

*Stakeholder Input Report for*

# **Muscogee County School District Columbus, Georgia**

*submitted by*



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# **McPherson & Jacobson, L.L.C.**

Executive Recruitment & Development

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## **Muscogee County School District Columbus, Georgia Superintendent Search**

### **Executive Summary**

On September 18, 2012, four consultants from McPherson & Jacobson, LLC, conducted forums at the School Board Office, Northside High School, and Carver High School. In addition, the consultants gathered information reported on an online survey.

Outlined on the following two pages is an Executive Summary of the major themes expressed by the participants at these sessions. Following the Executive Summary is a compilation of all the input received from these groups and individuals in response to four questions asked of each. That section will be followed by all of the online responses received through the 23<sup>rd</sup> of September. Other than the removal of expletives, those responses are unedited.

- 1. What are the greatest assets of the Greater Muscogee County Community? (This information is used to help us recruit quality candidates.)**
  - Strong support for and presence of the arts and other cultural resources
  - Excellent high education options and opportunities
  - Strong partnerships between the schools and higher education, business and Fort Benning
  - Economic health of Columbus is continually improving
  - Serves as a medical hub. Serves the medical needs of the region
  - Many recreational activities for youth
  - Strong Columbus Technical Program providing opportunities for the non-traditional student
  
- 2. What are the strengths/assets of the Muscogee County School District? (This information is used to help us recruit quality candidates.)**
  - Several magnet schools in which students have choices based on their interest.
  - Excellent and dedicated teachers and administrators
  - Increased access to technology and implementation of technology in the district and classrooms
  - Excellent facilities
  - The public has supported special purpose taxes in support of schools

- 3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)**
- There is a gap in academic achievement based race and socio-economic status
  - High suspension rate of African American males
  - There is the perception that educational inequities exist between the north and south regions of the district (Along Macon Rd)
  - Shrinking financial resources impacting the district budget
  - Study magnet school program effectiveness
- 4. What characteristics are most important in the next superintendent of the Muscogee County School District? (This information is used as we screen potential candidates.)**
- A good communicator
  - A person who is visible and very involved in the community
  - Embraces diversity and the global perspective of the community and has the ability work with people from various socioeconomic backgrounds
  - A willingness to work with all parents to help their children be successful
  - A person who cares about all of the schools and all of the children
  - Ability to work with a board and not be influenced by the politics and special interests of the board members
  - Ability to unify the board
  - A person who is a leader, visionary and willing to take charge
  - Has worked in and is familiar with districts the size of Muscogee
  - A person who understands the dynamics of teaching
  - A progressive thinking person who is a visionary and can build consensus

## **Muscogee County School District Community Input Teacher Advisory Group**

- 1. What are the greatest assets of the Greater Muscogee County Community? (This information is used to help us recruit quality candidates.)**
  - Dedicated teachers
  - Community support
  - Recreational activities
  - Wonderful opportunities for children
  - Arts, symphony, theater
  - Strong university presence
  - Affordable housing compared to other parts of the country
  - One of few places in Georgia gaining jobs/economic growth and development
  
- 2. What are the strengths/assets of the Muscogee County School District? (This information is used to help us recruit quality candidates.)**
  - Technology in the schools/increasing access and implementation by teachers
  - Great teachers and support staff
  - Administrators do a good job/keep employees informed
  - All of the schools are coming together more and becoming “one”/more unified (common core has helped to do this across all grade levels; curriculum continuity)
  - Focus on arts, i.e. academy, fine arts, magnet, charter, and fine arts schools, IB (International Baccalaureate)
  - Excellent facilities/community support to pass bond issues
  - Partners in education programs
  - Good relationship between school district, technical schools and university system
  
- 3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)**
  - Teachers are stressed out right now re Race to the Top (i.e. evaluations)
  - Program-heavy; not fully implemented; unsure of the next step...
  - Division between North and South Columbus; i.e. race, SES, housing, employment, educational level
  - Finance to completely fund a school year (would like to end furlough days)
  - Board with internal power struggles
  - Division between old and new Columbus (political)
  - Communication problem starting at the state level down to the district level
  - Lack of coordination with special programs, including state and local requirements

**4. What characteristics are most important in the next superintendent of the Muscogee County School District? (This information is used as we screen potential candidates.)**

- Wants to listen to teachers; really listens to our issues and concerns
- Creative in finding alternative ways to fund education
- Committed to MCSD students and teachers (not a stepping stone to the next job); interested in longevity in the district (not ready for retirement); why don't we "grow our own" for this position?; why don't we look at someone outside of education, i.e. with business experience?; look for someone with experience in a comparable size school district - and successful record there
- Will protect teachers from unneeded initiatives, stress (filters for teachers) so they can focus on their work in the classrooms
- Can listen to ideas before making decisions; can take constructive criticism (not thin-skinned)
- Unbiased
- Values substance in administrators over flashiness

## **Muscogee County School District Community Input Northside High School**

**Name of Group/Individual:** School Personnel and Community

- 1. What are the greatest assets of the Greater Muscogee County Community? (This information is used to help us recruit quality candidates.)**
  - In recent years (since mid-90s), Columbus has shown a strong progressive streak. For example, ability to raise significant funds to build the River Center, the River Walk, downtown revitalization, and other ongoing projects. The intent is to open the community to everyone; to be inclusive to everyone who lives here.
  - Columbus State University and Columbus Tech – significant growth in past few years; partnership between them and the high school.
  - Very strong thread of cooperative between Columbus Tech and the business community; plus, this is a regional medical center with an excellent reputation.
  - Excellent cultural resources, i.e. symphony, River Center, opera house, facilities for theatrical performances, Legacy Hall (pipe organ), CSU – Arts Center downtown, Civic Center (sports, concerts), museum, life skills taught through theater skills (developing young adults) at Springer Academy
  - Entertainment helps to socialize the whole community with different faiths, lifestyles, etc. with acceptance for every person; the culture and beauty of life and development
  - Home to Fort Benning
  
- 2. What are the strengths/assets of the Muscogee County School District? (This information is used to help us recruit quality candidates.)**
  - Schools see a need and meet it, i.e. culinary arts program, nursing program, arts program, magnets, International Baccalaureate, a lot of choices for high school students
  - Alumni Association (at least at one high school) is active and helps to support programs and keep them alive

- 3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)**
- Monetary – large number of politicians who do not value public education; there have been significant reductions in state funding to public education over the last several years.
  - Racial issues; belief that “those” people are not good parents even though it is only a perception and not the truth.
  - Macon Road is a dividing line for the city (north and south); inequities in schools across the district – the mindset or perception has been here for years and years (in the city, also). “White Flight” is occurring in the city (growth is toward the north); impact on economic development. (This is not only a racial issue, but also a socio-economic issue.)
- 4. What characteristics are most important in the next superintendent of the Muscogee County School District? (This information is used as we screen potential candidates.)**
- Willing to work with all parents to help their children be successful; for students to get the best education possible to develop their talents, skills, leadership, post-secondary education...to grow as people
  - Ability to work successfully with the community; very involved with the community; don’t forget Fort Benning
  - Embraces diversity and the global perspective of this community
  - Not doing it for the money – concerned about children first, plus all staff and administrators
  - Might be person from here that would fit the job (would like there to be a focus on a local person); not as concerned about their educational background but more with their ability to engage with the community, to be a leader/take charge; well-rounded
  - Ability to work with the board; not influence by the politics/special interests of the board members
  - Cares about all of the schools, all of the children – will address the bullying issue



## **Muscogee County School District Community Input Carver High School**

**Name of Group/Individual:** School Personnel & Community

- 1. What are the greatest assets of the Greater Muscogee County Community? (This information is used to help us recruit quality candidates.)**
  - Servant leadership and volunteerism
  - Location—close to other metropolitan areas (Atlanta) but still has a hometown setting.
  - Large enough to have the amenities to include the arts and theaters
  - A diverse community that includes retirees and Fort Benning Military community
  - The way people get along with one another
  - A good and friendly community
  - Economic health of the community is continually improving
  - Serves as a medical hub that extends halfway to Atlanta—equipped with advanced medical care
  - Many sporting activities for youth
  - Dynamic public library system
  - Public housing community has access to technology
  - Higher education is very accessible with a broad array of choices available to include some overseas programs
  - Strong Columbus Technical College Program providing opportunities for nontraditional students
  - Strong business corporate community
  - Beautiful winters—August is the hottest month
  
- 2. What are the strengths/assets of the Muscogee County School District? (This information is used to help us recruit quality candidates.)**
  - Several magnet programs offering choices to students based on their interests
  - Schools do well in competitions - athletics and academics.
  - Dedicated teachers
  - A large number of teachers compete for Teacher of the Year
  - A foundation that represents the districts
  - Many forms of technology opportunities
  - Schools have partners in education to include churches which are involved in student activities and theater
  - Great relationship with the medical facilities and local hospitals
  - State-of-the-art buildings to include a picturesque superintendent's office
  - Supportive community when there is a need—but community operates as a double-edged sword

- Many business partnerships have been formed for the benefit of children
- Passed three special purpose taxes since 2000 in support of local schools

**3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)**

- A very wide racial, education achievement gap
- A high suspension rate among African American males
- A wide gap between the north and the south—of Macon Road
- Poverty
- Disparity of teachers—there is a racial gap in the demographics of placement that is race-related
- Dramatic shrinking budget
- Children not ready to start school
- Over identification of black students in special education program—there is lot of mislabeling
- Low number of African American students in AP classes
- The impact of politics in the classroom is surfacing
- Need an honest assessment of magnet programs—magnets have re-segregated the community
- Evaluate construction or reconstruction of facilities
- Get news media more involved with education—flood the media with information
- Have students more involved in Columbus State which has one of the top music programs in the state

**4. What characteristics are most important in the next superintendent of the Muscogee County School District? (This information is used as we screen potential candidates.)**

- A great communicator
- Someone who is in tune with low and high socio-economics
- Someone who works proactively and cooperatively with the parents
- Approachable
- Has a proven track record of engaging the community
- Does not turn to the police force for problems; but one who can resolve issues internally
- A well-rounded individual who has an understanding and appreciation for the arts and how the arts benefit students
- A courageous leader who has a strong backbone
- A background of working with the demographics of a similar size districts
- Familiar with the southern culture
- Appreciates the local community and its character

- In tune with the culture and dynamics of the classroom of TODAY
- A progressive thinking individual
- A visionary who can build consensus
- One who is not easily swayed by an interest group—strong enough to stand on his/ her decision
- Someone who can work with an elected school board and has demonstrated that ability
- Some who is accessible and available to the whole community
- One who clearly states and works toward goals



*Survey Monkey Results for Muscogee County School District  
September 2012*

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

**Administrators**

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

- Columbus, Georgia is a great place to raise and educate children.
- Local theatre' (Springer Opera House); Musuem; restaurants, shopping, schools
- The good things about our community are the downtown area, the shopping, the events that come to our town, the Riverwalk and the old mills are now residential areas.
- Columbus Georgia is a great place to raise a family! Schools, Churches, activities! Also, being close to Fort Benning allows us to be the patriotic community that all communities should be!
- CSU, Ft. Benning, Diversity of the community, Cutural events (Springer, River Center, sporting events), High Risk Nursery medical services
- It is clean and we have people that are good representative of our school
- High quality local university Demographic diversity High quality public golf courses Strong Arts and Humanities programs Riverwalk Proximity to ATL airport (national/international travel access)
- There is strong community support for the school system
- Even though we are a big city, we still have that small town community feel that is very comforting.
- Small be still large enough to provide employment, education, training and diversity in living. Fort Benning, Ga.
- Community has potential; AFLAC, TSYS, Synovus, and Fort Benning
- Supportive of public education; community service is valued.growing
- Its nice and clean but to many crimes in Columbus
- I don't live in Muscogee County. I only work in Columbus.
- Columbus is a great community.
- Partners-in-education, churches, civic groups and individual volunteers support the decisions made at the school. We are fortunate to have community (neighborhood) schools for elementary students and have a strong support base throughout the area. Parents view the school as an "old fashioned" hub of the community while churches and civic groups reach out to provide school supplies and other necessary items so that no child goes without needed tools.
- It is a community of honest hard working people that want to help make this community even better. It's a friendly city with many cultures.
- Positive growth with Columbus State University, a lot for young (0-18) people to do.

- Columbus, Georgia is growing very quickly and has a good market for jobs. Columbus is also a caring community and has a strong Partners-In-Education Program.
- The community is solid and stable; majority of residents are life-long. The community cares about public education.
- Family oriented! Very involved parents who expect a quality education with accountability by the school district leaders.
- The community is growing and alot of good things are being developed within the community to attract clientle.
- Very active in the arts, large military population, active district partnership with Columbus State University, new whitewater rapids to further stimulate tourism

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

- Muscogee County remains on the cutting edge as it relates to education.
- Variety of programs, diversity, educational opportunities.
- We have a variety of school offering various programs. We have a diverse group of educators dedicated to educating our students.
- Our schools need help! We have good teachers but we need to be able to do our job without the constant interference of "new" programs and initiatives that never work or never stay long enough to work! Teachers need to be allowed to teach!
- VERY hard working caring staff (that is why they are stressing out over all of the changes) that want what is best for students! Strong Partners in Education Program.
- It is very secure and many people feel safe while goin there
- Diversity High Tech schools Magnet School programs
- There is a student focus in the schools
- The teachers are dedicated and work hard. Great schools that work towards better student achievement at all times. Students first!!!
- Have many programs/opportunities to meet most all student needs.
- Title I School of Distinction
- strong leadership; facilities updated
- Principal great teachers great and so are the students best school I've ever went to
- Filled with great teachers!
- For the most part our teachers are hard working and love the kids they teach.
- Great teachers who are dedicated and work hard to meet the everchanging demands of teachers while keeping students first. Our students are eager to learn and parents trust us to teach their children. Partners in education continually reach out to read to students, work on math problems, conduct science experiments, etc. We are constantly striving to improve and embrace community support in our efforts.
- My school has highly qualfied teachers that care about the success of all of children. The teachers have high expecatations for every student in our school. They don't want to see any student fail.

- Dedicated faculties in general.
- All schools in MCSD are good. I feel they are unique to the needs of the community/neighborhood to which they are located. The administrators work together for continuous school improvement especially in the Title I schools.
- We offer a variety of quality programs to serve a variety of student needs.
- Hard working employees with high expectations.
- The schools that perform are doing well in addressing student needs, the schools that are not performing well struggle to meet the needs of their students because of family dynamics and the lack of emphasis placed on education.
- Magnet school system

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

- MCSD is place where educators care. The teachers need the necessary resources to educate students effectively.
- Dynamics of the district is divided.
- The budget first and foremost. The need to get quality teachers in the classrooms where there are now teachers who hate their jobs. The age of some of our schools and the problems facing those schools as a result of the aged buildings.
- A superintendent here should recognize our size and our diversity! In this large district one size does not and will not fit all! All administrators and teachers must be held accountable but there is more than one way to achieve excellence!
- How difficult the school board is to work with. The number of students who start school with low language skills which impacts their success in school.
- Nothing really because he/she is going to see our community is very safe and many people represent things in a good way
- Poor test results Bleak economic funding forecasts Furloughs, Pay challenges Poor employee morale (pay reductions)
- Central administration does not support the schools as much as they dictate to the schools. The tremendous burden placed on administrators and teachers in regards to the TKES process.
- Frustration level of its employees at the school level. Teachers are bombarded with too many different things from too many different directions.
- Discrimination in pay, race and gender embedded. Micro management of support groups.
- The community is polarized - North vs.South Splost needed- closs down some schools with very low enrollment
- Leaders in the district are not valued. Racism is evident in hiring practices for district and cabinet level positions.
- I think since girls get to carry there purses boys should be able to were the Nike 2 stringed bags i don't see why we cant!
- Disgruntled employees as a result of furlough days. Overworked administrators and teachers who constantly discuss their dissatisfaction with processes. Employees feeling unappreciated.

- Teachers from outside of the county are required to pay tuition for their kids to attend MCSD. This has adversely affected morale and test scores.
- Time must be spent on developing relationships. In Columbus, the Superintendent's position is one that requires a lot of community presence. Get to know the business world. Get to know the schools -- each one has its own needs and personality. Get to know the Board. The District should support the local school, providing each school with opportunities to make decisions that are best for their students.
- We still have a city that is divided by lines of north and south and social economic status.
- The school board has been difficult to work with. In recent years too many initiatives have been put on teachers and school administration without thorough research, support, and foresight. This has brought morale down.
- That we are unique. No one wants to be in a cookie cutter/one size fits all educational environment. Schools should be able to address the needs unique and challenging to their stakeholders in conjunction with increasing student achievement. More support of minority schools is needed.
- Our environment has numerous political agendas and power struggles that often work against what is best for the students of this district. The School Board needs to do a better job publicly supporting employees as a whole to send the message that both classified staff and teachers are valued.
- We need a lot of work to be done. We have had too many initiatives going at one time which leaves little time to focus on the main thing---our students. Initiatives need to be data proven. We have been on the front end of too many new programs, etc., without having any data already in place to prove the strength of the program. This results in extra work for the teachers/administrators with little outcome. We don't need to be the guinea pigs for everything.
- The lower-socio economic segment of the population and its growing numbers. This population is not being addressed according to their needs.
- that we are behind and dysfunctional at the district level. there is little to no support and there is not a functional to tell the district office - they need to be surveyed because the way the district views itself vs. the way schools and the community view it is very different
- Cut in teacher workdays to make up for budget deficits, inadequate arts program due to under qualified arts director (no music or theatre experience at all), revolving door of people in financial services, cumbersome, slow and confusing money system, inadequate office staff (in numbers, not ability), way too much put on teachers to the extent that they burn out quickly

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

- The new superintendent must be a good listener, passionate about educational issues and a confident individual who is willing to make changes when necessary.
- A great facilitator and motivator



- The new superintendent should be very people oriented and available to the district personnel. He or she should want to spend time helping and working for the district. I think someone in our district would care more about doing the job than someone from the outside. I think this person should make a commitment to our district for more than two years.
- Personable, willing to have an open door communicate with employees on a regular basis! Must have the ability to handle conflict resolution! The ability to say no to the board and the state department! The ability to know that growth and improvement take time!
- They need to put children FIRST, not cave in to the public. Support the school district employees. Have a vision for our system to stay up to date with technology and be a good communicator to all stakeholders (not just big business)
- Good leadership and good choices
- Doctorate Broad k-12 experience with focus in large districts k-12 leadership experience across nation Successful experience managing a large districts in declining economy Demonstrate indepth understanding and experience to guide school districts out of poor testing results
- One that is not agenda driven but student driven. A person who recognizes that teachers are on the frontlines of education and need the support of everyone.
- A true leader but not a "Yes" man. will stand up to the board if it is in the best interest of the students and employees. Will be fair and not pick their favorites among the schools and principals. Friendly and approachable.
- Firm but fair. Tract record of doing right by the employees/district. Independent thinker, performer.
- Courage to do what is best for all children, make decisions based on need, listen to your teachers
- Strong in character; communicator; HONEST; FAIR;INNOVATIVE;PROGRESSIVE
- To understand the students such as our concerns and complaints about the no 2 string Nike bags etc.
- A definite people person who listens well and can respond appropriately in stressful situations. The ability to see beyond the moment as well as the ability to determine an immediate solution to a current problem. One who cares about the students and the educators responsible for them.
- Integrity, financial expertise, vision for the district
- Good communicator, someone who is in step with classroom teachers and administrators and helps to protect the instructional day. The new superintendent needs to be easy to talk to and willing to address community groups, support student and staff involvement in the community, and be a direct line of information from DOE to local schools. This person must be able to work with and educate the Board on issues that may affect our students and employees.
- The person needs to be fair and honest and bring a sense of unity to the district. The person has to trust and know that we are professionals and we want nothing but the best for all of our children. Be a change agent for all the right reasons to advance this system to greatness.

- Professionalism, good communication skills including listening, a respect for the workload of faculty and administrators in the school, decisions made in the best interests of children, willingness to listen responsively to concerns. They should also have a good "business sense" in the area of fiscal responsibility.
- Great awareness of Urban Schools. Someone that understands that the decision makers for the district should reflect the population of the district or at least identify/(understand) urban students/families. Someone who has empathy. Someone who can identify with the needs and progress of minority schools and support the efforts of the administrators, faculty, students, parents and staff. Someone who is not politically driven by central office likes and dislikes but actually by data and first hand observation of the work of the schools.
- The successful candidate is a person with extensive experience building collaboration and cooperative between diverse groups (racial, economic and political) with opposing agendas. Someone with successful experience in a large, urban school district would be ideal.
- Fiscally responsible Have extensive experience as a teacher, principal, and district level administrator. They have to understand all aspects of the educational system and know what they are asking from each member. Experience in a LARGE school district as a superintendent with PROVEN results. Understands the importance of relationships with all stakeholders (parents, students, teachers, administrators).
- Accessible and visible in the schools.
- someone who has worked in an urban school district. someone who is willing to train current personnel to build district capacity. someone outside of the area
- Ability to balance the budget without putting the burden on the teachers, being able to evaluate the credentials and monitor the efficiency of the district administration, weed out the fluff for teachers so that they can do what they do best...teach, clarify and simplify the purchasing/financing nightmare

## Classified Staff

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

- Location- share borders with Fort Benning, GA and the Chattahoochee River. With the right leaders we have a very promising future.
- Good recreation in and nearby: beaches, mountains, Atlanta airport shuttles  
Several live theater venues with active local participation. Historic preservation  
Good newspaper and other local publications. .Museum, Library, Infantry  
Museum, Brother's General Store on Broadway. Local law enforcement, 911  
operators, firemen, EMT's and other first responders trained free in Crisis  
Intervention by specially trained members of NAMI {National Alliance on  
Mental Illness} Certified Literate Community, Columbus State University,  
Columbus Technical College, and other nearby public and private colleges. Long  
standing good relationship with Fort Benning, Adult Education Program serves  
five counties for GED preparation and English as Second Language and is one of  
the TOP performing Service Delivery Areas in GA.
- Diversity, Community involvement, safe environment, quiet and tranquil, children  
are priority first;
- We pull together when a crisis happens to anyone in the community.
- we are in the center of the community with great pelope
- Progressive. Delightful up-town with CSU as centerpiece. Great Riverwalk.
- Columbus is a striving community with great administrators, leaders, and teachers  
working together to better educate our students.
- The community in which I work is close-knit and friendly. Neighbors watch out  
for each other. There is a problem with undisciplined youth causing vandalism. I  
am concerned about our children in South Columbus.
- This is a growing community.
- This community is a good and supportive one and has a lot of resources. It's has  
had a good colleges of learning, and great arts community! It is a very charitable  
community and wants to see the best for its schools. Columbus is having a  
growth exploding and is redirecting is offering in the community and is adding a  
lot to help increase the quality of life here. And we are a very diverse community
- The community supports our Ft. Benning military family and vise versa.
- appears to be a community that sticks together and willing to help in the time of  
need
- n/a
- Its a good place to raise a family and a good district to work for.
- it has a sense of concern for others. caring for other people, in the mist of trouble.
- In walking distance to an elementary and middle schools.
- Our community is growing and becoming very multicultural and diverse.
- It is quiet, the people are friendly and helpful.
- I think that our community is up and growing, quite quickly. I think it is a  
wonderful city that need some help in certain areas of school and government.

