- The skills to SAIL in school and set a good example.
- The ability to speak different languages
- good at talking to kids, need to be persuasive.
- Empathy, considerate, caring, care about equality. .
- be patient, be strict, and be nice
- i dont know
- being nice
- Persistence on getting the students trusts and always be alert for students safety
- The safety of the community.

Teachers

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

- Caring, loving, community focused. Supportive of our teachers.
- Residents from all over the world! A great public library, a variety of restaurants, shopping and services.
- The diversity (racial, ethnic, linguistic, socio-economic, religious, the list goes on). Within these micro-communities the members are supportive of one another and continue to foster the culture of the community. There is a lot of pride in the diversity of the Tukwila community.
- This is a community filled with caring parents and community members.
- Diversity

- We are a very diverse and tight knit community. We are very welcoming and inviting. We need someone that fits into this district. We have a loud African American group that wants us to favor that one group, however, we need to realize that we are diverse. Our largest group is Spanish speakers. We need to be inclusive of all nationalities.
- -connectivity to parents/families -LOTS of family/community support - supportive/collegial staff -multigenerational families committed to this district -many staff members are "homegrown" products of this community -loyal staff (teachers CHOOSE to stay when they could get paid a lot more elsewhere for an "easier" job - flexible staff who has adjusted strategies and changed as our population has changed over the years (from high ELL rate, to high poverty rate, to influx of refugees, to higher homeless populations -we've always subscribed to "it takes a village to raise a child" philosophy
- We are a diverse and welcoming small community. We help each other in times of need. We treat each other respectfully and we respect our differences.
- very diverse

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

- Staff is student focused. Staff is warm and welcoming. All cultures are welcomed. Teachers have been at our school a long time and so they now most of the families and the students as the move up the grades.
- School staff love working with ELL students and our diverse population. Our students really want to learn, and educators know they can make a difference in students' lives.
- Again, the diversity of the student body. It's truly amazing to see so many students of different cultures and backgrounds interacting in a very positive way with one another on a daily basis. For the most part teachers also embrace this diversity. Any candidates that you consider need to truly understand and embrace this as well. They need to not only say that they can serve a diverse community, but they need to do what they say. Candidates should have experience working with diverse communities, immigrant/refugee communities, communities that are learning English, communities that have experience a great deal of trauma. The beauty of this district is its diversity, and the superintendent should reflect that.
- The schools are filled with excellent teachers who care about the students in this community. The teachers are dedicated to inspiring students to become independent learners and successful citizens.
- Most of the teachers really care about kids and are conscientious.
- Caring Staff
- The kids Rock! :-)
- -the middle school has always "rolled with the ups and downs" of our district (even when the administration building was in chaos on multiple occasions), we forged ahead and continued to focus on what our students need -supportive/committed staff that work well together -welcoming atmosphere -students report feeling safe and cared about -the majority of teachers are committed to improving their practice and are committed to

maximizing student achievement -resilient--even when faced with an ever-growing list of obstacles including one building without a principal and an extremely high homeless population

- Our schools are special because we are a close knit community full of diversity. We enjoy working together to achieve our goals.
- dedicated staff

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

- We have 3 very different elementary schools. What works at one school for example, one ELL program does not work well at the others. The different levels of English and diversity is very important information for our Superintendent to understand.
- Poverty, immigrants and refugees struggling to make a new life, homelessness. Previous administrators have spent down district reserves and now resources are tight.
- Students and families here have experience and continue to experience a great deal of trauma. Also, there is a history of distrust between the district staff and district administration. The new superintendent should know that they will be looked at under a magnifying glass and will have to prove themselves daily.
- We need consistency across our small district. We have frequently faced changes in almost every area over the past 10 years. It seems that rarely anyone takes a strong stance on what teachers must be teaching or following across the three elementary schools. We now have consistency in the Curriculum department now. Hopefully we can see that consistency continue onto the three elementary schools. For instance interventions could run by the district and provided to each school in a similar matter (see what Tahoma does). Even PBIS can be similar at the three schools as well if it was district driven and not school driven. Larger districts have district wide PBIS signs that have the same rules & the district provides them, not the school.
- They should know that staff has had poor leadership and treated with disrespect from former superintendents. They should know about the mismanagement of funds. We have had huge turnover rates in the admin office so there has been a lack of continuity and new people who are just learning how to do their jobs. E-mails would go unanswered, wrong information given, paycheck mistakes, etc. The current staff may be a little frustrated and have a low threshold for adding new staff/new positions at the district office.
- 1. Lack of a clear consistent focus 2. Administrative does not understand what is going on at buildings with staff 3. No clearly communicated policies ex) harassment non-sexual 4. no true gifted program (NAGC standards) 5. Special Ed hours are not being met, and students are underserved with services, space, materials and staff 6. Teachers need training in curriculum in order for scores to raise 7. Elementary Math curriculum is out of date with SBA 8. a worn out staff, due to so much turn over, lack of communication, lack of good rapport with administration, lack of faith in administration to do what is truly best for our kids.
- The left hand does not know what the right hand is doing in this district. Communication is always scrambled. Administrators are not following protocol (laws) in SPED. The

students at Tuk. They are not getting their SPED minutes but neither the principal nor the administration is willing or able to make any changes to correct this. We need a superintendent that can make (and is willing to see problems) changes that are right for students even though, those changes may not make everyone happy.