- close-knit community, where people know each other. Friendly town, people truly want to help each other.
- We have the Springer, CSU, RiverCenter, etc. Opportunities are there for young and old.
- Neighborhood-oriented. Revitalization and cultural development in downtown area. Good medical facilities. Ample shopping and dining choices. Expanding recreational opportunities.
- I'm a life-time resident of Muscogee County and have seen a lot of growth and improvements, particularly during the past 25 years, with cultural opportunities via the Springer Theater, River Center and other Performing Arts facilities. The number of fine restaurants has increased a great deal and the addition of more athletic facilities at the South Commons. Columbus State has continued to grow and is a respected institution in the Valley. We're blessed to have it to enable those in the area to get a college education who might not be able to otherwise.
- Good shopping and restaurants. Near enough to Atlanta to be able to attend concerts, see attractions, etc. Within 2-3 hours of the beach.
- Crime rate is very low, clean city, good businesses, good schools and a good place to raise a family.
- Lots of things to do in regards to the cultural arts. Lots of museums, and community driven organizations
- Columbus finally has a Mayor that is getting things done!
- clean, well lit up, quite

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

- Loving, caring, compassionate teachers. This is evident in their "go beyond the call of duty" in the face of salary cuts, which could have caused them to feel very unimportant. We all can thank a teacher that we have a job!
- Motivated teachers and principals, budget conscious, {USE IT UP WEAR IT OUT, MAKE IT DO} ,care for the welfare of students in and out of the classroom
- Dedicated, caring and committed staff . Safe working and learning environment:Teamwork is a major focus.
- Our schools try to provide a quality education for the students of Muscogee County.The one in the title one schools work harder inspite of al tne disipline problems to make sure the children have the tools to succeed and compete with the other scools.
- we have of the best schools in ga with some of the best people working who care about the kids an the staff
- With some exceptions, physical plants are in good shape. Professional staff and teachers try hard.
- We have a very diversified community that is well represented in all of our schools.

- Several years ago I had the opportunity to work in many of the elementary schools in Columbus and I was impressed with the teachers. At my current school, the teachers have a deep concern for their students. I feel that the students are being served as well as possible.
- we have a very active PTA program.
- I don't work in the schools but is an employee of the school district for a lot of years.
- Faculty and staff are so friendly.
- seeing how the staff and parents work so well together daily
- n/a
- we have great schools and great staff working, we would like to be honored more on teacher appreciation week from superintendent.
- we are concerned about our students and care if they have problems learning a certain subject. also we try and help them find ways to learn things that are hard for them to learn.
- More technology based than the average school.
- Very good teachers who cares about each child in the system getting a quality education.
- The principal and staff are very concerned about the students. And their well-being.
- I think that we strive to educate our kids to best of our ability.
- teachers really care about their students. Technology is available in most schools.
- Most teachers care and truly want to teach; but are unable to because of too many "guidelines".
- Good progress in technology implementation. Many small neighborhood elementary schools rather than a few large ones, better for young children. Teachers who care. Well-qualified and experienced leadership at the administrative level.
- With the passing of a Bond Referendum for HVAC in past years and three SPLOSTS in more recent years, plus State Capital Outlay money, we have been able to make a number of improvements in our facilities and are providing more Magnet Schools as well as a cluster of IB Schools (Clubview, Richards & Hardaway).
- Teachers strive to provide a quality education for every child. I used to be a substitute and all of the schools I worked at were warm and welcoming to everyone.
- Great diversity, clean and safe environments, highly qualified teachers and administrators.
- Diverse students population as well as diversity within the faculty and staff of schools. Certain schools have a very active and loyal parent relationship and strong teacher core.
- Although it is not true of all, MOST of our teachers and administrators truly care about the education of our children.
- clean, maintenance is done, grounds look good

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

- Issues on the classroom level. Our teachers have a tremendous task with the breakdown of families. Equipping young people for the future and to be able to overcome so many negatives in society. Budget cuts in areas other than worker's salaries. We won't have a school district without student transportation, mechanics to keep the buses on the road, teachers, curriculum, school nutrition, and custodians. Obesity- answer, put physical education back into schools in the dimension it was when I was a student. They will be better thinkers and weight will be less an issue. Put driver's education back in to schools to equip our children to be safer on the streets. Not all parents equip their children for this huge responsibility, they could get it at school.
- I Feel the school system should be separate from the library and the museum. The property tax freeze is detrimental to the whole community as well as the schools..Although I benefit I voted against it because the children in school now will be in charge when we are older. Too many students per class. Special ed students should be grouped more by ability level instead of placed all together.
- Discipline and the "great divide" between North and South sections of the county.
- There is some bias attitude toward the schools in the South versus the ones in the North.Even with some the expectations are different when they all should be the same.
- raises, furlough days,addquite people to clean the schools,
- Dysfunctional board
- There are some racial problems in our district. The paraprofessionals are underpaid.
- Please be aware of the problems in the homes of many of our students. There is so little discipline and so much neglect and even abuse. The children are so full of anger that they bring their anger to school and cause many problems.
- The issues between some of the school nutrition managers and principals.
- Raises for employees. This is very important. The moral of school District Employees -- this area is a very big issue; with no pay raises in the last 4 years and none seen for the foreseen future you get expect employees to continue to be loyal workers There is a perseved notion that the school district administrative offices are top heavy -- this is a long standing issue. Our candidate needs to come in and study the systems structure. Make sure all the school are treated equally and given the same opportunites -- I can't believe we are still fighting this issue.
- Encourage parents to help out more i.e. volunteer at Homecoming or other events. More importantly,help the schools carry out the Dress Code Policy of the school.
- that we have not received a raise in pay in over 4 years
- n/a
- The furlough days, certain schools need a lot of work done to them before other schools get built.
- how people feel that being under paid for quailty services done on our jobs, is not right. how some people get paid soo much more and do not do quality work.

- The needs of better improve elementary and middle schools on the southside of the city.
- That their are a large number of classified employees that are under paid for the degree that they are required to obtained for their positions such a Bachelor degrees for paraprofessionals.
- He or she should show equal attention to all school district.
- Money is scarce, pay scale does not accurately compensate employees for job duties and education needed to perform job. Communication is poor in the school district and departments are disjointed.
- I think the new superintendent needs to look at the pay for the support staff. If you look through other cities, comparing salaries, ours falls short. I think at least a cost of living raise should be given as soon as possible. It has been approximately 6 years that anyone has seen a pay increase.
- Budget is really tight. Teachers won't take much more furlough days, they are also involved in a lot of paperwork instead of teaching.
- I know we are concerned about all of our students. Discipline and attendance are really out of control at the high school level. We need stricter rules/guidelines for parents and students, school wide, to follow. Students, especially at this age, NEED rules. If they continue to "get by" with the minimal expectations, we only get "minimal citizens and adults" in the long run. After all, today's students are OUR NATION'S FUTURE!
- Financial constraints and controversial budget choices. Supporting and motivating employees.
- Particularly at this time, he/she should be aware that money is very short and should choose carefully and fairly about how available funds should be spent - especially in the area of travel and replacement of furniture & equipment that could wait until the economy improves.
- There is some discrimination involved in the administration of some schools. Both black against white and white against black. It's not blatant but it is noticeable if you work there.
- Financial issues and the ability of the superintendent to make decisions for the entire school district.
- Divisions between the schools (everyone know which schools are "better" due to money and teachers). Also the disconnect between the school board and the teachers/staff.
- This person needs to be very aware that he/she would be coming into a district that has not had a raise in pay in over 5 years! Not only have we not had raises, our pay has drastically decreased due to furlough days and increases in insurance premiums! We need a break here!!
- raises, casual day needed, early release was a good incentives during holiday break

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

- Past educator. I believe the new superintendent should have history working on the level with children who would have better understanding of what the children need, not just running a business. Please find someone who has a heart for young people, our future. If we get someone with the heart of children's education every decision made will be the right one. We can not afford to cheat the young people of Columbus out of the best education and support they need for the sake of politics or other injustices.
- Open to suggestions. Not an empire builder Build rapport with entire community Visit schools often Encourage input from students as well as parents Look for ways to budget without cutting services Have an aggressive program to eliminate BULLYING at all levels Form a task force comprised of teachers, parents, and community leaders to find ways to reduce the dropout rate. THE HIGH RATE OF 16-18 YEAR OLDS IN THE ADULT EDUCATION PROGRAM IS DISGRACEFUL.
- Caring, unbiased, genuinely concerned about all students, staff and parents.
- A successful superintendent should be flexible, honest, empathetic, unbiased and willingly to give himself to the issues and concerns of all of the students, parents and staff of Muscogee County.
- this person should have worked in the system so that they have first hand knowledge about the schools on every level from custodian, kitchen, teacher, principal
- Strength
- The candidate should be a good communicator, peacemaker, and decision maker. He/She should be highly educated, have high expectations, and have a love for our students.
- Compassion but firmness. Don't be intimidated by those who try to "wear you down" to get what they want.
- Someone that really care about all employees in all areas, and is willing to have a forum with each section to let them voice their concerns, with any back lash from those who are over them. Be will to have a open door policy. in other words someone that is not afraid to talk to their employee's.
- Community oriented Shows and has demonstrated interest in all level school district employees and is willing to listen to them KNOWS a lot about school district budgets and not just have a working knowledge Communicates well with the administrative staff of the school system.
- PATIENCE-DON'T CHANGE SOMETHING WITHOUT GIVING IT A CHANCE TO SUCCEED. NOT JUST HEAR PEOPLE TALK BUT TO LISTEN TO HOW THEY'RE TALKING. MUST BE A TEAM PLAYER, NOT RING MASTER.
- able to solve the issues that are at hand for the better of our schools and staff
- Genuine care for the people, community and most importantly, the students well being now and beyond.



- Need to have experience in education. Need to know background on the county, and schools. Should be friendly and family oriented.
- patient, concerned, persistence, determination, able to stand under pressure and deal with deadlines and other people voicing their concerns.
- Love children and very interest in the education of all children.
- Great communication skills with the community and all school district employees.
- He or she should be willing to help and listen to all staff and community member in the district.
- Budget minded, able to cut expenses where needed
- It would be nice for someone to come from an outside area, where they have worked with a similar school structure. And having met the challenges and succeed in keeping moral high within the employees and doing what it takes to educate our children.
- he/she needs to be a parent, who cares/knows about life in school. A lot of decisions are made by people who don't visit the schools, or know what the real problems are.
- this person needs to have an "open door" policy for all employees of the district. I know we have a great many very well educated teachers, administrators, etc. The other school personnel seem to get "lost" in the crowd. Their concerns and suggestions should also be heard and taken seriously. After all, they too are the eyes and ears of our schools and are concerned about the welfare and safety of our students.
- A superintendent of education should be, first and foremost, AN EDUCATOR. No business person will ever be able to fully understand or relate to employees and issues in education, no matter how successful they may have been in the business world.
- Integrity, dedication, concern for children and employees, rapport with the City officials and a willingness to listen to concerns. This person should not make drastic changes when first coming on board, but should become knowledgeable in all areas, stand by his/her convictions and not be intimidated by others if the decision is best for the general welfare.
- I feel that the Superintendent should have been an actual classroom teacher so he/she will be aware of the problems and issues that teachers face each and every day. They should be aware of the teachers needs and the needs of the students in all socio-economic areas of the district. They should strive to help get parents more involved in their child's education.
- Innovator, able to acknowledge and support the needs of the different schools. Energy to work with the school board, schools administrators and the community.
- Strong support of the arts (Museum/library) in and out of classrooms. Creative ideas about how to manage the budget without furloughing teachers. Complete dedication to education and does not give into political games and pressure.
- This person should be well versed in the Columbus area...should be familiar with our unique mix of military students with civilian students. Also, this person should understand the needs of the schools in the lower income areas of town.
- people person, understanding, God fearing, integrity

## **Community Members**

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

- The community supports MCSD and has shown through various ways: passing several SPLOST votes, large % of Muscogee County children attend public schools, etc...
- Good location to other cities. Ft. Benning for employment opportunities. Home based corporations Aflac, CB&T, NCR etc.
- We respect and value the past, but are willing to reinvent ourselves occasionally. A good example is the new plan for the downtown area and all the recent development cited by the mayor. We exude southern hospitality. People who visit often come back - to visit or to stay. We have an excellent relationship with Ft. Benning and the military community.
- Good structures and systems in place to grow into a dynamic future; optimism; momentum.
- The community is diverse in terms of race and socio-economic class
- Great public-private partnerships; local support of sales tax for schools.
- Excellent town gown relationships between education and the community. Excellent university in the community with which to partner.
- Columbus offers a variety of activities for people of all ages. The arts community is a big part of Columbus' entertainment. There are also many outdoor activities available. Columbus' proximity to the beach in one direction and Atlanta in the other direction is great bonus. Having access to these venues while living in a mid-sized city like Columbus is one of the great things about living in Columbus.
- Columbus abounds with public/private partnerships which promote exciting new development and make our town an interesting place to live. We have a vibrant and growing arts scene, a young, smart, energetic mayor who works hard at building consensus and is willing to fight the hard battles, a public library that we taxed ourselves to build and that in return gives us varied fun and thought-provoking programming for all ages. We have nice parks with excellent playing fields used by huge numbers of children and adults on a daily basis. We will soon be opening a new natatorium which will provide even more opportunities for exercise and recreation. In the 35+ years I have lived here Columbus has changed from a sleepy, dull town into a city that is expanding both physically and intellectually. We have a wide variety of restaurants and shopping areas that bring people from surrounding areas into our city. I feel safe in Columbus though as with any city, a citizen must use good sense in when, where and how she travels about. I find Columbus to be a good place to live and I expect a lot from my home town.
- The people are friendly. There are many opportunities for enrichment for children of all economic levels. There are many, many ball fields and several parks for enjoyment. It is rooted in Southern Culture but has strong leadership that offers new innovations such as the white water rafting course on our Chattahoochee River.

- The community is very involved with the schools through the PIE program. Many businesses and organizations adopt a school and have strong bonds. I would hope this would continue.
- It has a wealth of talented people who has impacted the world and nation
- Diverse, locally owned global companies, Ft. Benning, Columbus State University, a great public school system when lead right, plenty to do, places to eat, close to Auburn University, Troy University
- Columbus is a great city to live in and has a lot of potential to thrive.
- Most people look out for each other. The community is made up of families with children and elders.
- There are essentially nine key elements of a good community that I feel, Columbus, GA should provide. Offers residents a safe place to live. Offers access to those goods and services necessary to sustain residents at a level acceptable to them. Must have relationships of the character that bind people together. Must have a commonalty of values and goals that helps residents pull together. Is a place where people are treated as "whole" persons. Is a place where the day-to-day relationships among residents are highly predictable. Has a recognized place within the social structure for each member. Provides sufficient opportunities for growth and fulfillment. And finally is homogeneous enough to prevent conflict between neighbors but heterogeneous to create some diversity.
- Nice school buildings.
- Our communities are safe because of Columbus Law Enforcement, Crime Prevention Unit. The crime prevention unit establishes neighborhood watch teams throughout the Columbus community. This small entity provides neighbors with watchful eyes in the prevention of crime. I am glad to be a part of this movement that helps deter crime daily. Our communities are looking good with roads and sewer lines being install that helps our infrastructure when flooding or down pours of rain.
- We have tremendous community support, which includes the Partners in Education program and the passage of two SPLOST in a weakened economy.
- I am very proud of the progress this city has made during the last few years. We now have a beautiful River Center, the National Infantry Museum, Oxbow Meadows and many other wonderful cultural and entertainment venues. Our current mayor has also done a marvelous job of bringing new businesses in and encouraging small business growth in our community.
- Availability of parks and recreation for children. The continued building of the community.
- Columbus is a community founded on the principles surrounding the four churches downtown; First Baptist, St. Luke, Church of the Holy Family, and First Presbyterian. These were the values of our founding fathers. Also, the city has been greatly affected by the loss of industry in the manufacturing world, once having been one of the largest suppliers of denim. These companies have moved overseas, causing the whole dynamics of the "working class" to change. This has had a devastating effect on our economy over the past two decades. Now, our city struggles to find industry. This weighs heavy on the hearts and minds of those who struggle to find employment.

- We have constructed criticisms to help keep a good line of open communication between the parents and school administrators.
- Columbus is a wonderful place to live. Lots of diversity in this town. It is a large city with a small town atmosphere. We have CSU which offers a variety of course for students who are attending. We have the symphony and Springer for the arts. Ft. Benning is an asset to Columbus. We have several businesses that are partners in education to our schools.
- We're an interesting mix of traditional Southern values (good manners, helping out neighbors) but with an understanding that society as a whole is changing and we need to be open to that.

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

- Parents and students have options for student study through the various magnet programs.
- ,Magnet programs,Community schools ,Access to colleges (ie Columbus State,Troy, CVCC,Columbus Tech,Partners in Education Program, High school to college programs.
- There are enough families who live here their entire lives that lifetime relationships are formed in our schools. Our magnet schools provide opportunities to develop individual interests and talents as opposed to a "one size fits all" K12 education.
- Muscogee County has truly outstanding schools, teachers and administrators, and schools that are faltering. A rich history, committed community, and a bright future, with the need for strong leadership to move us forward together.
- Staffing is adequate and resources seem currebt and sufficient
- Some strong high school programs at Columbus High School, Hardaway High School; strong elementary arts program at Wynnton Academy.
- Teachers who care; supportive families; wonderful students - all looking for an innovative, positive, and supportive leader - not someone who comes in with a negative outlook forcing inappropriate curriculum programs, pacing, and teaching practices that are standardized across all schools.
- Muscogee County teachers and principals are dedicated to the students they teach and are hard working.
- As a retired high school librarian, I can say with certainty that Muscogee County schools have some extraordinarily good teachers. I can also say they have some quite mediocre ones that can should do a great deal more. The good ones are truely dedicated and go far beyond the extra mile in demanding the best from their students, motivating them to give it, exciting them about learning, and enhancing their skills (the teachers') to be even better at their jobs. We have pretty decent physical plants for the most part, though the age of many of the buildings requires constant maintenance. We have schools that win awards for excellent performance.
- Most of our students attend public schools and most of our parents are supportive of our schools.

- There are a lot of choices for parents on the type of school in which to send their children.
- a goldmine of industrious youth
- Hard working teachers/educators; diversity for students; global opportunities; extra curricular activities in academics, sports, careers, etc.
- All schools are different and some have people who are in lead positions are treating certain staff wrong and or not being fair.
- The school is near home. The staff of the school is working hard to improve education.
- Muscogee County School District classrooms should look cheerful. The students work should be displayed as needed, and appropriate for the individual grade level. Our teachers must be enthusiastic and knowledgeable, able to ask questions that stimulate students and keep them engaged. Each school, no matter what level the principal is confident and interested in interacting with students, teachers and parents. All of our facilities maintained and provide a comfortable environment for the students, staffs and parents. The external environment is clean and the grounds are safe and inviting.
- We have teachers who want to do their best but in many ways are stifled by our school administration.
- The schools have good leadership, administrators, faculty, staff, and teachers. The schools have good curriculum and excellent school days.
- Data driven school administrators and teachers. The majority of the staff is hard working and dedicated. Progress is being made with standardized test results.
- We are blessed with some very dedicated teachers and administrators who put the students first. It is not unusual to drive by a school at 6 or 7 o'clock in the evening and still see teachers cars. Even with budget cuts and added paperwork our teachers go out of their way to find ways to motivate and encourage our children. Now I can't say that is true about 100% of our teachers but I believe it to be true about the majority.
- Strong IB programs
- Teachers are committed. They really love the children and want them to learn. They spend their own money on things the system cannot provide. That is commitment.
- Our schools are student focused. We believe in meeting children where they should be met, and taking them beyond their potential. Some schools who receive all of the recognition for being outstanding are that way because they select their students. (Britt David and Columbus High)
- We believe schools should be built new and not reconstructed or upgraded. This is a plus for our students.
- Our schools each have some form of a magnet program. Each school has good and bad students. Each school has students that excel in different programs. It is good that we still have Jordan High for students that don't want to go the college route. We have career ed. pathways (medical) that are wonderful.

- Our teachers want to be allowed to TEACH! They're restricted by all of the testing they have to do for government funding. Our teachers should be allowed to teach their students in whatever manner they thing would suit the group they have in any given year. They need flexibility.

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

- MCSD is below the state average on every grade level of the CRCT. We need direction and focus from elementary education on math and a veteran math specialist for instruction.
- ALL BUILDINGS NEED TO BE BROUGHT UP TO THE SAME STANDARDS FOR GOOD EDUCATION, Racism, There are to many teachers graduating from Columbus College and surrounding areas that have not had enough exposure to diverse pcoming to a community that is highly diverse. opulations,
- Like many cities, ours has a north/south divide with very different demographics. He/she should be familiar with numbers of one-parent families, families receiving food stamps, and other issues that affect a family's ability to be fully engaged in the education process. Reading news stories from the last year about the District and the School Board wouldn't be a bad idea.
- Muscogee County is a large and diverse system; all students do not begin their education with the same advantages, nor do they share the same enrichment activities or discipline outside of the classroom. Students bring different skills and interests, and must be nurtured and educated as individuals. Fine Arts are an important window to learning. Learn to learn, and grow into a changing community and world.
- Brand new state of the are being built on the north side of town while buildings are falling apart on the south side Though there is a strong university presence in town (Columbus State), the district does not engage in or support action research, especially at the school level
- Muscogee County is below the state average on every category on every grade level of the Criterion-Referenced Competency Test; large gap between Title I schools south of Macon Road and the non-Tile I schools north of Macon Road; poverty, dysfunctional families, low regard for educational achievement by large segments of the population--especially among African -Americans; large public focus on athletics; considerable crime.
- System needs positive, innovative support. The teachers have been pushed down, policed, etc. to the point where they have lost lots of hope, feeling of confidence in their abilities, etc. There needs to be support for schools trying innovative approaches that meet the needs of THEIR students. Standardizing everything is NOT working; individual schools and students have individual needs, therefore they need to be able to do what works for those populations. There also needs to be an immediate and strong regeneration of a partnership with CSU. The last few leaders have closed most of the doors to any kind of partnership, and this needs to be changed.

- MCSD needs to develop a strategic plan for the improvement of student achievement in all schools that includes the involvement of education partners within the community. The district needs to engage in systematic research in all of its schools in order to identify what works for the teachers and students in those schools rather than apply across the board mandates for every school when it is clear that the schools in the district vary greatly in their make up.
- Our schools are performing below state averages in all categories in every grade level on the CRCT. We need to push the lazier teachers (and, yes, I do mean what that word implies. They may never set the world on fire with their intellect or abilities, but they could and should be made to do much better at their jobs) to engage in professional development activities to improve their teaching. That requires rigorous teacher evaluation which I think Muscogee County lacks. Of course we need more parental involvement and acceptance of co-responsibility for educating their children - and whomever comes up with the solution to that problem deserves at least a Nobel Prize.
- There is far too much focus on competitive Athletics at the expense of the Arts and other enrichment activities. There is a lack of creativity in the district's leadership due to an unwillingness to have 'right-brained' people in leadership roles within the system. There is not one Music Educator in an administrative position in the entire system through many highly qualified candidates have attempted to move into administrative positions. HR fills leadership positions with coaches and their families. Nepotism abounds.
- There is tension between the school board and the administration.
- stagnant leadership anti scholarship
- A very fractured system as far as employees are concerned - they do not feel appreciated. The dysfunctional school board - they act foolish and seem only concerned with helping a few; fallacy of a north and south - all the schools are functional and working - there are schools on the north that have over 15 portables but they make AYP - stop using that for an excuse; top heaviness in the Central Office; ridiculous programs going in and out of the system - let the teachers teach.
- how employees with lower paying positions are being treated. pay raises complaints about the schools they are working
- The schools need more money to provide varieties for our children. Some schools are so desperate for money that morals are not considered.
- Change is being externally driven and imposed on school districts, which is a shift from a long tradition of American education as a predominantly local enterprise. This sea of change in education requires a new breed of superintendent. In terms of our school district, the on-going challenge in a nutshell, I think, is trying to ensure that it is a set of schools that can serve the needs of children regardless of what background, what set of circumstances they walk in the door with, which as we all know, can be remarkably diverse. To listen to the community and find out what the community wants. The goal of the new superintendent is that he or she has enough time to transition into the new position, learn the district, meet the various stakeholders, and hit the ground running when they formally assume the position. Whoever is chosen to guide the district, he or she will have their hands

full from the start. The state of public education in Georgia and the nation demands that a superintendent be an active advocate for the children in their district. We would certainly love someone who would defend the district to the ends of time and work within the confines of what they're able to do. Someone who can find a way to have a positive frame of mind around the new realities in public education, particularly in Muscogee County, will be critical. The community at large will be looking for some pretty strong educational leadership as opposed to, say, a superintendent who is more managerial in his or her approach to the world. Someone who would come in and really learn the district and understand the needs of the district and really look things over before he or she made any changes, because I really feel that we're exceptional.

- A board very out of touch with the public. Teachers not allowed to teach. Decisions being made about education by those who are not educators. Children receiving a very poor education. Parents frustrated with the school system.
- I think the over crowded classroom and under paid teachers. I think that discipline should be the number one priority throughout the school district.
- Internally the district is becoming more polarized. There is a perception of unfairness in the decision-making process due to very poor internal communication. Board members contribute to the unfairness and polarization due to an emphasis on what will get me re-elected rather than an emphasis on what is in the best interest of students and the organization as a whole.
- As a life time resident of this city I have always been concerned about the socio economic division that exists here. The area of south Columbus is always labeled as a 'worse' part of town. The schools there are treated like the 'step children of the system. Schools in the northern part of the city are considered to be 'better'. All of our children should have an equal chance and the board doesn't seem to see it that way.
- Poverty.
- That there are more and more children in the system with serious medical conditions requiring a nurse in every school. We need nurses in EACH school. Not just a person acting as a clinic worker trained in first aid. We have children with diabetes needing insulin I injections that require careful calculations and decisions. We have children with seizures, feeding tubes, colostomy bags, allergies. We need trained MEDICAL people in schools daily. This is an accident waiting to happen.
- He should know the district. We do not need to get an outsider.
- Magnet Schools cause hardships on the non-magnet schools. For example, it seems to be a violation of a students civil rights to be turned away from a school "next to their home" because they do NOT meet certain qualifications. If students in the magnet schools vs. non-magnet schools have discipline issues, they are immediately withdrawn. They are very selective about who they allow in; however, the non-magnets have no choice to "turn away" students because of low test scores. These magnet schools seem unconstitutional. A law suit waiting to happen.
- Furlough days are not cared for very much.



- That this district really is divided by North and South. That we have a "good old boy" district and unless you are a former coach you can't get a principal's job. That some schools do get more than others simply because they are friends with higher ups. That classified personnel feel they have been overlooked when needing someone to listen to various concerns. That magnet schools are used to recruit students, some for sports and some simply because they are a friend of a friend.
- The public has a bad perception of the school district due largely in part to the amount of money spent on the central office building. There is also grumblings about some of the salaries of top administrators when the teachers haven't had raises in several years. They are the ones teaching our kids and should feel like they're appreciated. Sorry to say, but money makes employees feel valued.

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

- Successful experience as a superintendent in a mid to large size system. Not leaving their present job because of problems.
- Knowledgeable of all areas of education, good communication skills,, relate to diverse populations, good moral character,promotes a healthy lifestyle
- Servant Leadership, good communication skills, a willingness to explore new approaches in education that have been successful elsewhere, and a genuine desire to live in Columbus and become a part of our community.
- Demonstrated success! Strength of character, superior education, administrative and communication skills to engage and motivate students, teachers, parents administrators and community members from all backgrounds. Thoughtful, yet decisive. An effort should be made to identify candidates who are not looking to escape, or who are coming from failure as a leader, but to identify individuals who are content, who are successful where they are, but may be ready for a new challenge.
- Knowledgeable about school improvement research and budget management
- Proven management skills at a school system in a large, diverse population community; ability to communicate with a diverse population exhibiting low social-cultural levels.
- Desire to partner with others (community, university, etc.), desire to support teachers in improving teaching and learning with appropriate and innovative education - not just reduce teaching to drill for raising test scores, positive innovative vision
- The new superintendent of MCS D should be someone who has experience in the field of education. He/she should be open to collaboration with the partners in the community and the ability to negotiate the politics of the relationship with the school board. Above all, the new superintendent should be someone who has the best interests of the children of Muscogee County as his/her number one priority.
- Smart, energetic, creative, diplomatic, communicative, involved, peristent, determined, focused, self-confident. We need someone who can deal with an often recalcitrant Board (though that may have improved after the recent election

- but it could be better improved in a subsequent one) and who can (and will) successfully and regularly communicate directly with the community, both to apprise them of how the school system is doing and to involve them in making it better.
- Individuality, negotiation skills, perseverance, high energy level, ample experience in a similar system. willingness to ask questions and learn from others, a good security system and a great personal support system.
  - Willing to work with the teacher education department of Columbus State University.
  - Spiritual ,bold with a sense of mission and service to the disadvantaged
  - Experience as a superintendent in a large, diverse area no matter where that area was. Someone willing to take risks and not cowdown to special interest groups. Open to discussion, professional, honest and has integrity all the time. Someone that is not here to earn a higher retirement.
  - ready to make a difference within the school system help others be treated fair help to hire more help for each school in the custodial department
  - Superintendents should have been a teacher at the different levels of education and be a parent.
  - To manage the school system and to provide leadership according to the school district's vision. Have a sound/solid relationship with the School Board. Attends and participates in meetings of the School Board. Informs and advises the School Board about the programs, practices, and problems of the schools, as well as activities operating under the authority of the School Board. Implements School Board policies; advises the School Board when he/she identifies the need to add, modify, or delete a policy. Submits recommendations to the School Board relative to matters requiring School Board action, supported by data and information as necessary to make informed decisions. Recommends, annually, to the School Board system-wide goals. Monitors and reports back to the Board, at least semi-annually, on the progress toward achieving the goals. Works with the School Board to develop a vision for the district and a comprehensive long-range plan. Prepares an annual operating budget along with recommendations based on guidelines set by the School Board. Works with the School Board to develop the final budget. Implements the approved budget. Possess strong educational leadership and curriculum background. Remain informed of current curricular and educational thoughts, trends, and practices, as well as proposed legislation impacting the schools. Informs the School Board of significant developments in these areas. Have a 21st century vision that oversees development and implementation of objectives and long-range plans for curriculum and instructional evaluation and improvement, assures continuous study and revision of curriculum guides and courses of study. Able to have latitude to hire personnel. This includes, hiring of administrators, hiring of qualified and competent personnel. Assigning, transfer, and promotes employees as the interests of the school system may indicate. Able to assure professional development opportunities are provided to the school district and staff. Assures systematic performance evaluation of school personnel and takes necessary actions regarding any employee whose performance is judged to be unsatisfactory. Holds such

meetings of school personnel as are necessary for discussion of matters related to the welfare and improvement of the schools. Oversees employee relations in the school system. Determines along with the School Board, short and long-range building needs and oversees implementation of construction, operation and maintenance programs. Takes necessary steps to assure the safety and welfare of students and employees in the schools and at school sponsored activities. Also takes action to assure the safety of students in transit to and from school. Maintains records for the schools, including financial accounts, business and property records, personnel, scholastic, and school population records. Acts as custodian of such records and of all contracts, documents, securities, title papers, books, and other papers of the School Board. Maintains open lines of communication and cooperative working relationships with other boards and departments of city government to include town meetings. When appropriate, attends meetings of town agencies at which matters relating to the school system appear on the agenda or are expected to be raised. Maintains open lines of communication and cooperative relationships with school staff, the School Board, parents and the community at-large. At the discretion of the Superintendent, he/she may delegate any of the authority and responsibilities of the position. Able to perform other appropriate tasks which may be assigned by the School Board. However, the Superintendent is not relieved of final responsibility for actions taken under such delegation.

- Strength in character, good moral character, not a game player and one who will fight for our children.
- I think good leadership and management skills is essential for the new incumbent. Individual should have a vision for our school district and impart that vision to the district and school board.
- Integrity, integrity, integrity, recognized as a principle centered leader as described by Stephen Covey. The courage to stand up for what is right even if he or she stands alone. A good communicator, is intelligent and highly knowledgeable about current educational research on what works in schools, has a proven track record of making data driven decisions, not what makes a Board member or personal cronies happy. Has a proven track record of success in building consensus and raising student achievement in diverse schools, demonstrates an appreciation and understanding of diverse cultures, has exemplary written and oral communication skills and demonstrates respect for all parents and other stakeholders regardless of economic status or level of education, expects all school employees to treat all students fairly and their parents with respect and dignity. Promotes the Schlechty Center model of treating students and parents as valued customers. Is personable, cares about the employees, takes the time to build relationships and demonstrate that all employees have a valuable role to play, re-ignites professionalism among employees and pride in the school district, demonstrated proficiency with school finances, recognizes the critical importance seeking the legal advice of the Board attorneys before taking action, is very deliberate in the decision-making process, not known to make "fly-the seat of my pants" decisions.

- Above all he must be approachable. The current superintendent sits in the 'Taj Mahal' and is never seen. If you do see him out and about he refuses to speak. I'm not saying that he should speak to everyone but it would be nice if ALL parents and teachers thought they could approach him. Also, it would be great if some one locally could be considered. We have some great people right here that should be given a chance.
- Engage, support and inspire students. Develop programs that encourage citizens to support schools, sittin down with kids, helping them read etc. "Ask what you can do for your country" philosophy.
- They need to be able to listen. Be open to suggestions and willing to work with people who are still actually out there in the schools working with the children daily. Not just concerned with budget which is important, but some salaries could be looked at and there is GREAT waste in the system.
- Unquestioned integrity, Good communication skills,
- Strong collaborative and visionary leadership skills, Excellent organizational and fiscal management skills, be fair with administrators, teachers, staff and parents,
- Do not be afraid to do what is right for STUDENTS. Good Luck.
- Needs to have our children's education at heart and to meet the educational needs as much as possible.
- I would hope that he would come from our community and be aware of how this school district already works. He should have strong skills as far as decision making, but have the facts beforehand. He should have a doctrate degree and be a person who is hands on and cares about the district as a whole while putting student interests first.
- An ability to sit back and get the lay of the land before making changes to how the school district as an organization is run and before allowing any board member to sway their opinion on topics. They need to be able to stand up for what they believe is right.

## **Parents**

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

- Very diverse. Great place to raise a family
- They love CSU. Nice eating places/
- low cost of living
- Excellent cultural opportunities Springer , Rivercenter, Orchestra, Museums  
Outdoor recreation Callaway, Bike trail, whitewater Semi pro sports
- We're retired military, we made Columbus our home. We have access to great schools, parks, and military base.
- It's a small town atmosphere that's very diverse because of the military presence.
- It is a family friendly and safe city.
- New community, having some issues with bus being on time to pickup kids and getting them to school on time, which may be held against them.
- Diverse pool of students
- We are a family friendly community that puts a high investment in our children. We expect a good quality education and individuals who put our children's needs first.
- Our community is becoming more family friendly!
- Clean, kind, and parents are involved more than other places we have lived.
- Great place to raise family. Great weather year round. Close to large city (Atlanta).
- Cultural Diversity
- North Columbus, fairly safe. Close to my work, schools, shops
- Has had a lot of growth, and growth is continuing.
- Columbus is a great place to raise kids. There is a lot to do that is family oriented
- There are many retired military personnel in my community. Many of them who retired are now government employees at Fort Benning or the local community. We really care about every aspect of our community, to include, peacefulness, appearance, recreational facilities, the needs of our neighbors, the education of our children, and anything to make our community better.
- My community is a one striving for unity. Great steps have been made to make us one. Having Ft. Benning here has brought a lot of diversity and culture to the community. Having said all this, I will not ignore the fact that there are still issues that exist. For example, our district has failed to make AYP (it has been done away with), the lack of diversity in the upper leadership, etc.
- My community is a good community
- Good family focus. Great schools. Great Weather.
- It is a larger community with a smaller town feel.
- We have a sense of Pride, it is a military community.
- Good Things about my community is the togetherness. All schools are different but but will still stand to work together
- Most people are friendly and willing to do their share to make Columbus a great place to live.

- na
- There really are not many good things to say regarding my community right now
- There are a lot of resourceful people in our community
- The Columbus community is great, an awesome place to raise children. It is very family centered.
- Medium size town with a small town feel. Community is very supportive of the school systems.
- Wonderful, family oriented community with good schools and great people.
- Columbus is an awesome place to live and raise a family.
- older established neighborhood mostly families
- There is a small town feel to our community. The cost of living is fairly reasonable, more so than other areas.
- There are a lot of positive people in Columbus.
- On the surface, it's a good place to raise a family. Lots of activities for children.
- Unique culture of philanthropy and rich cultural opportunities here.
- We have many exciting family things to do here in our community. We have a great bike/walking trail, several sporting events (middle, high school and college), nice parks, great places to eat, a beautiful library and great places to shop. We also have some new events on the horizon, white water rafting!
- Columbus is an affordable city.
- It is a great place to raise a family.
- Sense of community. Columbus is a big small town.
- It is a good community. I would like to see more diversity within the schools.
- We are a strong unit that takes care of each other and finds ways to ensure uniformity in the community as it relates to safety and welfare.
- Our town has a small town feel with big town advantages. We have a number of things that the larger cities have like the shopping, dining, entertainment, etc, but we also have a small enough community that you tend to see people you know anytime you go somewhere. The southern hospitality is the best part about living in Columbus Georgia.
- The good things about our community is that the parents are always encouraged by the teachers to stay involved in the childrens school work and school activities.
- We have not fallen into the river yet. There is still a chance. Ft. Benning is a plus. We have a downtown area that is beginning to grow.
- Well rounded, adaptable and diverse community
- small community, easy to live, work and drive here.
- It ok.
- There is a lot of retired people in my neighborhood. People really try to take care of their homes and neighbors.
- It's not too big or too small.
- Strong family values
- Columbus can have a small town feel which can be good and sometime bad. It's a diverse community and Fort Benning plays a big role.
- It is very family oriented
- We are a growing community

- Small town attitude
- There is an excellent magnet and gifted program for elementary school and high school.
- It's a planned city, meaning all doctor's office are in one place, shopping is in another place, government offices are in another place.
- Overall good nice environment.
- Columbus offers many good things to its citizens. We offer a rich and varied cultural scene. For kids there are a multitude of options, from a active library program to a variety of museums.
- I cannot address the good things about community because I feel the resources and services are very limited. Too many students are locked out of the process with respect to academic success. For example, one of the local high school's is the location for the ACT Prep with Sylvan which cost \$395.00 for four Saturday session.
- We are a big small town. Lots of resources with a small town atmosphere.
- There are alot of things to do around town,good places to eat out good bike trail
- I believe that the community unite in seeking better ways and means to enhance community awareness, to improve living conditions, roads, educational development, and to grow technology. The community works together for the good of the community on a whole.
- This community has alot to offer, but the management of its resources is not a strength. We build things we cannot afford to build, and certainly cannot afford to maintain.
- Good place to raise a family.
- We have a generous community with many opportunities for growth. We have great teachers and teachers who need to improve. These teachers are not limited to one section of town.
- Columbus is the biggest small town anywhere. People know each other. We see each other at the store, at church, at our children's schools...we care about our kids and each other.
- Large enough to be interesting, small enough for small town feel, kids are safe.
- my community is a mixed of single/married non&active military family,a strong faith in God,crime watch area.and the kids get along very well.
- Hometown feel, diversity, Ft. Benning, close to big cities/attractions without the traffic-Atlanta, Auburn (football). Easy access to major highways
- Lots of resources for families such as great library system, museum, sports; great location for outdoor activities such as biking, hiking, and kayaking.
- family oriented
- Small city, big enough but not too big.
- My community has excellent opportunities for my children. They play softball and baseball, have a fantastic scouting troop, and numerous places within the community to expand their knowledge in enjoyable ways.
- Very family oriented. Two large, global technical/professional companies have their headquarters here.