- -LONG history (about 16 years) of mistrust and lack of transparency, starting at the superintendent position -LOTS of turnover at the admin level (mostly directors, especially in HR and Teaching and Learning, one year we went through two or three of each) -HR processes and procedures have not been followed and poor recruitment/hiring practices lead to us losing out on high quality teachers, yet hiring or keeping on administrators and directors who are not competent -financial mismanagement at the admin level, putting us in a position of near-bankruptcy -issues of racism in the community and in our own schools are not being addressed -position of superintendent seems to be either a "stepping stone" or a "PR" person
- -We have had major issues with mismanagement of funds and we need someone that can help us correct that. -We need to thin out the amount of people working at the district office. The number of support at the district level has grown to an unbalanced amount. We desire more teachers and less administration as we are a small district and do not need so many administrators. -Being a small, close knit community, we expect newcomers to be in the community and schools interacting and learning about us as we learn about them. We are not impressed when people take that interaction as a photo op. We are genuine and expect our new leadership is also authentic. -We do not work well with authoritarians. We like to work together to set and achieve goals.
- there has been a pattern of a lot of turnover with the administration, both the superintendent and the high school

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

- The ability to listen and understand our very diverse district. The needs of each individual school and the capacity to diversify for each school.
- * Positive vision that focuses on students--developing independent learners and world citizens * Fiscal accountability and transparency * Honesty and integrity * Ability to inspire and manage an effective administrative team * Willing to listen to and collaborate with staff, families, community * Maintain respectful and clear communication * Understand educational leadership, how to cultivate school environments that nurture growth and learning * Supportive of teachers and educational support staff * Respectful of and willing to learn from people of diverse backgrounds
- Experience working with diverse communities, dedication to equity work, particularly to racial equity work, willingness to put money where their mouth is, trustworthy, follow through. The ideal candidate would have all of these qualities and also be a person of color, preferably a woman of color.
- The new superintendent HAS to be an educator!! He/She has to LOVE kids and want to see what they are learning. He/She has to be available to visit classrooms and learn next to the students. He/She should not want to change everything today and hire his/her own staff. Instead he/she should work with the staff we already have and learn new things

because WE know these students. The new superintendent should NOT be a business person, a person who likes to look good and get in the news, a person who cares more about their own advancement than that of our students.

- Non-polarizing -- we have come from an us vs. them leadership where staff did not feel valued or important. Attention to mental health issues of students. Strong, but collaborative leadership. Good sense of humor. Able to have good fiscal management with focus on kids first, especially small class sizes. Be willing to ask for staff feedback.
- 1. Understanding of puget sound but not from the Tukwila School District. 2. Clear strong leadership with the ability to make and follow through with decisions 3. Ability to lead staff who have need guidance to meet a central goal. 4. Someone who can bring various programs up to national standards 5. someone who can be innovative and think outside the box and brings in their personality to reinvigorate the tired and frustrated staff. 6. Someone who understands how to get small districts to compete with large districts 7. someone who can be visible to staff 8. someone who values our staff to make connections to keep staff long term 9. Great communication skills 10. ability to delegate appropriately 11. Someone who brings in the community like businesses, and trades to allow for alternative routes to graduation 11. Someone who make community partnerships for volunteers, materials ect.
- We need a superintendent that can manage people. We need someone that can put the best people in the best place and let all the extra admin. employee's be on their way. There is a huge amount of waste at the admin level. The waste comes in the form of too many employees, horrible communication, and incompetent employees. They need to be able to right this ship! We are sinking!
- -honest -integrity -a brave anti-racist -an advocate who puts our students #1 ABOVE ALL ELSE (they ask themselves, "Would I want this for my own child?") -a skilled communicator -humble -an authentic committment to our district -someone who maintains relationships with all staff members by actually being in the classrooms - willingness to understand our district by actually experiencing it at all levels (in classrooms, staff meetings, parent meetings, etc.) and not just doing the occasional PR stunt -a good listener -someone who weighs all sides of an issue before making a decision -someone who follows processes and procedures set forth by the Board of Directors -good track record of fiscal management
- I hope that our new leadership is genuine, honest, and sincere. They should have a heartfelt desire to get to know each community memeber, para educator, teacher, and parent. They should possess experience in working with a small community. They should be very experienced in handling financial issues. I should not be able to google their name and find that they have been fired several times or had controversy in their past. They need to be willing to be a 'hands on' administrator as opposed to a 'desk sitter'. They should be in the schools and the community. They also need to be transparent in their work. They need to allow us to create realistic goals with them.
- understanding and appreciation of the diversity of the community--ability to be flexible excellent listening skills

**Survey Monkey Results for Tukwila School District
February, 2019
Spanish Version**

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

(#1) Response

Administrators/administrador

No responses

Classified Staff/personal Clsificado

No Responses

Community Members/miembro de la Comunidad

No Responses

Parents/padre

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

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

- La cercanía del escuela, el area del escuela es una zona muy tranquila.

(The closeness of the school, the school area is a very quiet area.)

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

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

- Estoy feliz por la educaci3n de mi hijo. Y con algunos maestros que realmente ejercen su profecion con dedicaci3n.

(I am happy for the education of my son. And with some teachers who really exercise their dedication with dedication.)

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

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

- Trabajar muy de cerca con los maestros, los alumnos, sobre todo en que en esa escuela exista menos "acoso escolar".

(Work closely with teachers, students, especially in that school there is less "bullying").

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

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

- Principalmente amor a su trabajo, responsabilidad, hacer presencia en todas las áreas escolares (he mirado que algunos de ellos siempre están en la oficina), respeto, coordinación con los maestros, habilidad para resolver los problemas que surgan respecto a la educación de nuestros hijos.

(Mainly love of their work, responsibility, presence in all school areas (I have seen that some of them are always in the office), respect, coordination with teachers, ability to solve problems that arise with regard to the education of our children).

Students/estudiante

No responses

Teachers/professor

No Responses