- Our community is a diverse representation of many cultures, ethnicities, educational levels, and other characteristics that could prove to be a strength if we learn to work together in a synergistic manner.
- The south side (what many people call it) does have caring people. This side of town may have faults but they seem to be made more public than things on the other side of town. Many neighborhoods pull together and watch for the strangers that enter into their areas.
- The college is active in the community helping with the enrichment of the students of Muscogee county. There are a variety of things to do for entertainment.
- It is a small town with a lot of potential for global environment and purpose.
- I love there is always something to do in and around the city. People say there is nothing but if you look there are many things to do from free to a lot of money.
- Private community.
- Columbus has a lot of trees, that make the city beautiful. Crepe myrtles are plentiful. Camellia bushes grow to 20 feet or so and bloom in the winter. It's really lovely. There are lots of bike trails. The cost of living is lower here. Furniture costs tend to be much lower here. There are lots of thrift shops and thrift malls in the area if you like "treasure hunting". Callaway Gardens isn't far away, and has lots of attractions, like a butterfly house, and Fantasy in Lights drive through for Christmas .
- Great theatre: Springer Opera House, River Center, CSU. Good food places. Lot of outdoor activities. Historic sights within day trip distances
- Great cultural events. Great shopping. Atlanta is less than 2 hour away. Fort Benning brings fresh faces and sense of American Spirit to Columbus every day.
- Our community is fast growing (in a good way) and it still feels like a small town. You feel genuinely cared about everywhere you go.
- Ark in the Park by Britt David Baptist Church is way cool.
- Community involvement Positive influences of Fort Benning Diverse for small southern town
- Good schools,safe communities,affordable housing
- We are a growing community. We have good schools & teachers. We need bold leadership.
- easy traffic, many sports for kids, atlanta close by for traveling and for cultural activities. Local parks and sporting venues for adults.
- Community members support education and are willing to speak out against the wrongs in our educational system including poor leadership and lack of fiscal responsibility.
- communication
- diverse community with ties to the military deep sense of history and ties to the past



- The community is growing. Constant population growth since I moved here 5 years ago. Plenty of jobs, good healthcare, good schools. Diverse population, a wide variety of recreational opportunities. Plenty of choices for medical care, shopping, dining, living, and extra curricular activities. Something for the entire family.
- Clubview IB Elementary
- Ft. Benning, TSYS,
- Central location.
- Financial and demographic diversity that encompasses the best of American values.
- Diversity in population; variety in educational opportunities; variety of activities

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

- Employees are open to new ideas.
- Magnet driven.
- small classes, enough money for options, smart financing of school programs
- Many dedicated and caring personnel. There are some outstanding teachers who truly care about the students. Many opportunities for a variety of activities.
- Allen Elementary is a fantastic school, teachers are excellent. My daughter just started AMA and so far, very pleased.
- No comment
- There are dedicated and committed teachers that are doing a good job to see that students achieve their goals.
- N/A
- Excellent college prep magnet at Columbus High School. This is the crown jewel of our public school system and must continue to succeed.
- Our schools have quality teachers however their classroom sizes are too big.
- The majority of the teachers work really hard to help your child succeed.
- Teachers care about the students and go out of their way to give extra help (outside of the classroom) so children can get a better understanding the curriculum.
- Cultural Diversity
- Daughters school is safe, clean, and she has good friends. She is in gifted classes and enjoys them. Opportunity is there for extra curricular activities. Teachers are readily available for communication. Staff is easily approachable
- Our teachers are well-educated and dedicated even working in these hard times with WSA days and more requirements being put on them. Yet they remain dedicated. It would be nice if more perks were available, such as having the ENTIRE week of Thanksgiving off from school as it has been in the past four years. In other words, trying to help teachers rather than hinder since this county does have some of the best teachers.
- DCMS is an outstanding school, led by a great principal. Mr. Cox has been outstanding in answering any question I might present to him.

- There is only one good school (Dimon Elementary) in my community. I pay a tremendous amount in school taxes to my district, but the schools aren't even good enough for my children to attend. For that reason, My husband and I had to adjust our work schedules in order to drive our children to and from exit 7 (Arnold Middle School) and exit 12 (Northside High School) in order for them to get a decent education. Muscogee County decided to no longer provide transportation; therefore, we had no other option.
- My school has the potential to be a stellar school. We are putting strategies and resources in place to equip our teachers and empower our students.
- It a good school and it help me with my education
- Columbus High and the middle and lower IB type programs are great.
- Britt David-Assistant Principal is excellent with her parents and staff and listens to parents and rewards with positive reinforcement. Midland Middle-Very safe and classes are by ability--VERY GOOD so students that need extra help can get it and advanced students can advance without having to teach the slower students.
- The magnet programs.
- Schools have classes available that can help kids prepare for college and great elective/magnet programs that help to keep students interested
- depending on the Schools, there are alot of very caring Teachers.
- my school is a truly communityplayed school. everyone from facu;ty to parents to staff all work together to do what is best for the children.
- I can only speak for the schools in which my children have attended. Waddell- is a great school and I love how engaged the teachers are with the students. There is a real sense of belonging and community within the Waddell family. Midland Middle-has a great gifted education curriculum that I believe will not only prepare my child for high school but also for higher education. Carver--this is a new school for us. And my child attends because of the STEM magnet program. I will say that the grant to provide netbooks is great because in this age if you are not using technology you will be left behind, I think the STEM courses are not only challenging but they hold her interest. And will better prepare her for higher education.
- na
- They have finally started using tablets and netbooks instead of the students carrying heavy textbooks
- Well for my son's school it is in compliance and up to date with the latest technology and conveniently located between home and my place of employment. My daughters school offers career type programs on the Middle School Level that help kids begin to truly think about career choices early on...
- My duaghter attends a magnet school, which is awesome. She is challenged and pushed to meet her greatest potential.
- Teachers are great and very supportive of the kids.
- Love the Ib and magnet schools.
- great principal and teachers
- I believe our schools give quality education to our children.
- Teachers and staff are very loving and caring.

- The jury is still out, I only have a kindergartener, but based on my experience as a student, I'm not impressed.
- Involved parents and caring teachers and administrators
- The foundations have been laid for building a strong solid program, we just need the candidate that can push the programs to the finish line.
- Our school has a highly active PTA. The teachers are energetic and charismatic.
- Dedicated to student achievement and parental involvement.
- Majority of the staff at the schools is VERY considerate. They take care of our children like they were on of their own. The principal for sometime now and has done an excellent job leading the way for the future of our children and the staff.
- Supportive of extracurricular activities Involves the parents with the child's education Communication skills between parent and teacher is excellent
- We have some really terrible schools here. Students are failing. Students also don't care to work hard because they know that even without trying, they are given extra time & opportunities pass. Schools should go back to how it used to be many years ago. Either you do the work, or you repeat the grade.
- We have very dedicated principles and teachers, they really care about our children succeeding academically, it is not just about the test scores, but the children as a whole.
- The schools are good in certain areas of town, like the north side of Columbus, and need improvement on the south side of town. The candidate will need to be able to tackle this issue and improve the quality of education on all sides of town.
- The expectations are put in front of the kids on day one and they know what they have to do. I am fortunate enough to have a child that cares and she get's alot out of school. Columbus High should be the "diamond" of our educational system here in Columbus.
- staff is concerned about students and adapt well with challenges. community involved school.
- It is a good school.
- You can pick a school you would like your child to attend no matter where you live.
- We have dedicated teachers and administrators. We are all about the kids.
- Committed to student growth while fostering a feeling of family
- We have some good teachers, but we also have a lot of burned out unmotivated ones too.
- Award winning
- PTA is promoted heavily and teachers are held accountable.
- Some give quality education
- Britt David Magnet Academy is an excellent school. We love the system and most of all teachers are great!!!
- Very welcoming.
- Good school, nice people, caring environment.
- There are many well-qualified and caring teachers. When I was a teacher for Muscogee County three years ago, there was a very enriching professional development program, but I have heard that less professional development

opportunities were available now. The teacher in this district do strive for excellence.

- The school offers a diverse group of programs.
- I don't really like the school system. I think it wears blinders when it comes to the poor quality of many teachers, and it is very inflexible in dealing with individual's issues.
- the teachers into making sure each child gets a good education as long as there want to is in it
- The schools are constantly being improved to provide students, faculty, and staff with up-to-date equipment, exposure, and necessities to accomplish their studies and work in an exemplary manner, and to produce productive, competitive students.
- They take in lots of tax dollars, but never seem to have the funds to cover the fundamentals. When schools are built, with the exception of the newest south Columbus school, they can't even finish the landscaping. Lots of wasted days in school where there is no instruction. The school year should be shortened and the school district could save significant funds.
- Neighborhood schools
- The teachers and principals are some of the biggest assets of the district. I have three children in the district and I am pleased to say that the teachers involved in the education of my children have been involved, committed and dedicated.
- We have amazing and deserving kids and teachers.
- The schools have close ties with the families they serve.
- Some of the teachers really care.
- my kids have been involved with this school system for yrs,we put faith in the administrative in charge,to insure our children growth in their education
- Equipped with up to date technology, atmosphere of learning, caring faculty and staff.
- Good magnet programs and some strong schools/teachers.
- the teachers care about the students and work well together to make sure the students are successful
- Good selection of magnet programs.
- The middle school my daughter attends is wonderful. The staff and especially the principal go out of their way to keep parents informed and active with their child's education.
- Involved parents and dedicated / talented teachers
- Our school contain many dedicated and talented teachers, staff, and administrators that are dedicated to the development and education of our children.
- South Columbus Elementary and other public schools on the south side of town has many caring teachers who teach but have different kinds of students to work with and to teach. There are many great teachers working with these children to make them productive citizens in the communities.
- The principal, the collaborative work of the teachers, acces to technology
- The fact that there are schools that specialize in many different subject areas.

- Teachers truly care about the students. I can only speak of the ones I have had the pleasure to have had them teach my children. They try hard to teach and handle the admin part of their job and include parents with updates.
- The faculty at all three schools are excellent.
- The Muscogee County School District has a wonderful volunteer run program called the Sara Spano PTA Clothing Bank for children in need in the school district. With parental permission, needy children are allowed to choose a wardrobe twice a year. Some have been burned out; some are homeless; some need clothing for funerals or special occasions; some have no underwear. Most need jackets and other cold weather clothing. The building is child-friendly, with cute paintings on the walls and dressing rooms. The Sponge Bob Square Pants room is popular! If you become our new superintendent, I hope you will work with the clothing bank to help the children that sorely need it. Thank you!
- Students are focused on their future, teachers want to help them achieve their goals.
- Lots of them! Plenty of places for children and families to feel connected to their neighborhood schools.
- We have great pride in our schools and hope that others will have the same pride. The teachers have a passion for teaching and they care about our children.
- Pledge to the US flag should be every day and include "under God".
- Some schools have great parental involvement Each school has great teachers Magnent programs
- Midland middle school is the best with teachers commuincating with parents. For two years A plus for me.
- For the most part all the schools are good. Some schools have more parental support than others which may contributing factor as to why some schools score higher than others. When parents are involved, children are more engaged.
- CHS has a great academic selection and holds most of it's students to a high expectation of acheivment.
- Many of our schools are better than they are recognized for being.
- discipline
- there are a lot of caring and talented teachers and administrators in the school district
- Hard working teachers with great ideas that engage the kids. When I send an email to one of my child's teachers, I always get a reply. They are there to help when needed, and give praise when its deserved.
- Great teachers & wonderful principal who cares.
- Most teaches and leaders are interested in high expectations
- Diligent teachers, clean environment, always willing to listen to parents and help children.
- Well maintained, safe and has a strong response to issues involving wellbeing and safety.
- Dedicated teachers; strong Principals; some emphasis on the differences in learning styles.

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

- Lack of achievement in all schools. Lack of diversity in most schools (students and faculty)
- Politics/who's who. Favoritism. We love our children and their education is very important.
- placid children seems to be a more important goal than a challenging, creative, environment
- Special Educaiton is problematic. The director is excellent, but many principals ignore laws and harass, threaten and intimidate parents who try to obtain the FAPE to which their child is entitled. Too frequent change in educational programs prevents adequate implementation of many of them. Teachers are overwhelmed by paperwork. Also many parents who feel the rules don't apply to their child and fight attempts to discipline them. Columbus can be quite narrow minded and provincial, there is a lot of interracial tension. District expectations of students are very low. Student athletes given preferential treatment. Some teachers have told us they stopped giving homework because the principal prevented them from failng students who did not do assignments.
- What works in one school, might not work in another. Give the teachers all tools available for the benefit of the student.
- Some schools are definitely behind in technology, especially the non-Title I schools.
- Some students are in need of more help to be able to meet their learning goals and there are a lot of schools that are in need of repairs.
- I believe parents play a vital role in their child education, with that being said if the teacher see a problem in the way our kids are performing in class, I feel they should let the parent know sometime parent are busy too and don't get to check on everything their child does.
- Help low achieving students without sacrificing resources that should be available to the highest achieving students. Magnets like Britt David and Columbus High keep the best students and often the most involved parents committed to our public school system.
- The issues that the superintendent should be aware of are the class sizes are too large, teacher work loads are too overwhleming, teachers need to have paraprofessionals in every class that has an inclusion class, and bus transportation problems need to be resolved.
- Having school board that acts like kids, throwing hissy fits, instead of acting like adults. The new superintendent needs to be in touch with parents that have students currently involved with Musc. County school system. Have more accountability for the principals. Really take a good look at the busing and how this is effecting bullying and just parent involvement. I do with all my heart believe that a lot of the paperwork that teachers have to complete is a waste of time and effort. The teachers could be more involved if they didn't have sheet after sheet of paperwork to fill out for every little thing.

- The children need to know there are consequences of their actions and if the teacher/principal is supposed to enforce action of consequences it should be enforced after a warning. Curriculum should be chosen based on the average students capability. Some schools need police to direct traffic before and after school.
- School district has the reputation for being very closed off from the general public...causing many local citizens to be suspicious for little reason other than the district seems to be afraid to allow the community to work with them. The Super will hopefully be a strong enough leader to be at ease with working with others in the community.
- That even though it's 2012, we are still segregated! There is North and South. It seems the really great teachers get moved to the North Side schools. Oh and the biggest discrimination is the Public Private School Britt David! Not only do they have the best teachers and students, if you live across the street from the school, you can't attend! My children are in the Magnet Program at Hannan. They are bus riders. They take a bus from the school that transports them to the shuttle area. There they switch buses. Then the bus they get on brings them home. Britt David students have their own bus. They don't have to transfer at transfer station! They get to ride on their very own bus, so they do not have to "mingle" with the other district kids. We have a real problem!!!! Britt David gets all the good stuff, the field trips and such. My kids only went on one Field Trip last year because of money. I have three elementary age students and only 2 of them got to go on a Field Trip. Another issue I have it, my kids don't get to go on many Field Trips, but the Interim Supt. is making \$17,000 A MONTH!!!!!! Somewhere, somehow, this district is messed up! We need some major cleaning out. Put all the kids back in their school zones and disperse the teachers throughout the district! I moved here from Michigan 5 years ago and I am still in shock how bad this district is and how unprofessional our school board acts. I'm ashamed of the segregation that is still very alive here in Muscogee County!
- There is bullying. My oldest daughter, now a Junior, is having to homeschool because she had trouble dealing with the bullying and sexual harassment. She also probably should have been held back in 9th grade (which would have helped her!), but I feel she was given a pass. The middle schools start too late. The school district mis handles money. The "Taj Mahal" was over done, meanwhile, students have to spend money on things for schools that our tax dollars should be providing and the teachers have too many kids in their class rooms and have too many furlough days
- Since there are on an average month, a MINIMUM of 250 clinic visits and the clinic staff is ONLY Part-time. They need to be made FULL TIME as soon as possible. There is already a need NOW with so many students having special medical needs already and those numbers seem to continue to grow. There is a GREAT NEED for staff to be in the clinic FULL TIME, otherwise teachers are having to deal with these issues rather than teach. These medical issues are valid and they have to be dealt with by someone.

- The utter failure of many schools in the district. Not enough money is being provided to the schools that really need it. Some of the school facilities on the southern end of town are terrible. All schools should be modern, clean facilities with the latest computer technology, books, and supplies that students need in order to get a quality education. Muscogee County should put ALL students first when it comes to providing a quality education.
- MCSD has a long history of "Scratch my back and I'll scratch yours". If he/she is going to make a major impact the focus must be on our students and providing them with the best leadership possible. Accountability, accountability, accountability is the key. It will be important to visit the schools not to spy but rather to let ALL know that you are there to support and equip (as needed). Also, take time to find out the "why" behind the "what" when looking at a school's performance.
- Bully and Stalking
- Some of the students at several schools do not have parent and family support to excel. Often the teachers are expected to overcome this issue.
- Superintendent needs to be MALE. This is coming from a female. Strong leadership and vision are a must. Must positively encourage employees in their jobs to motivate them to provide the best for our kids. Technology needs to be used that is currently in the schools! Having it is not enough. It must be utilized to keep students engaged. Students of employees should be able to attend the district schools for free. That should be a courtesy to teachers in the system even if they do not live in MCSD. They are educating our students for minimum pay. Treat them well! They will work harder for us if they are happy Teachers teaching styles and morale.
- Speaking from middle/high school point of view, there is bullying and behavioral issues that occur too often (mostly in high school)
- Issues of how area affects what is done for the children. From inside to outside the classrooms.
- The fact that disagreements could lead to the School Board members making irresponsible decisions.
- na
- There is a need for a better quality of education across the board - It is sad that Students who attend predominantly black schools are struggling
- That across the district there are cultural differences in how the children are being educated and treated across the school district.
- The disparity in the performance of schools on the south end of town versus the north. This is not fair to students who just happen to be born in the wrong neighborhood. They are not getting the same access to education.
- I believe teachers are very unhappy. They are spending too much time of busy work instead of teaching. Para being removed from some of the classrooms has hurting the learning opportunities in the classroom.
- It is time to change the "ggod-ole boy" mentality as well as the "racist" mentality on both sides of the coin in this community and on the school board.



- I think there is too much control given to the board members. One in particular. I think there is a black cloud over the board and I feel the trust is not there. It would be nice if the new Superintendent would be more accessible.
- the separation between north and south and the feelings towards columbus high school (that they are preferred over other schools)
- Uniformity of student dues and charges for yearbooks are extremely high for what people make in this city. Issue of portables at our schools..why weren't the newer schools built larger to begin with to accomodate so many students. Probably budget issues..need to utilize the budget in a better way as too much cost for the parents and teachers to take on.
- The superintendent should be aware of the neighborhood schools in Columbus.
- The disparity of resources, and facilities between Southside and easside schools and Midtown and northside schools
- That we believe in the strong bond between parents and children, and that the school should work with the parents in developing the children to make their futures the brightest they can be. We take pride in our families, values and morals. It may not be like that all over the county but the majority of the veteran parents still believe this.
- This is a major issue for me: the pass/fail grading system in the elementary school. The 1-3 grading system tells the parent virtually nothing about where our child falls. A 2 could be near failing (not called failing) or it could be near excellence. What indicators do we have as busy parents that our children need to work harder. Unfortunately there is no REAL indicator until the CRTC in the third grade--when the child has already been in school for nearly three years.
- Our school board sometimes tries to micro-manage the superintendent.
- The roads on St. mary's is VERY congested. The workers from Ft. Benning use that exit as a route to work. From the homes in Bunker Hill/Lexington Hill have a one way in one way out route on and off the exit. Discuss with the city the possiblities of increasing the number lanes on the exit.
- The complexity and unreasonable procedures involving hardships The biased ratio as it relates to ethnicity balance in schools Poor criteria for the educators on the south side of town versus those on the north side
- Teachers are overworked. Students don't care. Parents aren't involved. Our teachers cannot have successful students without parental involvement. That should be #1 priority.
- There are a number of schools that need renovations and additions, because they are beginning, if not already, to fall into disrepair. We have a large number of our schools that are overcrowded and having classes in trailers. This needs to be evaluated and we need to get our kid in regular classrooms not trailers. We need to be sure that if we are bussing children from one side of town to the other, those children being sent to the north side of town need to be divided amongst all the schools not just a couple of them.
- The differences in the quality of education in certain school and in certain areas. The quality of education should be the same for everyone. People should not have to be requesting hardships to be in a better school district. More work needs to be done to make all the schools better.

- She/he should understand the "hate" that is in this community for that facility that was built on Macon road. That is not a "diamond", it is a very sour spot with the locals. I work in a company that invites visitors to town weekly and the joke is that building and why do we still have kids in portable classrooms and teachers taking furlough days with a mansion sitting on Macon road. This old mill town has evolved into a community with no school pride...i.e. the old Baker High school. Columbus is a town that will not support any change if it is not the best interest of the local who's who. This town is just like high school and very backstabbing and clickish. I would not invite a superintendent that I respected and liked to this community. The school board is a lot of the local problems.
- fairness with employees and students. make sure everyone is treated equal.
- The public is very skeptical about the truthfulness and intentions of the board members as well as this position.
- How some of the school needs need to be replaced.
- At Gentry Elementary one or two select classes for 1st grade are not allowed to talk during lunch time in the cafeteria while all the other classes are. This is not fair to the 1st graders who aren't allowed to talk. This is a time they should be able to socialize just like you do in a job later in life. Also, one of the punishments for talking in the lunchroom is no recess. Both of these times should be treated as a socialization period to allow the children to expend their energy so they can be attentive in the classroom!
- We can't afford a \$200,000 a year Superintendent.
- There is too much emphasis on passing standardized testing and not about each child's individual growth.
- I believe the superintendent should be required to have children in the school system. We have only one fully magnet high school and the impression is that it is the only good high school. The problem is the other magnet programs get lumped in with the general population at the same school. Each magnet program should be reporting on as if they were a separate high school. The biggest issue I see is a school board that is out of touch with what actually is going on in our schools. I also feel it should be a requirement of the board members that they also have children in the system. We spend so much money on trying to make children learn who don't want to and we are not holding parents accountable. Putting these students in the one of the higher scoring schools does not fix the problem. It creates other problems.
- There is a wide gap between highest and lowest achieving schools
- The public has an opinion that the money generated for our schools is poorly spent. We keep building more and more schools when it may be more cost efficient to merge schools and create a large one similar to surrounding counties. People are ready for someone to take charge and change.
- Extreme overcrowding due to schools that do not make AYP transfer to schools that do instead of correcting the failing schools issues
- There is no magnet middle school. Middle school system is not very good. Parents do not get enough information and explanations from teachers.
- Our schools are very old and in bad shape.
- Money issues,

- There has been historically some inequality of resources throughout the system. Teachers need more resources, both financial and time-oriented.
- Columbus is a very political town, with closed networks and communities that does not represent the demographics of the current population.
- The school board is ineffective - politicians who want to wield power - fractured - certainly does not have the best interests of the students at heart.
- that the children thrive on programs like music & to pull them out of the schools would be very upsetting to them if it happens
- Needs and desires of schools; community resources, sudden change, and unexpected growth and needs for expansion due to military environment.
- That superintendents do not last long in Columbus! Not sure why but we really can't keep one. The school board seems extremely dysfunctional, very negative, and many seem a bit uneducated themselves.
- That the Muscogee County school board does not have the best interest of the children when allocating funds etc. Track record is poor and the community has lost faith in them. Many present board members are self-serving. They are difficult to work with and need to step down. He may want to review a few of the televised meetings to see how the board has conducted themselves and treated the people they are supposed to represent.
- Funding is a major issue that continues to affect the education of students. Furlough days have decreased the number of education days available for students. The schools and staff are continually having to do more with less. PTA's no longer have the participation or available funding as in previous years. Fundraisers do not make the money they did ten years ago because disposable income has decreased. Parents are buying necessities rather than buckets of cookie dough. But, fundraising is how many of the schools get smart boards and other educational needs. Students are having to do without textbooks and the smart students are denied access to books before testing because there are students with needs greater than theirs. Teachers are required to teach to the standardized tests. If the student passes the standardized test, they are in slow motion until the students who didn't pass are tutored enough to take the test a second time and hopefully pass. My children have said that attending school after the CRCT is a total waste of time because all learning has ceased to take place. They have even tutored younger students. Student teachers are used in some classes to monitor the children while the professional teacher is tutoring. They save their days for absences to use after the CRCT.
- Our school board does not have the children and teachers best interest at heart. We need a strong, decisive consensus builder who rallies the parents so that we can move beyond their pettiness.
- The stakeholders/parents are searching for resolutions to the unequivocal balance of schools in south vs. schools in north. Be mindful that parents are faced with great challenges and concerns about their children receiving equality in education within the district. Also, be mindful there is more & more & more required of parents from the district, still the issues grow. More is not always better. Parents are overwhelmed with requests.

- The difference between the quality of education a person can receive in Columbus is based on the school. Not all schools are equal.
- that the community is divide between the different schools zones and as 1 nations these schools are very different
- Lack of resources for schools in south Columbus. Cohesiveness of school board members
- Petty school board; unequal division of resources; racism in community;
- teacher salaries are not where they should be
- The demographics of the district have changed... most students are now minority students. Parents don't want their children to be in the minority at their school, unless they choose to do so.
- The new superintendent should be aware that many of our schools are working fantastically and do not need someone to come in and make major changes. He or she also needs to understand that many of our schools are not performing well and that this most likely is not the fault of the staff but rather a lack in parent involvement.
- Overall, the school district students do not score well on standardized test / other metrics that compare them with the state and nation. This discourages some people from moving here for employment and other opportunities. It also results in many people sending their children to private schools. While there are some qualified people on the school board focused on the children, the overall dynamics are a hindrance to the superintendent / school system.
- Some of the administrators are in need of further development in terms of interpersonal skills and other criteria that are vital to the morale of the teachers and students at their respective schools.
- The superintendent needs to be aware of the different schools and the needs of each individual school. He/She needs to have knowledge of the resources, finances and working methods of the schools and then of all the schools combined. He/She needs to know how to better the schools for the benefits of the children, and not the adults in the education field.
- The furlough days, special education needs, communication with the community.
- Though I mentioned potential for global environment I find that there is ignorance from students, and unfortunately sometimes staff from the world outside the state and the whole wide world. Teachers need to realize that foreign is not always bad, and Spanish speakers does not always mean Mexican citizens and/or illegal. Staff and students need to be educated that there is a huge world of potential out there, and chances are once they graduate college they might have to take a job out of the State and maybe out of the country. My husband is in the military and we have been blessed to be able to visit other countries with him and the first thing my daughter mentioned the first week of school is.. most of the kids have no idea of what's out there.. we need to raise future diplomats and international business people, I can't believe that with Ft Benning and the huge International community there, and TSys and Aflac also overseas, kids and sometimes staff think all kids that speak Spanish are Mexicans... Whinsec (prior school of the Americas) has a large population of students here, and those kids are normally in a public school in their country. Make them show off their culture so other kids

can be aware of what's out there instead of making them feel lower class because of it.. Columbus in general needs to learn to integrate and use the fact that there are foreigners around to their advantage, not be ashamed of it!

- That there are a certain amount of people that you will never please and no matter what has been done it is never enough to satisfy their complaints. You will need to be strong, fair and even more strong when it comes to having to make a decision that is best for the CHILDREN and the future of our district.
- Teacher contracts, curriculum, books, technology, etc.
- Please see above comment (#2) about the Sara Spano PTA Clothing Bank.
- lack of funding for student books, teachers and programs
- Half of the School Board behaves badly. They do not operate in the best interest of their most important stakeholders (students, parents, teachers, staff) instead play politics for a narrow base of voters.
- Spend our money more wisely. Stop being concerned with what our children are wearing and concentrate more on their education and the needs of our teachers. Live today in a teachers shoes!
- Prayer in schools should be OK.
- There is a HUGE problem with school board. THE school board seems to function for their personal interest rather than what is good for the schools!
- Political influences and state furlough
- There is general distrust of the school district. I believe all positions in administrative levels (outside of the individual schools) need to be evaluated. The general feeling is that there is too much fat at the upper levels. Our teachers, para pro's, principals and other school support staff should be paid well. Cuts should come at the upper school district level. Don't cut those that are directly affecting the child's education. Look beyond "Well that's the way we have always done it." Look at balancing the budget by eliminating positions that are not educating the child or maintaining the school campus.
- That the teachers behavior in the classroom must be respectful and if a coach transfer this business like attitude to the sports field. St. must be the same way in both places and the teachers must be held to this standard.. The early years need to focus on reading writing and math. They need to stress education is a life long goal.
- Magnets such as Britt David and Columbus are able to choose their students, so will always perform better than other schools. Meanwhile, failing schools have students going to higher performing schools where those schools must play catch up and bring students up to par, bringing down the numbers for the new school. There is more to education than test scores.
- fools on the board
- teachers need to be allowed to voice opinions of and be involved in the process of making decisions about the direction the curriculum should take
- The majority of this community is disgusted with the pedestal that has become Columbus High. We moved here 5 years ago, and I started hearing it then (with no high school children of my own. One school for the " best" students. The perception of the public is that all the other high schools suffer when the best and the brightest are removed from the traditional school setting. Columbus High is

constantly touting the grants they received, the scholarships they earn, the trips they take, the opportunities they receive. Awards for high test scores - they should be high, they pick their students. Its a shame that so much of this goes to ONE school. The fact that some of the students (good sports players) have failing middle school grades, but still get in, while A-B students are turned away is another issue. Also, you have to pick (as an eighth grader) what career path to pursue. Engineering magnet is at Northside, STEM is at Carver, Mass Communications go to Shaw. Hard decision to make for a child of 13. Now they want to build a Fine Arts Academy; pull out more students from the traditional schools. My children are involved in fine arts, but it should remain in the schools where everyone can benefit. We need someone who will do what's best for ALL students in the district, not just the ones who excell. Take the "Fine Arts Academy" money and spend it on math and science, or music classes, or chorus classes. Let it touch all our students. I say this as a parent with 3 students who excell in Muscogee County Schools. You are only as strong as your weakest link. I think more needs to be done to get all students an equal education, which will be tough with the poverty level, and uninvolved parents. Get a grip on the technology people. The "latest and greatest" isn't always what is best.

- That we have some board members who like to play games to each others & lesson, when they should be thinking of the children & not getting even!
- The economy is stretched. Many many children come from homes that are struggling to meet theri needs.
- Teachers are non union so the must be afforded the opportunity to speak directly to senior officials.
- The control of the school board; personnel issues are often handled to keep board members and community happy rather than holding personnel accountable; teachers are tasked with many other issues besides teaching-requiring them to take their focus off our children.

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

- People skills Communication skills Team Builder
- A man or woman who is very diversed. A local principal would be perfect. Some one who cares about ALL children not just one color, or back ground. Open to new ideas. A strong leader with a open door policy and one who will not buckle down to pressure. Stand up for what is right.
- independent thinker, strong stomach for doing what is right for the students rather than pleasing the community leaders
- Strong leadership skills, able to motivate others. Many people here feel threatened by change. Ability to make unpopular decisions.
- Make a decision base on merit, not favoritism.
- relate to people on all levels, up-to-speed on technology, visible in the community
- A visionary who will work for the overall improvement of all the schools in the MCSD.
- N/A

- Leadership. Leadership. Leadership.
- The candidate must be a hard worker with strong moral values and ethics. The candidate must place the children and their education first. They must not look at the bottom dollar at the expense of the children.
- This may not be a skill but I think it should be a requirement, I think the superintendent should have or had children that attend public schools. They should possess the ability to ignore the good ole boy system and actually think about how this decision is going to affect everyone and the future. They should be or have been a teacher. Someone can not make choices for our kids with out experiencing working with this generation. Times have changed and so have the kids.
- Fair, just, impartial, approachable
- One who is self-confident enough to encourage community partnerships with the school district...not too afraid of letting others in teh classrooms (i.e., more closely involve families, work more closely with Columbus State University, allow doctoral students to conduct research to improve national practice, etc.).
- Not money hungry! Someone who is aware and can deal with a very Diverse and Segregated Community! Someone who won't get their feelings hurt because if you make changes the school board doesn't like, they'll just vote against you!
- Common sense with budgeting and fairness in distibuting funds. Completely honest and have transparency and integrity.
- Understanding, empathetic, flexible. Someone willing to look for new ways to schedule education. The old way of 7 hour school days, 5 days a week, is archaic and has been proven by the buget continuing to shortfall, yet no one seems to look into possible new ways of doing things.
- The superintendent should be a fair and honest person when it comes to educational needs for all schools. He/she should really work to improve the lowest-achieving schools and work his/her way up. The superintendent should value the opinions of all parents, no matter where they live. The superintendent should strive to help all parents who are working hard to get their children a quality education.
- Our Superintendent should have the following qualities: 1. Love achildren 2. Have a vision the he/she believes in so others can too 3. Knowledgeable/competent 4. An effective communicator/peopel person 5. Have a proven track record 6. It would be nice to finally have an Afircan-American Superintendent (who possess these qualities) 7. Mentor (he/she should take time to mentor principals) 8. Integrity/character (in public and private life)
- Need to help us with your math
- Ability to get the community including churches involved in support of the schools and students.
- **COMPASSION-FIRST, HONESTY, INTEGRITY, WELL-SPOKEN, TECHNOLOGY SAAVY, DOWN-TO-EARTH, NON-PARTISANSHIP, FISCALLY RESPONSIBLE!!!!**
- Ability to communicate orally and in writing, management experience, experience with working with diverse groups of people.

- A superintendent needs to understand how lead their team of education professionals, be informed about each school and hold principals and the rest of the school staff accountable for knowing exactly where our kids are (and why if the expectation has not been met). Stop bullying. Campaign for parent involvement of kids school careers too because teachers can't be babysitters but in the same aspect let parents know if a child needs help or isn't performing well - the parent portal helps, but with grades not posting regularly it is hard to know if your child is doing well or not until right before progress report/report card time. I need to know if my kid turns his/her work in, does bad on a regular basis so I can help before a failing grade is reached. Also, teachers should not "teach a standardize test" learning comes from more than this test and value is in content of the subjects. Standardize tests for no child left behind or whatever it is called now is a very skewed measurement and other assessments in addition to this should be done throughout the school year for each student before teachers can be told they are good or bad. If a teacher can only teach at the lowest "review from last year" level because of a small number of kids, something should be done about this because it hinders the rest of the kids who need to move on. Sorry this is so long, but some things need to be brought up about classroom stuff.
- not be a politician and take the job because they care about our Kids and their Schools
- The new superintendent needs to be able to become a part of the Columbus community. I believe the new superintendent should be an accomplished educator, a motivator and an innovator. The need to be flexible, firm and fair is a must. Also a passion for children and their success is also high on the list. And lastly, the new superintendent needs to have a tough skin to deal with the school board members.
- na
- They would need to be able to bridge the gap between the differences in education based on location
- Spiritual, Fairness, compassion, focused, innovative, a voice for the kids, one that brings about clear directions, a love for people, an ear for listening to the people and not just hearing..
- I would like for him to be God-fearing (of course you can't ask that in an interview), love children, dedicated to service, fair, and have a moral character.
- Strategic Thinker, Visionary and strong influence skills to drive change within the school system.
- Collaboration skills. Strong communication skills in order to effectively shape and share a unified vision for our school district.
- of southern heritage, from this area, experienced, able to work on a shoestring budget, cares for the kids, not the money
- Management, accounting, organizational skills and a love for educating our children to build a better community.
- He should be very positive and have a plan to move Columbus's school into the right direction.
- A candidate that has experience working in a) the south and B) in a ethnically diverse school district.



- Consensus building and a history of success
- Open Minded, strategic thinker, self motivator, Precision Leadership
- Stick around. We can't seem to keep a superintendent.
- The superintendent must be culturally diverse, and also understand the dynamics of a large population of people who may not be stabilized in this area. Conversely, understand the adjustments that the new population of parents and students who rotate in on a regular basis need to make. Eight years ago, this was a struggle that I faced.
- Highly educated and a collaborator.
- Must be approachable. He or she must recognize their strengths as well as their weakness. I would like to see someone that has the best interest in our community. With new ideas and is not part of the "Good ole boy" system. A mover and a shaker, able to make a sound decision and act upon it.
- UNBIASED UNPREJUDICED FAIR AND EQUAL COMPASSION FOR PARENTS
- Patience, understanding, experience with teaching
- Someone who cares about the children and their experience in the schools, not just about the folks in the building he will be posted in.
- The new superintendent should be caring, honest, attentive, outspoken, knowledgeable, a people person, inspiring, and trustworthy.
- A person who can listen to the parents about what our kids needs are. Someone who knows that education is more important than baseball i.e Columbus High. Someone who can stand up the board and have a backbone and communicate with the parents.
- People person, have a diversity background, speak more than one language,
- To do more for the children
- Very down to earth, has an open mind and open door policy. Solicit surveys such as this one for parents who cannot attend the meetings, very caring, social.
- We can't afford a \$200,000 a year Superintendent.
- Strong morals, family values, approachable and will follow through on commitments to students/parents.
- A great communicator....which means a good listener. a passion for the children and their future. Confidence is a must. This person should not be afraid of confrontation.
- Flexibility and willingness to try new approaches
- Believes in "straight talk", is willing to go out to the schools and really see what is happening-have forums and surveys for personnel to provide valuable input without fear. Someone who is able to communicate effectively and not be afraid of change.
- Fresh ideas enthusiasm and an eye for balancing a budget
- Good teacher with an excellent communication skills. We do not want any more politicians.
- Listen to parents and teachers. Ask parents and teachers point of view before making big changes.
- Leader, caring, open-eyed.

- The new superintendent needs to be sympathetic to the issues facing our teachers, students and parents. These needs must be balanced with the education of the citizens about meeting these needs. Education must be made a priority in our society, the new superintendent must be dedicated to this mission and willing to make all necessary decisions to make that happen.
- Have experience with a system comparable to district. Preferable from outside of the region.
- He or she must be a leader who prefers the hard right to the easy wrong. He or she must be willing to stand up to the school board while somehow pacifying them. As long as he/she lets them think they are in charge, everything will be fine.
- have an open mind to embrace the new surroundings before they just jump in & start changing things look at the positive before you upend the entire system & go back to the old school lunch so the kids will want to eat at school again & parents know there kids are eating
- ability to act promptly to resolve crisis, and handle situations, quick-witted, cordial, genuine, and approachable to community, parents, and others of concern, integrity,
- They should have good leadership skills and know how to run a complex organization with significant funds to manage. Having someone with a teaching or even administration of a school background isn't as important as having someone with CEO-level experience.
- Financial gain is not his main priority. Someone who has never served before as our superintendent. Is not afraid to introduce change, will be a true advocate for public education, educators, not administrators. Will focus on letting our teachers teach.
- The new superintendent needs to be familiar with the district and the varied needs in the district. Poverty is going to be a problem in the district but one that I am not sure a superintendent would have the skills to address. It all goes back to a village raising a child. A new person coming into the district is going to have a period of time where they would have to get to know the district, the strong and weak points, and where the district needs to improve. With state funding continuing to decrease, a new superintendent is going to need innovative skills to keep the district moving forward or moving at all. There is a feeling that we have extremely talented teachers and principals in the district who understand the district and could work to improve it because they understand the community. I think this would be a wonderful asset for a new superintendent. I have seen principals, assistant principals, and teachers interact with the children and have been very pleased with their performances. A new superintendent needs to be approachable and personable. There is a perception that the administration does not understand what happens in the schools. I believe some of the community believes the same thing.....that we should narrow our search to the professionals in the district.
- Strong, charismatic, decisive consensus builder who has vision and can sell his/her ideas to parents and teachers. Forget the board...they are useless and petty.

- Attentive to the needs of the parent communities. An open mind with the desire to allow stakeholders and educators to be heard. The mindset of a visionary is needed, someone who can think openly with the ability to facilitate change and where it may serve beneficial. This means inviting input from the people that serve this district and how the district can help them as employees.
- 1. Must be a politician. 2. Be able to set standards that are applicable to all teachers. 3. Expect excellence and hold folks accountable 4. Hold principals accountable for teacher performance.
- be able to manage the personal and make sure everyone is held accountable for their action under his watch
- Listening ear, sensitive to improving ALL schools.
- The candidate should demonstrate a clear understanding of the data used to drive decisions. S/he should demonstrate respect for teachers, both in treating good teachers appropriately and by dealing with weak or bad teachers appropriately. S/he should be willing to work with the school board, not for the school board.
- honesty and good communication skills
- To have a strong and rather recent classroom background, to be a good administrator, to be someone who can identify with the local area, in other words, Superman or Superwoman!
- The new superintendent should have spent time in a classroom working with students. They should be willing to listen to what is working and be visible in the schools (not as a "special guest" but rather as a member of the staff that students see regularly).
- Experience on running a large school district that has excellent RESULTS! Willing to make changes that have proven RESULTS! Communication and negotiation skills for the school employees, school board, parents and public.
- The new superintendent should possess the following characteristics: personable to the community, great listener, advocate for teachers and students, engaged in community initiatives that build up our youth, aware of the challenges of the school environment, fiscally stable, concerned about the holistic status of our children (educationally/ intellectually, physically, socially, environmentally, mentally, etc.)
- Listening is probably one of the most important characteristics of a good superintendent. He/She needs to listen to the principals and teachers for how to help them do their jobs. He/She needs to have the quality of a good father running a business of a family to keep all involved to be the best part of the family and successful. He needs the skills of finances of making a business succeed with all of the people involved succeeding and not just the office people. He/She needs to always keep the children first.
- Reachable, consistent, knowledgeable, lover of learning
- Should be flexible and know that there is a huge culture out there, and think global, not that this place is only for the good old boys of town. Needs to be strong enough to break the ceiling of ignorance and resentment, not all foreign is bad, and not all of them are here to overstay their visas. Look at them as a tool for teaching. Also remember the military kids, they went through a lot and sometimes have moved too many times to feel welcome. Teach Staff as much as

students to look for signs of bullying from other staff or students towards new kids. And make them shine by making them be part of the culture by teaching theirs.

- To be fair and not worry so much about what people say. Southside and Northside is always a hot potatoe issue and I feel sometime they louder people talk the more that they are catered to. Be FAIR about where, how and when money is spent. It needs to be about the children not politics as it has always been. The school board needs to have a dose of reality and quit fighting each other and thinking its about them. Thats what I want the superintendent to do, shake a few limbs with them.
- He should possess compassion, budget experience, open to parental concerns, good school facilities concerns, curriculum
- Be a good "people" person, able to get along well with others. Caring, intelligent, understanding, able to mediate, negotiate, prioritize, and delegate. Keep good relations with the community. Most of all, to put the children first.
- experience in education, management and finances
- Life-long learner. Knows the South in terms of culture. Experience in and appreciation for working with diverse people groups.
- They should be open minded and ready to implement change regardless of what others may say or do. They should keep in mind that they are making decisions for the sake of our children and teachers.
- Reach out to Everyone like in this survey and make the the right choices based on what is right and what is wrong. Don't be afraid to check what the Bible says when making choices. The Bible contains a lot of good answers.
- He/she must be able to stand up to school board. He/she cannot let school board bully him/her. Superintendent needs to back prinicipals and teachers over school board. Good luck with that!
- Leadership, integrity, empathy, hardworking and love and want the best for the children
- Be innovative, inspirational, committed. enthusiatic, charismatic, be fiscally responsible, hold others to be accountable.
- They must be willing to make hard decisions to show they are serious about their expectations. Hold teachers accountable for st. progress and behavior in the classroom and on the field. They need an open door policy to students and to parents.
- Flexibility, support of teachers, willingness to go against the school board when needed.
- strong communicator with a backbone to stand up to parents and the board
- a proven leader with an approachable personality and the ability to use their staff without micromanaging
- Good communicator, able to multi-task. Good conflict/resolution skills. The candidate needs to listen to the needs of the community, do what's best for all students. The ability to revisit committments of former superintendents/board and not go down that road if its not what is best for the district as a whole

- He should have some background in education so that he or she has a clue what it is like to be in the classroom. They should be available to listen to parents & teachers.
- Ability to make difficult decisions, to run this district like a business, to examine how every dollar is spent and send as much as possible back to students and teachers.
- Comfortable speaking with all demographic groups in a myriad of different locations.
- Experience with a large school system; experience with a large elected school board; proven ability to motivate, lead, be consistent with policies and procedures; proven experience with districts who are excellent in their education.

## **Students**

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

- good and lot
- My community is great its clean and nice.Amen
- Little Bad Things
- It's comfortable and safe.
- People want to be and always involed.
- too many people are getting injured
- My community is quiet, and feels safe, i havent heard of any crimes around there, the schools are ok, i think they could use a little help in finding staff that wants to do the job and not have to do the job.
- my community is a peaceful and safe place for kids.
- our community is great we help each other out.
- my community is a typical community school,church,store,barbershop,and resturant and more things that there building in our community.
- My community is a place where there are many talented and intelligent children. It is a place where children have the ability to learn and become successful. The community is very supportive of the local schools.
- Its AMAZING
- SCENERY
- It's a place that allows everyone to be one.
- friendly people
- umm it is safe
- Nice people
- the good things about my community is that i dont have alot of bad things going on im my community i have alot of positive things im my community

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

- we lene new things
- I have no good comments for my school
- Not Many Bullies
- They help us with our education.
- interested not only in student also the family as a whole.
- too many bab stuents the enviorment is too much for these children
- As i said in the above question, some of the schools need to find staff that wants to do the job and not have to do the job...
- my school is good but can serve us more food at luch
- our schools are well trying to teach us and different ways.

- my school is good i actually didnt want to go to carver high school but then when i came you warm up to it its a nice little community to me.
- My child school is one of Great character. It is place where the teachers assist children that are struggling in their classes. They make themselves available to tutor the students after school if necessary. The principal is a man of good character and cares about the dignity and self esteem of each child. The school is G.W Carver high school.
- They mostly provide a good learning environment for kids like me.(IB Student)
- TEACHERS AND PRINCIPLE-MATT BELL
- It has activites
- Good teachers
- none at all
- Friendly people
- gd
- is that u don't have alot of negative things ut u do have some neagative things and u get treated right

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

- no bullying.
- Teachers not helping students when they ask for help.
- How the lesson plan are given to or explained to students and how much time not only in the classroom but in tutoring after class.
- i have no clue
- Finding teachers that loves to do the job and not because they need a job...
- he or she should be aware of the school lunches
- were he/she came from did she bring any diseases with he/her.
- no issues that im aware of.
- That the superintendent should care about the entire Muscogee County School District. the person should focus on South Columbus schools as well as North Columbus. In other words, all the children and schools should be treated the same.
- Don't get in trouble.
- NUMBER OF STUDENTS
- The students,complaints,and teachers
- Bullying
- nore piveate classes because my child cant consotrate like others

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

- things
- Good with kids
- Keep everyone happy. If they ask for things that are reasonable do it for them.
- involved personally with not only teachers but students and parent also!
- better school lunches
- Fair, honest, consistent, open minded, and professional.
- they can loosen up more on dress code
- they should know what we know and try to be nice and be successful at it and he/her job .
- should possess potential and know how to work with everyone.
- Communication skills along with a positive attitude are the best qualities a superintendent should have. The ability to talk with parents who are not well educated and make them feel important.
- He/she should be one a child( as I am too) looks up too. Whether it be a man or woman, there should be changes in the amount of furlough days, expansion of classrooms to accommodate more students, and more IB schools.
- N/A
- People skills. Patience.
- Strictness
- idk
- Leadership skills
- gd



## Teachers

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

- Columbus has strong support for public schools.
- The community is progressive and has an outstanding focus on fine arts; i.e., The River Center, Springer Opera House and our hidden gem, The Columbus Museum. Along with CSU's Schwob School of Music, it's Theatre Department and the Corn Center of Visual Arts it's an amazing place to be. Add to that a well established Trade and Convention Center and the Coca Cola Space and Science Center, the Civic Center and Sports Complex, the new whitewater rafting course and a revitalized downtown area. Columbus is poised to become a huge metropolitan player in the southeast that still has a small town feel.
- Renewal of downtown, arts supported, partnerships between business & education & military
- Friendly and caring community that holds "Southern" traditions and courtesies. Great shopping and cultural opportunities such as theater, arts, museums.
- We have a nice quality of life. The Arts, Concerts, Shopping. Columbus is a great town to raise a family. And a great place to retire.
- My community is East Columbus. It is changing due to everything moving to North Columbus, but we continue to care about the education of our children and what our neighborhood looks like.
- Offers a variety of things to do
- Community agencies work with schools to provide financial and academic support.
- Great people, effective leadership (female mayor and district attorney), small town feel, revitalized downtown, River Center, Springer, CSU, Columbus Museum, Naval Museum, Coca Cola Space Science Center, Infantry Museum, Fort Benning, bike trail, Callaway, Riverwalk, Chattahoochee River, Historic District
- Very little is good, most is bad to terrible. The local developers waste too much of our tax dollars on projects that they will profit from. If they wanted whitewater rafting, they should have paid for ALL of it.
- We want someone who is of the people who will be for the people, not a political junkie. We need someone who will be supportive of community groups and organizations, and who will open the doors of the school to the community free of charge.
- We are a small close net community.
- Columbus is a welcoming community strongly tied to Fort Benning and our military roots. We like historical sites. The uptown committee has created a lovely downtown with a mix of the history and a new young atmosphere with the CSU community.
- River Center, Riverwalk, Rails to Trails bike trail
- Although Columbus is not a large metropolis-it does have many attractions.
- n/a

- The community has so much to offer for everyone, and kids have many opportunities to pursue different interest and hobbies which are supported by the community.
- Good fine arts programs through River Center, Spring Opera House, etc.
- Columbus is a bustling town. Many nice accommodations as well as attractions. Small town feel with close vicinity to larger towns.
- Columbus is a diverse city set in a river valley. The large city of Atlanta is close should you like to visit and experience what a larger city has to offer. Columbus is growing and as several nationally known fortune 500 companies (TSYS; AFLAC; Pratt & Whitney etc.). Fort Benning is a local asset, as it brings in military families and is a source of income to the community.
- Small quiet community without terrible traffic jams
- We have a diverse community and even though it's not a "booming metropolous", there are plenty of good resources for adults and children.
- It is a very diverse community of civilians, military families, and majority/minority families.
- It is close knit, with positive role models, most are educated and hardworking
- We have a great mixture of history and an eye to the future .
- We have a low cost-of-living. Excellent weather, with mild winters. Recreation abounds:fishing, Gulf Beaches, North Georgia Mountains. Shopping and culture in Atlanta/Birmingham.
- Progressive city with professional people. Active and community-minded churches. Magnet schools with high academic and behavior standards. High quality educators throughout the system. Excellent university and fine arts activities. Fun place to live!
- Family oriented - rankd one of the nation's best cities in which to raise a family. Public library access Growing downtown and business industry, to include plans for whitewater rafting. Network of area businesses that actively participate in the community (AFLAC, TSYS, Synovus, Ft. Benning, etc.)
- Friendly people Activities to get involved in
- Hard working families
- It is a very diverse community and the cost of living is moderately affordable.
- My community offers several opportunities for culture exploration. Diverse restaurants and clothing stores not to mention art and culture shows and exhibits
- It is a culturally diverse community with major businesses that support education.
- outspoken, diverse, supports military, moving forward, partnrrships with local colleges and businesses
- Our community is diverse.
- We are a progressive community but we do have a bit of a conservative tone.
- The community is growing fast. It feels alive and vital due to the presence of Columbus State University and the revitalization of the downtown area (especially the upcoming whitewater rafting course).
- Diverse. Adaptive. Many large companies. Strong military presence. Family oriented. Comfortable.

- Our community consists of hard working individuals who want the best for our children. We deserve a superintendent who is effective and promotes student achievement and supports teachers.
- Large-town feel, with a small-town, family mentality
- it is a relatively safe place to raise your family. Columbus has held a steady position in the economy. The housing market is stable and we have a wonderful set of schools that do an amazing job of educating our children
- Diverse, concerned.
- Good churches with plenty of children's activities. Good community involvement.
- I have lived in Columbus most of my life and received my education in Muscogee County Schools. I feel I received an excellent education in Columbus that prepared me for responsibilities and the job I hold today.
- Columbus, Ga, is a big city with small town mentality, everyone knows each other and everyone helps each other
- River Center for the Performing Arts; Columbus State University; new white water project
- My community is a multi-cultural community. We all assist each other with personal needs (safety)
- Our community is rich in diversity. We have a variety of businesses, we border on Ft. Benning, Harris County and the Chattahoochee River. We have an excellent school system and a quality institutions of higher learning. The White Water Rafting project is underway, and will be one of the best of its kind in the nation. We have a wonderful history and take pride in our historical district. Close by are attractions such as Providence Canyon (Little Grand Canyon), Callaway Gardens and all of the happenings in Atlanta. Travel a short distance north and you are in the beautiful mountains. Travel a short distance south and you are at the beach. Columbus is the perfect city.
- Growth and diversity.
- I believe our community is very receptive to helping others and working together to reach a common goal. I believe our community is very diverse.
- At least 25 % of the community is genuinely concerned about and supportive of education. There are a number of enjoyable community events that are enjoyed by lots of people during the year. We are progressing as a "community", and we are trying to create more jobs, although true job growth has been painfully slow. I have many students whose parents have experienced employment difficulties over the past four years.
- The community really cares about public schools. A large majority of people send their children to public schools.
- There are some who believe in change and doing what is in the best interest of the entire community not just in one location.
- Family oriented with a wide-variety of entertainment opportunities
- Diverse, friendly, growing, and supportive
- Great Church and all the amenities of a big city.

- Columbus is a small but growing community located on the Chattahoochee River on the western border of Georgia. It is a nice community to live in but it does have its problems as any community does.
- The community embraces local businesses. There is a green movement and a focus on promoting healthy living.
- Columbus is a very friendly community. We are a tight-knit group who love our families, are passionate about our beliefs, and care about the condition of our schools.
- There are many parents and students that do care about education contrary to popular belief that they don't.
- Everyone is motivated and involved in making Columbus a better city for all generations.
- Ft Benning and that people come from around the world to to live here
- We don't mind helping/sharing.
- For the most part, our community is trying to grow and change. I believe it has become more open minded while still keeping with core beliefs.
- Diverse Community, It's the epitome of a "big small town".
- The weather, people, and size of Columbus.
- Support of arts. Columbus State University's education prep.
- Columbus still has a small town feel but the amenities of a much larger city
- We are a very diverse community.
- Venues for plays, musicals, and other forms of entertainment. Shopping, several churches to choose from.
- Columbus is a growing city which offers choice in many capacities. It is a place where the "small town feel" is still welcoming.
- The majority of people here have been here all of their lives.
- Diverse community, due to the proximity of Fort Benning. High level of commitment to public schools.
- It is diverse. There are many family oriented things to do on the weekends. There are many areas to volunteer within the city. We have white water rafting.
- Diverse--Excellent cultural arts availability; ie museum, State Theatre of Georgia, state of the art performance venue (Bill Heard Theatre), state university, Fort Benning proximity
- Small town feel.....wonderful supportive university.....abundance of resources through the community....community cares about children....close to Atlanta but not too close....
- Parents will band together when they need to. Parents really do want what's best for their children and will do what they need to help their children.
- Our community is a great place to live, it supports the arts, sports, and educational growth of our students.
- Our community has many opportunities for children and adults. We have everything from pot throwing to ice hockey. There is even opportunities for garage bands to play at the Gallery 13.
- The community values Fine Arts and respects its contribution to a quality education.

- Families, Businesses, Churches, and other leaders of the community truly work together to enhance the city's infrastructure, schools, and businesses.
- Military families, dedicated educators and administrators
- Our community comes together when it needs to. Everyone in the community wants the best for all of our children.
- Muscogee is a family oriented county with a personal connectedness.
- This is an extremely diverse community and we are also a very patriotic group. The candidate really must understand the needs of our citizens.
- We have a great deal of support from the community, but that is often overshadowed by the perceptions caused by the actions of our previous superintendent and current school board members. That relationship is in need of repair and our new superintendent needs to be someone who will make that a priority.
- home town feeling, great entertainment venues, and variety of eating establishments offering affordable prices and a plethora of choices
- Muscogee County is very diverse. We support local businesses and concerns (such as Ft. Benning).
- It is diverse.
- Many citizens are community oriented.
- We have a lot of diversity with Ft. Benning. being here. This allows our children to know more than just their closed world.
- As a music teacher I think that the public support of the arts is one great thing about our community. Anyone selected as superintendant should be equally supportive.
- -It has a most interesting mix of global cultures due in part to the military base. - It has a rich history of "Southernness". -It is a community of people who enjoy life based largely on spiritual principals. -It is geographically located halfway between the beautiful green Appalachian Mountains and the emerald waters and white beaches of the Gulf of Mexico. -It is a community that values the Arts as evidenced by the Rivercenter for the Performing Arts, the Springer Theatre, the Schwob School of Music within CSU and the Theatre Department of CSU. - This is a community with an extremely strong public education system with few private schools and most of the public working together toward the betterment of the public schools.
- Our size allows us to do some creative things educationally-----magnets, gifted, programs..... We are truly southern and that means well mannered and polite! We have lots of natural and historical sites on which to base educational lessons We have the diversity of the military and it's students who add depth and perspective to our city. We are a big city that feels like a small town.
- Great neighborhoods
- It has the river center and cultural events. Columbus has a wide variety of people from all over the United States due to Ft. Benning.
- The community has a variety of demographics with respect to culture, academics and athletics.

- Our community seems to be made up of extreme differences with rich areas and poor areas. We have very few what I would consider middle class.
- It is culturally diverse and a good place to raise a family.
- There is always something to do with the development of downtown, CSU, and Ft. Benning!
- Diverse, active in trying to bring in new business, works well with surrounding counties, supportive businesses through partnerships with schools
- Good for raising a family.
- Pride and a sense of a unified community.
- Great focus on outdoor activities and promoting healthy lifestyles. Great place to raise a family.
- Sense of community, many quality events and opportunities, lots of higher education offerings, huge amount of diversity
- Our community has good schools and teachers that are committed to teaching children. I think parents and stake holders are genuinely concerned with making sure students learn.
- Location, weather
- caring, open to new ideas for tourism, outdoor activities, the partnerships between Ft. benning, Phenix City and Columbus
- Loving, helpful, caring, positive
- Low cost of living, virtually no traffic congestion on the roadways, mild weather 3/4 of the year, access to several institutions of higher learning, mountains, beaches and Atlanta all within a 3-hour drive.
- The community comes together when emergencies happen.
- We have great parent/ community support at ourschool. Our PIE participate in events at the school.
- Growing North - Fort Benning - acces to big cittiess and the coast
- One good thing about the community is that we come together to solve issues/concerns of the schools.
- resources available and partners in education
- very diverse, progressive without losing sight of roots
- Our School System Our Economic Development Teachers
- This is a community with a rich history. We enjoy easy traffic and access to things we need.
- Muscogee County is very diverse in its population, cultural and professional offerings. There is much to offer in the city especially with the campuses of Columbus State University, Fort Benning, and various other educational offereings.
- Progressive--notable are CSU arts etc downtown, Riverwalk, white water project, preservation of history downtown and midtown, museum, River Center.
- Columbus has a wide variety of activities for all interests.
- Recreation
- We have concerned citizens who want to see the state of education in our county improve district wide.

- We have concerned citizens who want to see the state of education in our county improve district wide.
- Wonderful community activities and lots of places to eat and shop.
- Large town with a small town feel
- Revitalizing the downtown area along the river CSU campus downtown and the main one Proximity to beach and mountains Close to major transportation hub Fort Benning Historical
- It is a caring community.
- Ft. Benning, CSU, River Center, Outstanding quality schools

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

- Columbus has neighborhood schools, however some magnet schools do exist that allow students to attend a school that meets his/her interests/ gifts.
- Our schools are made up of hard working, dedicated educators and staff who put students first.
- Magnets, support of the arts in the curriculum, splost
- Our schools are committed to giving students quality education with dedication and consideration of diversity.
- We have quality schools although they were built with little forethought, regarding new students arriving. Several housing developmens have gone up, and I don't think the boad built large enough schools. There should be NO portable classrooms in Muscogee Cty. They are an embarrassment.
- Edgewood is the school where I went to school and where my children went to school and it continues to be a successful school even though the community is changing and becoming more transient.
- good location, teachers/staff, supportive environment, strives for excellence
- Teachers and administrators really care about the quality of education. Teachers want to provide the best learning experiences, using the best researched practices and want to be able to monitor and improve the social, emotional, and academic achievement of students in the most efficient manner. Teachers want the support of parents, students, and the administration.
- Dedicated, caring, highly qualified teachers, supportive community, air conditioning, many new schools, technology, wonderful students,
- Nothing - educators spend too much time teaching to the tests the students rather than teaching them how to learn.
- Great administration + great teachers = great school learning environment. I love my team.
- I work at a small school on the Southside of Columbus, the Best Kept Secret. And the best thing about my school is the atmosphere. When people enter the school they are greeted by warm faces and individuals that really care about their students.

- My school is a diverse group of learners that have varied interests. The focus for the school is a strong science and arts background. We believe that every child can excel at something. We work on helping each student find their individual strength to help them choose a high school that fits well with their abilities.
- The students at my school are engaged in learning. It's clean and safe. Teachers are up to date on practices for their subject area.
- n/a
- My kids have been in great schools that have encouraged them to succeed. Both of my kids have been served by the gifted programs which have continued into middle school classes. I love the fact that they have been challenged and rewarded for their successes.
- Hard working dedicated teachers
- Our schools are competitive and rigorous. Steadily taking strides to prepare our children before they are on their own.
- The school district has many good employees who are passionate about seeing students succeed. MCSD has recently built several new schools. There is an upward trend regarding school improvement and student test scores. Steps are currently being taken to improve schools across the district. A strong, principled leader could have a great impact on a community (MCSD) that wants to improve and see students succeed.
- Teachers are willing to work extra without any pay. No union!
- The schools are working hard to operate in a standards-based manner, aiming to provide each child a quality education.
- In general, they have excellent faculty & staff members and good student family support.
- They are very structured, they have a vigorous curriculum, and the teachers are highly qualified.
- The teachers are dedicated to providing the best for the children. We are always trying to find ways to better our children.
- Several new schools. Excellent teachers/counselors/principals. New administration building. Schools are safe, with no gang activity and few drug problems.
- Britt David Magnet Academy is an excellent place to teach and learn. Fantastic parent support.
- Great teachers. Great programs. Smart kids.
- Hard working teachers Focus Admin/Staff Very Caring environment
- They are always looking for ways to improve, The teachers always have the students best interest at heart
- They are friendly and caring
- The district has made it visible to onlookers that diversity in education is not an issue in our schools. I think that only white teachers and white students are recruited to work in the Northern sector schools. The teachers that grace schools on the southside are not equipped to handle the oversized classrooms and excessive demands new standards, new teacher evals, and state requirements for performance have placed on them.



- The schools offer various programs to meet the needs of the clientele.
- My school keeps the student's education in mind above all things.
- Our schools are safe mostly and our staff is dedicated.
- Musc. Co. schools are filled with excellent professionals who care for the students in their charge. My school has a true family atmosphere among parents, staff, and students.
- Many are excellent. Quality teachers. Strong magnet programs. Strong technology use. New expansion.
- Majority of the teachers at my school are hardworking and dedicated. These professionals go above and beyond the meet the students' needs.
- Excellent faculties. Good neighborhood schools
- Schools have great and caring faculty dedicated to the education of our children
- Hard working teachers. good kids.
- Well trained teachers who take their jobs seriously
- We have quality teachers who collaborate daily to improve instruction. We have tools available to provide varied opportunities (i.e. smartboards, ipods, etc. to reach every learner.
- My school is one of the oldest school in the county, and has a tradition for excellence, even though is fighting with poverty
- magnet programs; tutoring program of south Columbus
- The schools in Columbus, GA are very enriched schools of learners, leaders, and educators.
- Our schools are diverse, supported strongly by area business Partners in Education, are staffed with dedicated caring people and are blessed with up-to-date technology.
- We have dedicated and professional administration, teachers, staff and parents who support the continued progress of our students being challenged academically, physically, socially, and spiritually.
- Majority of the teachers and administration is willing to work together and truly have students best interest in mind.
- Most schools have many good and caring teachers who will try their best to educate their students; however, they are tired of the ever-increasing paperwork and the feeling that they are the only ones responsible when academic results are not up to par. Most of the students appear unconcerned about racial issues the majority of the time, which makes for a less tense environment; however, many students have been raised with a "don't take nothing from nobody" attitude, which does create social and behavioral problems.
- Students are provided with all of the tools, especially techonology, that they need to support their learning.
- Dedicated teachers
- Hard working teachers who truly care about the well-being and success of their students
- We have dedicated and motivated teachers who are focused on creating successful, motivated, and responsible citizens.
- Good facilities. Excellent teachers. Good administrators (most).

- Involved parents
- most of the schools and teaching professionals do their very best to teach as well as they can. Do not berate or belittle them. Give them the best opportunity to do their job with as little outside harassment as possible.
- Teachers put children first.
- There are many dedicated, hard-working teachers who sacrifice daily for the children they teach.
- Caring Principal and some caring teachers.
- Everyone works towards the common goal of getting the students the most/best education as possible. We act like a team and a family.
- Excellent teachers who work hard and seek the success of everyone
- We learn how to think about others as well as ourselves. For the most part we are team players.
- Our schools have hard working dedicated teachers willing to do whatever it takes for the students to succeed. At least my school is like this.
- Magnet Options, Quality Teachers who have excellent Professional Development options, Transportation options,
- Some high quality educators.
- Competent, dedicated teachers
- We have some good schools and some exciting things happening
- We try to accomplish initiatives as a district.
- All work hard to meet all standards of the state and local boards of education. Several schools have been recognized by the state for several different reasons.
- The schools in Columbus offer choice (i.e. charter, magnet, year-round and traditional calendar).
- There are awesome quality teachers that want, and are doing a good job, despite the MCSD school system and their total lack of support.
- Caring teachers, quality teacher education programs and working relationship with CSU.
- We have a family atmosphere. The district makes sure that all schools are well informed and well trained in any area needed. They offer one of the best staff development departments in Georgia. We have very well trained and effective teachers at our schools.
- Absolutely devoted teachers, progressive technology orientation, focus on Fine Arts
- Schools are attempting to give the best education possible to all children. Many new school buildings, technology abounds in many schools, neighborhood schools, magnet schools, CSU provides a pool of wonderful candidates for employment
- the best interest of students is considered by teachers.
- The teachers really care about students. They provide the best education they can with the limited amount of resources.
- Teachers are willing to implement and support new initiatives as long as they see the true student benefits.
- Our schools offer quality sports, academics, and support for students.

- One of our elementary schools, Wynnton Arts Academy, has the distinction of being the first Fine Arts Elementary Charter School in Georgia.
- The schools are equipped with modern, up-to-date technology and the district works tirelessly to make sure all administrators, teachers, and staff of each and every school have the necessary professional training needed to educate all students.
- Same as above
- Our schools have great teachers, they work very hard to meet the needs of all of their students. Our schools are a safe and warm environment for our children in Muscogee county.
- Our schools are community connected.
- Our schools are filled with the hardest working educators and administrators in the state of GA. Schools do not need to be micro-managed. They need support.
- We have extremely dedicated teachers, for the most part. Unfortunately, a lack of support and respect from previous administration has combined with mandates from the state and federal level to cause many of them to leave. Many others are still here, but morale is at an all time low. In order to provide our students with the best education possible, our teachers need a superintendent who will support and nurture teachers to reach their potential. Among the list of priorities is someone who will improve morale by empowering teachers and enable them to do what they love--teach.
- Choices of magnet programs for students to pick from to accommodate their needs and interests. Upgrades in technology with SmartBoards, Big Campus communication, Parent Portals
- Our schools have tried many different and creative ways to meet the needs of students.
- We have teachers who care.
- we have driven, motivated excited teachers and we expect nothing but the best from our students.
- Many in the school system try hard.
- The teachers of MCSD adjust to change all of the time.
- I teach at two elementary schools in the district. Both schools are very dedicated to student learning and achievement. Our teachers are focused on pulling up grades and improving test scores.
- They serve all students. Teachers are available and keep open communication lines with parents. There is a strong central focus and value placed upon competitive athletics. Students are encouraged to be the best they can be, to achieve their very best in all areas of study.
- Good principals and teachers who care about students and parents
- Our principal protects the teachers' instructional time.
- Hardworking teachers, dedication to student achievement, much reading work going on
- There is a variety of magnets and programs that students can go to.
- Schools continue to function despite economic downward trends. Educators continue to set goals despite opposition from lack of resources.

- Our schools are very diverse academically and racially. Teachers are willing to stay late to get the job done.
- There are a variety of magnet programs and new schools.
- We have a large percentage of students choose to remain in public school settings because of the multiple challenging college prep programs that are available to our students.
- teachers encouraged to further education, schools have programs to address problems faced by a variety of the student populations
- We only have one school in the county that is serious about education--Columbus High. The others are just getting by at best.
- Dedicated, highly competent teachers and administrators.
- Teachers care about their students and invest great amounts of time and personal funds into their classrooms to prepare engaging lessons. Teachers are concerned with student achievement and preparing students to become life long learners and successful adults.
- On-going professional development, many dedicated teachers, strong leadership
- Our schools have strong fine arts programs with teachers that are well trained. We have a strong curriculum that is helping students learn and become productive citizens.
- caring, Magnet Schools allow for parent and student choice, where faculty can provide specific items within the state Common Core framework
- Positive, goal oriented, students put first, involve community
- Well-trained administrators and faculty who are professional and knowledgeable in their fields.
- Some schools give their leaders too much power, and do not listen to their teachers. Principals do not seem to care about their staff anymore...
- This year we got a new Principal. The teachers are great. We need structure. We have great PIE support.
- teachers are concerned about the needs of the students.
- Collaboration to help meet the needs of our students. Great partners in education.
- adequate locations, devoted teachers
- The teachers are the driving force of the schools
- Facilities are generally in good shape. Most teachers like what they do and see themselves as professionals. Administrators are generally professionals as well.
- The educators and employees in the schools, for the most part, are dedicated, hardworking, caring individuals who take pride in their work. They are community servants and go above and beyond to ensure that public school students are taken care of. The buildings do not make a school the people within do so it is discerning for a few in the community to harp on the "North" and "South" differences. There are schools which are fairly new that are so overcrowded that there are over 10 portables used for classrooms on the North side of town but the professionals in the schools prevail. Everyone would like to have a 40 million dollar school but that alone does not ensure a solid education. WE all need to work together and the new superintendent needs to step up to the public and not just a few.

- Support for arts and humanities as well as athletics. High standards at many schools. Support for magnets and others who take the ball and run with it and have commendable educational results to show for their efforts.
- Our schools are focused on student achievement.
- autonomy
- We have a dedicated faculty and staff who are committed to improving the lives of children.
- Caring teachers
- The teachers work hard to reach students. The schools are safe, open, warm places in which to learn.
- Implementation of technology usage Networks in every school Training available for technology initiatives All schools have a media center Several buildings are new construction
- We love our students and want the very best for them that Education can offer.
- Diligent hard-working teachers

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

- Severe lack of parental support, disruptive students interfering with the learning process, overcrowded classrooms, lack of early intervention addressing academic concerns, and no help for those students who "slip through the cracks." Principals and teachers are too busy trying to implement programs that stifle a teacher's creativity and make the principal not as accessible to students as he/she should be. Implementation of new programs through adequate training of all employees is practically nonexistent. Ancient textbooks!
- There is currently a tremendous amount of stress on teachers. Between furlough days and a very tough economic environment, literally 13 - 14 programs or initiatives within the last 2 years that require hours and hours of training and add hours and hours to daily tasks, morale is very low.
- too much politics and not enough focus on education with students as focus
- As in any district, the superintendent should be aware of changing culture, family values, and educational needs of students.
- We are coming off a terrible Reading program called Cornerstone. This was a terrible program, it did not teach children how to read, yet the higher up thought it was just wonderful. We have ruined 5 years of students with this program. The thing is the teachers knew this and were very vocal, yet the board continued to pour money into this laughable program. Teachers no what works, listen to your teachers and you will do well. There are many experienced teachers that know what works. As John Phillips stated recently "just let the teachers teach." For advice, call upon your teachers, not the board.
- That although education may need to be run like a business, which is what we have been hearing for the past few reigns, it can only be looked at like that to a certain point. When there is such a large 'human' factor in this 'business' then you can only expect so much from your employees. Administrators and teachers only have so much control on their clients (students, parents).

- That the special education dept. needs to be considered when there are changes district wide. Consult actual teachers that work in the dept.
- This schools in this community serve students who are from a wide range of social and economic backgrounds. Some schools are not able to have the parental involvement that is needed because the students live so far away from the school and there is a transportation issue. New technology and software-learning and monitoring programs are being introduced at such a fast pace, that not all teachers receive the in-depth training that is needed to use it proficiently and there are not enough working computers in the classrooms and/or at the (some) schools to begin using the programs on a regular basis so that the teachers can have enough time to really learn the programs, gather data, and use the data to teach. Teachers use a great deal of their time to learn new things and then the program will be changed without receiving the benefit from the time that was spent using the first program. Emphasis is given to the "at-risk" students and to the "gifted" students, where the children in the middle stay in the middle.
- Inequities in schools (North/south issues), controversy over magnet schools, school board's tendency to micromanage, low test scores, work schedule adjustment days (furlough days) , teachers have not had a raise in years but are expected to work harder and longer hours, lack of parental support, top heavy administration, MCSD jumps on too many bandwagons and then jumps off before their effectiveness can be determined, too many decisions are made top down, elementary schools lose instructional time by dismissing students before 2:30, low teacher morale
- There are too many public "private" schools that skim off the better students, leaving the rest to rot with the dregs of our tax dollars. The school board wants to run the school rather than do what they were elected to do. There is a huge gap in funding between schools. Too much money is spend on "bread & circus" activities like sports. Cut that out and start educating the youth of this county. Let them play games on their own time and their parent's dime.
- A knowledge of how to properly balance the budget without making drastic cuts. The importance of fine arts education. That the teachers is the backbone of the school district and everything should be done to help us out as possible. Stop wasteful spending.
- There is an overwhelming lack of special ed knowledge throughout the district. Those in charge have little regard for special ed nor do they pay attention to the bylaws that have been put in place by the state. Unless a parent threatens a lawsuit the needs of special needs children are either kept to a minimum, or swept under the rug.
- This district is one that implements initiatives and programs one right after the other. There is no curriculum cycle to any program implemented for the students. This county never implements a program that the teachers feel 100% confident in using with their students. They powers that be never know how to answer our questions, so we implement initiatives that run with 50% potential being addressed in schools. There are no perks working for this county. I live in Alabama and would love for my child to go to my school. I would have to pay

- tuition to a public school that I have given 14 years of service to that furloughs me with no hesitation.
- Running a county of over 60 schools is not the same as running a county of 6 schools. The size of our system has unique problems. There are often so many personalities working on a committee that coming to a decision is not always easy.
  - One size does not fit all! Each school is individual and needs to be treated as such. That's how we are told to deal with the students. Don't mandate a program 'across the board' when what the school is doing is working well, Give them a choice!
  - Most teachers are very dedicated and entered this field in order to teach students. We are being very over whelmed with non-teaching demands that are making teaching seem like a secondary responsibility and not the primary responsibility. I feel morale is low; stress levels and frustration levels are very high. At this rate- there are many who question their career choices. Please, help us get back to primarily teaching!!! Also, there is a understanding gap between General Education, Administrators, and Special Education Departments as to what is expected and needed to make every student successful. Cooperation is needed between these departments-as of now, the Special Education Teacher has very little support and cooperation.. Everyone needs to be aware that some students need "accommodations/modifications" to academics and this is not being unfair to other students!! Also, the teachers need to understand that Special Education Teachers need lesson plans, tests. and assignments in advance to be able to modify them not at the last minute right before the class.
  - The south/north parts of the schools' AYP scores show significant differences. Also, these issues occur any disticts next to the military bases in the U.S.
  - As a parent and employee of MCSD there are some major issues that need to be addressed. First, the issue of busing and not having neighborhood schools. We choose to live in certain areas and pay the taxes in those areas to ensure that our kids are receiving the best education and then kids are sent to same school who do not live in that area and bring numerous behavior issues. Kids with special needs tend to receive more attention than those kids in regular education and are able to by pass MCSD policies because of their disability. Why do we have policies that are not followed or enforced? If these kids can attend a regular school, they should follow the rules. Finally, the implementation of new programs such as Cornerstone or standard based report cards that happen for a few years and we spend money on training teachers and then they are replaced by the next new things. Teachers spend valuable time on paper work when they could use this time to plan and teach our kids.
  - District needs to have programs trimmed that are not productive or give mandates that are not supported financially by the district, technology is more talk than actual use - district pushes the use of technology but doesn't support it financially as much as it could, students use the technology and can be rough on any equipment but the district does not repair or support equipment damaged by students, the district is very politically driven

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- Our schools are in need of aesthetic improvements in certain areas. Also, many of our teachers need someone that motivates them. They need a leader
- Employees are feeling overwhelmed with all the procedural changes being implemented simultaneously. Student at MCSD, and across the state, are not where they need to be academically. The job is demanding, requiring one who is able to balance the needs of multiple stakeholders.
- Please let teachers teach instead of creating more paper works. Trust teachers. We have experiences of doing wonderful jobs (teaching and coaching).
- That EVERY school be held to a high standard - academically and physically (indoor-outdoor structures). The ones that need most attention should receive the funding or assistance needed to reach the level of others. (ALL teachers have room for improvement, yet, If there are teachers whom are operating in an old mentality - labeling students as "incapable", not maximizing instructional time, not utilizing electronic tools for instruction....they should be expected to take the necessary courses to improve in those areas and implement positive changes in their classrooms.)
- The demographic diversity may present a delicate balancing act on some important issues. And, because of it the tax base is inadequate, i.e., it's "poor" county.
- The need for more after school programs to keep our youth off the streets.
- We have had a lot of changes in our district , so please observe before trying to fix us .
- There is a school board with a few members who have their own "agenda", often not in the students' nor teachers' best interests. Citizens are in the process of voting out some of the problem members, two of whom are gone in January. Some upper level administrators seem to feel as if they do not answer to anyone. The Board voted to pay an outside company to find a new superintendent, but are furloughing teachers. The Board should be able to hire a Superintendent in a district the size of Muscogee County.
- Many of our students come from impoverished situations. Some have little or no parental support.
- Part of the community upset because of perceived difference in "north" vs. "south"-side educations. Drop out rate high at certain schools - more than likely the result of environmental cause and not the school's education. However, the district needs to implement some renewed initiative to keep adolescents in school. There seems to be some disparity in allocation of resources among schools. Some have full time AP's - some do not. Some have Title I funds - some do not. Some have smart boards in every classroom - some do not. Some have Academic Coaches - some do not. Some schools have excellent parent participation - and sadly, many do not and suffer as a result.



- Cut back in funding Lack of pay raises for some time Many School needs repair/replaced
- The teachers have too much paperwork and its hard to teach and stay on top of everything else.
- The inequality of the hiring practices. There are only 27% Africa American Teachers.
- The need to keep class sizes down especially in the lower grades. 34 students in any elementary classroom is just too much for anyone person to handle effectively.
- budget: doing more with less, morale, changing clientele and growing population
- TOO MANY INITIATIVES...we cannot focus and produce meaningful results over time due to too many constant changes, disparities of resources among schools (i.e. Title I schools have more technology and money than other schools)
- Math continues to be the subject area in which students struggle immensely. Look at test scores, talk to teachers and parents, and they will all reveal the same thing: kids have a hard time with math concepts. This is a national problem, not just a district problem, but I believe that we can implement a strategy that will help our district with students' math scores and level of understanding: departmentalize beginning at the 4th grade level, and make certain that every student is taught by a certified math teacher beginning in elementary school. In Georgia, middle grades certification is for grades 4-8; yet we only seem to employ those middle grades certified math teachers in the middle schools (grades 6-8). I feel strongly that if we give students a better math foundation in elementary school (4th and 5th grades) via a math-certified teacher, that students will struggle less with math in middle school, and that will translate up throughout the grades. It's all about building a strong mathematical foundation, which can be better done with qualified teachers in the upper-elementary school years. Would you ask an iron worker to pour a concrete foundation for a building? He might have basic knowledge for that part of the building process, but it is not his specialty. Let teachers who specialize in math, and have a passion for the subject, teach 4th and 5th grade students in order to have a stronger foundation upon which middle school teachers can build. I don't mind letting you know that I am a middle school math teacher who works with students who do not know their basic facts everyday. It is not impossible to teach them algebra concepts, but the process is long and laborious for them, because the foundation has lots of cracks; it is not solid. I would like for the Muscogee County School District to take the initiative and right a problem that I believe will prove, over time, to make our students better math students, and will reflect positively upon the District as well.
- The superintendent NEEDS to be someone who has been IN THE CLASSROOM within the last 3years. Others have unrealistic ideas that cannot be carried out in today's classrooms.
- The schools are very different and have completely different issues.
- Some schools are burdened with overcrowded classrooms. Too many initiatives are started, seemingly, without really thinking out the end result. Teachers often feel crushed under the weight of the workload brought on by these multiple initiatives.

- North v. South issue. Large amount of out-of-zone students attending for free. Students of teaching parents no longer can attend for free. Lack of teacher support. Too many furlough days. MCSD continues to buy and incorporate new computer programs when they cannot afford to pay their teachers to come to work. Too top heavy. Central Office continues to expand even though MCSD cannot pay their teachers to come to work. Pet project/computer programs being used due to the opinion of 1 or 2 people at the Central office.
- The superintendent should be aware that there are several jobs in that can be eliminated to provide more money to the classroom and teachers with a salary that is indicative of a living wage. Leadership styles should be closely monitored ,so that work environments are not hostile.
- disparity between scores of north and south Columbus schools
- we have a serious shortage of nurses. We should not be asking lay people ie clinic workers to do nursing functions. Nurses cannot teach math, why should math teachers or any teacher para or lay clinic worker be allowed to give our kids insulin, diastat or any other serious drug
- The school board and superintendent need to get on same psge and help teachers in our schools. They need to be responsible with money. \$52 million to build one high school is not acceptable. Put resources where needed. Don't build a new baseball stadium for a team that has never fielded a team. We should not be asking coaches to drive school buses after coaching 15 hours in one day.
- Teachers experience working with children is often not taken into consideration when new initiatives are undertaken. Administrators often make decisions based on money not on what is on the students' best interests.
- I feel there is some inequities because federal funding available to some schools and not to others. There are some programs (i.e. tutoring in small groups) available to struggling learners that are not available to others because of money constraints. This goes for materials as well.
- There are needs that are being covered and other that are left behind, most of the time those needs left behind for too long, become irreparable situations, that cause more money in the long run.
- racial tension seems to be pervasive in the community, which spills over into the schools.
- Superintendent should be aware of needs for the kids in the school and the training needed for teachers when new curriculums or strategies are introduced to teach systematically.
- Schools are still working hard to raise test scores. Many changes are occurring with RT3, TKES and Infinite Campus.
- The challeges of budget cuts, educators salaries, over-sized classrooms, and working with the school board to construct a vision of growth and prosperity for the school system and the community without raising taxes.
- Communication, Communication, Communication! We have a lot of people in different positions. We need people within the schools to have direct contact and input from local level on up.
- Columbus is now a majority black city (about 51%), so those stakeholders must be considered in all district-wide decision. There are some positives associated

with that evolution; however, there are also some negatives, which I am reluctant to discuss in this forum due to fear of retribution. Sadly enough, there is a lot of negative to consider, but I see no one wants to deal with that side of things. Public criticism of "white" people is acceptable, but criticism of "black" people or minorities is not. There have been special forums dealing with social issues, but if there is anything negative that is learned in the forum, that information is swept under the rug. We deal only with the non-sensitive issues publicly, when it is the sensitive issues that must be dealt with if we are to move forward . . . and if we don't move forward, this community will stagnate even more than it already has.

- Teachers are extremely overwhelmed with all of the different programs in this county. When a school district tries to implement too many programs at one time, the teachers are not able to proficient in any one of them. This is a huge problem.
- The schools resources are not equal. Some schools are the haves while others are the have nots. Some schools on the south side of Columbus are lacking resources. All students should have the resources needed to be successful in their school.
- In my opinion, we need to streamline schools to operate more effectively as a district. Having schools on different calendars, uniforms vs. non-uniforms, block-schedule vs partial block-schedule, etc. does not promote unity or district focus.
- There are many parents and community members that say negative things about our district, but they are not the majority, merely the loudest. Look closely and you will find a school district full of outstanding educators and support staff who work diligently to give every student the opportunity to succeed!
- Elementary schools have started many new programs in the last few years. In one school year our elementary school piloted 4 new programs and started one with the district. Elementary teachers are overwhelmed with the number of new initiatives, especially when we are not fully trained on the program. Schools usually send a representative to the training, and then that person trains the rest of us. Well, that person is a regular classroom teacher and really does not have the time to train us. So having to implement something that we have not been effectively trained on is devastating! No one wants to have to teach children or use software without being fully prepared! We have students who do not live in MCSD (some from Alabama) or do not live in their assigned school area. For many of these it is obvious that they are not Muscogee County citizens. They are allowed to attend our schools. Our teachers who do not live in Muscogee County now have to pay "out of county" tuition for their children to attend MCSD. That presents hardships and is not fair to our teachers. Teachers do not receive many favoritisms; this could be be one.
- Class sizes to large. Inadequate funding. Teacher overload.
- I don't know
- There is a good old boy system that works within the school district and there are powerful people that influence the policies of the school district. Be cautious and wary of the politics of this community. Quality candidates hardly ever get the position they seek, they hire unqualified people and grow them. This transition time can be chaotic. High qualified candidates never get the position it is who you know not your abilities or qualifications that get you jobs in Muscogee County. You will be walking into a political buzz saw. Find out who supports

- you early on and try to gain favor from others. Get the teachers behind you, if they are they can out influence the powerful money interests that you will have to contend with. The school board does not benefit the students as much as the could, be wary of them, they are very political. Gain trust with the city government officials to offset the problems the school board has had with the city in the past. Get the parents behind you and to support you in your mission. Do not have more than three goals or objectives each school year. Try to limit the number of changes each and every year that the teachers must endure because the district doesn't have the balls to say not to the state DoE. Watch your back.
- There are issues with trust in the school board / district level. Many community members believe that decisions are made that are not in the best interest of the children.
  - Social promotions have left us with too many students who are not prepared for the next grade and tie our hands as teachers.
  - Furlough days should be taken away and their salary should be cut to accomodate for the needed money. Teachers, families, and students are the ones that suffer due to furlough days.
  - The diversity of our student population, including everything from race and ethnicity to socioeconomic class to intellectual ability.
  - We do not have adequate" research based" adopted curriculum. ex. math and L.A.(TOO many chiefs and not enough Indians)
  - That Columbus is an antiquated "good 'ole boy" community. They are not comparable to northern academic mentalities. The system as a whole has modern goals and expectations but the people needed to implement these concepts are
  - We have a vast number of students that have extenuating circumstances that often hinder their focusing on excelling, which is an ongoing perception across the country.
  - We should have more teacher input even on a school level. Salaries should be cut at the top. Changing the very confusing evaluation process. We should have accountability but not with this system. Revision of the SBRC.
  - There is excess of spending on programs to "enhance" teaching -- but end up hindering the teachers ability to raise student achievement. When MULTIPLE new programs are introduced EVERY school year, it weighs the teachers down.
  - Schools are often too large, there is a sort of in-breeding among administrators, and continuing education opportunities are not of high quality. In addition, our school board is an embarassment.
  - Current demands on teachers
  - he board and the superintendent are not often on te same page
  - We are trying to change/upgrade technology fast and the teachers are not always able to take new changes as fast as they come. I'm not saying that they should slow down. I believe in more technology and I'm one of the few quick learners.
  - Nothing comes to mind at this time.
  - The inconsistency across the district among elementary schools when it comes to implementing district approved curriculums, frameworks, and/or programs. The inequity among the levels of schooling: elementary, middle, and high in regards to teacher planning opportunities, staffing, professional development and adequate

- support at the district level. For example, elementary teachers have to depend on Art, Music, and/or P.E. teachers to ensure they have common planning in their grade levels, but middle and high are granted automatic common planning time. The bias that is shown between schools of low socioeconomic status versus those that are not (i.e. materials, resources, conditions of schools, expectations held by teachers and/or principals, etc.). The lack of participation by board members in attending district level meetings/conferences, functions of schools they represent in the district, yet they make important decisions that effect all and they sometimes are not knowledgeable about the matters that they are deciding.
- corruption, cover up, good ole boy network and there are a great many issues that the state is concerned about.
  - Unfair perception in the community that only certain schools are providing quality education. Two full magnets are unfairly claiming the best students and the most dedicated parents, which puts the other schools at a disadvantage. This is not a fair playing field, but it is now entrenched, because these schools win all the awards and make our system look good to the outside.
  - That all schools are not created equal and that each individual school should be looked at as such. He should be aware that Columbus is more political than any other city in GA. He should be aware of the high number of kids in poverty in MCSD. He should also know that the district is considered divided by north and south schools and there is a negative perception attached to the schools on the south end of town. Transportation is an issue as it relates to starting times of schools. Another tremendous issue are the high school magnet programs particularly the one at Columbus High School. He should also be aware that if he is an outsider people will not readily accept him because of how political things are.
  - Teachers are overburdened with paper work, unending "accountability programs", justification of lesson plans, etc. which only serve to drain the teaching energy. **ALL TEACHERS CONSTANTLY DISCUSS THIS.** Teachers entered the field for love of children, and a desire to excell in providing instruction.
  - Financial issues with the district. Previous administrations struggles, the perceived differences between North and South Columbus Schools, Status of schools according to AYP or Race to the Top, Initiatives attempted,
  - The divide between the north and south. The budget situation.....furloughs, etc.
  - Some of our schools are in terrible disrepair. They are not fully supplied. The amount of wealth in our county is not equitable when it comes to schools. Teacher morale is extremely low at present state.
  - Promotional practices within the district are often predetermined prior to the actual job postings. HR procedures/protocals need to be reviewed.
  - The majority of the teachers in this community work very hard to help the students with whom they work.
  - For many schools in various areas of the district, the school dynamics are affected by many outside factors.
  - Racial divisions within the district, employees that waste time and money, poor employees that need to be terminated, no money for the classrooms, too many top level administrators, inequality among schools and what they are entitled to

receive monetarily and otherwise, TOO MANY PROGRAMS that we are wasting money on that are taking time away from teaching, those programs are just moneymakers that are wasting the taxpayer's money

- I feel that our new superintendent needs to do quality control on some of the programs that seem to be put on our teachers. Him/Her needs to focus on making the schools more prepared with all of the things they need to teach. They need to work with our state and government to fund more of the schools. The new superintendent needs to cut out all of these useless jobs that are paying way too much money for. The success in our schools will come when the district weeds out personal and take a closer look at the schools leadership.
- Budget and programs offered
- Some of the past things that have been approved were not in the best interest for our community. Such as: Changing of school start times. Taking buses away and not providing transportation to those who deserve it. Taking away before school programs. Since the school start time has changed the before school program is needed now more than ever. Those of us who work in a classroom could be allowed a grace time to take our students to their school before entering our classroom.
- There are too many initiatives and meetings. A very few people are working extremely hard. We need a superintendent who puts children first.
- The current school board is unpopular and does not always make decisions that benefit students. Also, there needs to be a realignment of administration and curricular programs. Fiscal responsibility is another must.
- Need to stick longer with programs in order to see them really make a difference, Special Education Departments need more funding when it comes to offering better reading and math programs to assist all SWD not just one group of SWD
- Support staff have been squeezed through attrition to the point of chronic stress/frustration. This affects morale and efficiency at schools.
- Lack of funding, text books, and the salary of teachers.
- He/she should be aware of the individuality of each school and the importance of working with those individual strengths to move all schools forward.
- Top heavy central office, there is a bit of the "good 'ole boy" network in place, poor teachers are almost never terminated, even after attempts for remediation. Still some racial tensions.
- There is too much belief that the schools are responsible for everything. That includes raising the children. No matter what is done, someone is going to be unhappy and usually vocal against the school. The principals and teachers are not happy with the Race to the Top. Middle school children go to school too long in the day.
- Teachers are overloaded with new programs and initiatives that may or may not improve instruction. Teachers should devote a lot more time to working with kids in the classroom than worrying about posting work in the hallway that only the principal and a few others may see. What good is it to keep teachers out of school for professional development when students end up losing instructional time. Also., we need to be tough on discipline. We have students who hold our classrooms hostage with extreme misbehavior and instead of direct intervention

they are coddled and sent right back to our classrooms with zero improvement in behavior.

- There are often rifts between the "City" of Columbus, the "School Board" and the "School system leadership". The teachers and service workers in the schools feel far removed from the people who 'run' the system. Most Georgia teachers feel as if the state chose to balance their budget on the backs of their teachers. Teachers' lives and families have suffered gravely from these political and administrative decisions. The public and the people of the school district are well aware that the most important element within the school system is its athletics and the highly held opinion within the system that principals should be coaches or from the families of coaches. There are many 'running jokes' to this effect. Exemplary potential administrators are passed over in order to place coaches into higher paying positions administratively.
- I'm not in the loop for "issues" things are kept pretty close to the vest around here. Keeping parents and teachers informed and getting feedback about upcoming decisions would be nice. Honestly, if you pick a teacher from each school and just talk to them, they could let you know what is and is not working. Like programs that are not working and that we pay for anyway, technology that we have been told to use and not trained on, and the most important question for you to ask teacher is....."what is the biggest thing interfering with your teaching the children?"
- Most middle school teachers, parents, and students are happy with our school hours. Students have very little time in the evenings because of the late dismissal time.
- Teachers are unhappy, decisions being made without teacher input, workload is becoming unbearable
- We need to have more equality among the schools in both North and South Columbus. We need to be sure to take care of the faculty on staff about open positions before we hire from outside the district. We have a transfer list we need to use it.
- That emphasis of educational responsibility is disproportional with respects to the primary stakeholder of said education and that of political entity with which the system has been entrusted with the development of educational curriculum.
- MCSD has jumped on every band wagon of different programs to increase our test scores. We need to stop and take a look at what REALLY works and do it all out NOT do a lot of different programs half way.
- Teachers are burning out at a faster rate since MCSD is involved in Race for the Top. It seems the district is only focused on getting extra funding and not what they can do with what they already have. The new evaluation system is taking away from instructional time and adding unnecessary stress to teachers and administrators. While it's important to have good teachers and a proper evaluation system in place, the new system is not the right one. The teacher should not be spending time providing documentation for their evaluations, they should be teaching..

- Teachers are tired of work salary adjustment days, but appreciate that they still have good jobs! The new evaluation system has some bugs that need to be worked out.
- there are issues with some buildings structurally; there is a disconnect between how schools are viewed by the community as well as with the resources they have; There are teachers that share information and work well not just within schools, but within curriculums across the school district. There is a distrust from some of the community in the way the school district is run.
- Social promotions are out of control. That policy does not allow mainstream kids to get the education they deserve. 3. Race issues, too many to mention, disrupt the educational process. 3. The school board seems to be racially divided.
- School board members with personal agendas.
- Teachers are bombarded with too many programs and initiatives to successfully implement them all. Teachers are very, very stressed and concerned about the implementation and expectations set forth regarding the new teacher evaluation system, as well as many other initiatives in the county. Teachers are also concerned about the lack of student and parent concern over mastery due to standards based report cards. Teachers are expected to do more with practically NO time to plan, too many trainings and new programs, and lack of funds.
- Need a superintendent who will stay out of the political quandry as much as possible
- To ensure that all students have a well rounded education that includes art, physical education, and music. All art and music teachers should have a classroom to teach in. We need to move out of the 19th century where art and music teachers are expected to teach rigorous lessons off a cart. Music and art classrooms were part of the SPLOST several years ago as well as the gymnasiums. The gymnasiums are being used for P.E. but a lot of the classrooms that were designated for art and music are being used for other things. You can't expect citizens to pass SPLOST if the school district is not using the funds as were promised.
- Magnet programs and division of district based on location
- the north/south Columbus mindset of the community, the bias against the Magnet programs, the perception that some schools get more than others, changes in formulas at the state level and the impact on the county
- Communication is the key. Tell everyone what is going on. Issues should not be hush-hush when they affect everyone. (Personnel issues could be private in some cases.)
- Pressure to demonstrate student growth, increased emphasis on evaluation of teacher effectiveness
- There is too much power in the hands of people and it is not helping the schools or the district.
- We need books and support for the librarians and the media program as a whole.
- unequal in all the schools - some schools operate with different rules, we have a publicly funded private school in the elementary and High Schools. Athletic facilities are also unequal. Too many haves and have nots. Lacking technology.
- The needs/concerns of the teachers as well as the needs of the students.



- New models of teaching (Common Core Standards) and new evaluation system (TKES)
- Not all administration are leaders in the true sense, some are way out of their league. Some decisions are made based on fear of consequences from parents rather than stated policy
- that we are a needs improvement district
- This community is divided between the north (the upper middle class) and the south (the lower middle to poor class). The district is also racially divided along the same geographic lines. The effects of Civil War era slavery are still felt today. Also, just like in most communities, there are wealthy, influential individuals who shape the way decisions are made.
- Again the schism in the community usually brought on by those who have no students in the district. The very apparent dysfunctional board. I have lived in this area most of my life and I am embarrassed by the antics of this board. We need a strong, NON-PARTISAN person to work with everyone but especially to SUPPORT the teachers, support staff in their work. This district is fractured and teachers do not feel appreciate.
- Remember to keep the main thing the main thing and the main thing is ALWAYS the students--NOT political agendas. Furthermore, that is EVERY student not just one group of students, NOT just Title I schools or any other group of students but EVERY student.
- Our district is full of politics and we have a nasty board.
- We need books, especially in Math. Teacher advocacy. Make the classroom the focus of policies. Teachers need time, resources and empowerment to facilitate learning and student achievement. Less departments and bureaucracy.
- Personell relationships or the lack there of between principals and teachers. Increasing communication between teachers and administration concerning important issues such as Internet usage, calendar, professional development. Review and implementation of best practices district wide ensuring all students have an opportunity for success.
- failing schools and oversized classes in some schools. New lines need to be redrawn or new classrooms need to be added to schools
- The district has a high poverty rate with very low parental support. The parental support being low may be due to the parents not having had great school experiences themselves or due to long work hours.
- Social/cultural divisions within the population; Upper management top heavy with both professional staff and clerical staff that could be placed back in schools to lighten teacher load; Work adjustment days; Too much of Title I funds is not reaching the schools directly; Upper management is not communicating across diepartments; Too many inventories of equipment during the year and too many divisions handling inventory; Upper management not using inventory technology to the best advantage
- We have a SIGNIFICANT number of students coming to us unable to read above 3rd grade (coming to HS). Something is broken in our elementary schools such that more than 1/2 of our kids cannot read. I know we are in a high poverty area,

but statistically speaking, there is no way they all have reading disabilities. This should be addressed immediately!!!!

- Lunch at the all the Schools .Caring `
- Inequality and recruitment/administration selection

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

- A willingness to listen and meet with teachers and principals. A problem solver but not impulsive.
- The new superintendent should have long term successful experience in an urban school district, should be a good listener, a good speaker, a diplomat and have the ability to communicate with all stakeholders as we move forward.
- Please look at record and reputation left at district/city of former employment
- The candidate should be open to change, open to listen to the needs of students, parents, community needs, and educators, and open to new and new and innovating educational strategies.
- Experience with a large school system. 60 to 70,000 students. 25 to 35,000 teachers. Someone from that background has dealt with it all. They need a "thick skin", as not all policies are welcomed. He/she needs to value their teachers.
- Empathy for others, note I did not say sympathy, I said empathy. Someone who has been in the classroom recently, like within the last ten years because that is when so many changes have taken place. Somebody who would like teachers to put children first, not documentation that you are doing your job first. This doesn't mean that documentation is not important, it just means that the amount is overwhelming and the only people that lose out in the time it takes teachers to prove what they are doing is the children...they are supposed to be the most important thing in this business, because they are the future.
- flexible, accessible, and knowledgeable
- visionary, unflappable, cohesive
- We need a superintendent who is young and plans to stay a long time, not someone wanting to boost their retirement pay. We need someone who will initiate change, not maintain the status quo. We need someone with a vision for improving our school system, and the fortitude to implement it. We need someone who will unify the employees, listen to their ideas, and restore morale. We need someone who will be transparent and approachable, someone who will be visible in the schools and the community, and someone who puts students first.
- The new superintendent should have ACTUAL teaching experience within the last 5 years. That means NO COACHES, real teachers with real experience in the classroom with all levels of students. Not an individual who only spent time with AP students.
- It should be someone who knows the history of this school district. Someone who will come in a make new changes to the messed up crap going on now. Someone who has the guts to cut unnecessary positions from the top down. Stop wasteful spending.. A visionary and leader.

- Someone who actually listens to the people that work with children everyday. Someone who knows that students have needs outside of that the budget may allow. That every school and every population is valued. No group is more valued than the other, and that kids are served how they need to be.
- people person, approachable, knowledgeable, fair, past educator (not only administration)...We need someone who understands what the teachers are facing each and every day
- The superintendent should be comfortable talking to all types of people. The person should listen to all types of people in the school system and community. The person should be interested in the students, teachers, staff, administrators, and extended departments that make the schools run efficiently and effectively. The person should be budget conscience but keep the education of the students at the heart of all decisions.
- Open to listen. Supportive of staff and teachers. Firm with decisions that are the best for students! Concerned for the well being of the whole child-physical, mental, and social.
- Understanding of education in the classroom on all levels (Elementary, Middle, High School) 2. Understanding of special education (what it is; why it is used; when it is used; and what is required to fulfill government regulations.
- The new superintendent should selected from Muscogee School District personnel who delegate well between the educators and the board members. The person who knows inside and outside of the district issues.
- Needs to be a great communicator and a good leader who is not afraid to make the tough choices and implement them.
- Have a backbone, be fiscally responsible, listen to ALL teachers from every school in the district
- Patience, determination, understanding
- The superintendent for MCSD will need to have a vision for the district, definable goals, and a realistic plan that can be executed (hopefully gradually). The new superintendent will need to be: resilient; ethical; a good steward; an effective communicator; a good delegater; and able to make difficult decisions.
- Do not micro-manage things. Be able to be reasonable and efficient.
- The superintendent should have outstanding management skills - able to assess the present status of things, propose a well-constructed plan for builing up/improvement and energize all involved towards meeting all strategic goals.
- They should be an educator first and a politician second. To quote an old poem, they should "ride, shoot straight, and speak the truth....."
- Outgoing, selfless, educated, well-rounded, the candidate should come from a diverse background so he/she can relate to all nationalities and ethnicities.
- Please , understand that we need to move slowly and think things thru before thrusting us in to more programs
- Proven track record as sucessful superintendent. Diplomacy. Having been a teacher at some point in his/her career. **NOT CURRENTLY EMPLOYED BY MCSD.**

- Excellent relationship skills - professional but personal. Effective experience as a teacher and administrator in similar setting. Degree is not as important as experience!
- Humility. Columbus is a big town with a small town attitude, and change is difficult to bring about with a forced hand. It's important to make educators, parents and students feel that you are their ally and working alongside them for the same cause.
- Small/Med town politics Visionary Patience
- Compassion, heart, loyalty to the teachers and students. The new superintendent needs to be a hard worker and get all the schools back on track. He also needs to listen when the teachers talk. we are the ones in the classroom. Our voices should be heard.
- I do not want our new superintendent to utter the phrase "What standard are you working on?" to any students in MCSD. I want them to ask my students or any student what are they are working on and what is the purpose of learning this skill.
- The understanding and skills to educate children in poverty.
- a good leader with a vision of growth. This vision should be demonstrated through his or her character and love for the children of Muscogee County.
- People oriented, open minded, tactful, be able to handle pressure
- Communication, understand how their decisions impact those at the building level, filter the proposed initiatives and only implement the most important and do so in the most simplistic and efficient manner, technology, vision, lead by example
- I think that it is very important for a superintendent to be in touch with teachers. We are the ones in the trenches with the students. We know them, their trials, their tribulations, and their strengths. I do not want a policy-maker (superintendent) who is out of touch with what is actually going on in the schools. Trust us, the teachers, to provide the superintendent with real data pertaining to how children learn best, what kinds of conditions/materials are needed, etc. The new superintendent of the MCSD should walk a week in teachers' shoes to realize that we need more time to plan engaging lessons for our students, especially with the latest curriculum changes. We do not need any more initiatives that take up our valuable time, and have no positive impact upon our students. The students need teachers who are focused on teaching, not jumping through hoops to appease administrators.
- Needs to be aware of the limits on teachers' time. Today's administration seems to forget that a teacher's work-week is supposed to equal to 40 hours, yet we're expected to do 80 hours of work each week. The candidate should also NOT expect to make \$17,000 a month, when most teachers can't even make it through the end of the month on our pay; yet, we're the ones responsible for student performance.
- A person who believes in teachers and not just as a facade.
- The new superintendent should be someone who's goals focus on student achievement and teacher support. He or she should be bold enough to clean out what is not needed and able to maintain a laser-like focus on the initiatives and strategies that will achieve both goals.

- Fair. Willing to stand up to board/community/parents to support teacher. Ability to trim the fat and save enough money to do away with furlough days.
- The new superintendent should be innovative, have a great deal of experience with curriculum and budgets. This person should also be fair and hold Principal's accountable for wrong doing and eliminate teachers and Principals who are not doing their job.
- problem solving must have a spirit of camaraderie must have been a veteran classroom teacher 20+ years at least
- should remember what it is like to be a classroom teacher. Understand the multitude of needs that a school system this size has. be able to procure funding to help su
- Come in with new ideas and work with teachers not just board members.
- Willingness to make tough decisions instead of following the status quo.
- I would prefer a candidate who came from our district, one who rose through the ranks and is very familiar with the schools, the district and our individual needs.
- great leadership skills, people person, a good listener, a very objective leader and a very task oriented leader
- Leadership should have excellent mediation skills to address the distrust that seems to exist between races.
- A leader who models what he/she expects from the educators. A supportive superintendent for the stakeholders in the community and aware of what is taught and how kids are taught in the classroom.
- The new superintendent will need to possess knowledge of Special Education Laws and Services.
- Trustworthiness, loyalty, a good problem solver, excellent listener, patient, respectful, dutiful, a clever negotiator and spokesman, avid supporter of employees, and understanding of the needs of the community addressed through the family unit.
- -Good working relationship with schools -Excellent problem solving skills - Aware of new educational resources/technology that connects with our current generation
- Be more real, honest, and considerate than our last two superintendants. Many people in our public and education community felt deceived, patronized, dehumanized, and rejected by things our last two superintendants said or did. Focus less on programs and more on the fundamentals of education. Every program is jammed down teachers throats with the threat that "This is here to stay" but is then replaced or eliminated within the next five years. In addition, stress student accountability. They have to do their work. They have been given the excuse, "If it's not exciting or fun FOR ME, then I don't have to do it." Too many teachers give away good grades for inferior quality work or silly work (quiz-level grades for word search puzzles, getting a paper signed by a parent, retaking the same test for the second or third time--and keeping only the final grade). That said, I hope no one fires me over speaking my mind this way. That is a common and paralyzing fear among the majority of teachers in this district.
- I would like to see a Transformational Leader. A leader who shows strength, challenge and change, and make risks and take risks . A leader who is able to

transform the commitment levels of those around them. They have deep conviction about goals; determination to execute plans and are prepared to go against conventional wisdom.

- Being able to make a decision and stick to it whether it is popular or not if it is in the best interest of our teachers and students.
- Have the patience to understand and get to know the community, staff and students without making snap judgements. Support the staff. Be aware of all the great things going on in the classrooms.
- Candidates need to help MCSD keep up in the technology world. If students are going to be tested on the computer in the future, these students need computer skills. Our school has one computer lab and one mobile lab. We do not have a computer teacher. No one teaches students computer skills. Candidate needs to be able to sort through all the programs that we have started and weed out those that are too expensive and ineffective. Asking teachers would be a good way to find out. Teachers should be asked to rate programs and initiatives that are not mandated by the state. That information should then be presented to the superintendent and his staff. Teachers' input should always be strongly considered.
- Leadership, compassion, understanding, willingness to listen to the concerns of all stakeholders, flexibility, and open mindedness.
- People skills
- They should have the proper educational level for the job. They should be somewhat of a people person, able to talk with all levels of stakeholders. They need to have the guts to stand up to the state DoE and to the local political influences. They should have good organizational skills but also be able to trim the excesses within the school district. They should be confident in their abilities to get things done. It is not about how many buildings you build but how much education you provide.
- The superintendent needs to be thoughtful in his/her decisions. Do not base decisions on the complaints of a few. Instead, make the difficult decisions that are in the best interest of the children.
- I think the most important quality would be to really care about the students we are graduating- are they prepared? Do they have what they need to be successful in college, their jobs, or in life in general?
- Should care about students and schools in low-income areas as well as the ones in the higher income brackets.
- The ability to communicate with all types of people, yet in a genuine way. Spare us all the political, insincere jargon.
- **BE ABLE TO MANAGE MONEY!** cut unneeded positions, know a lot about curriculum!!
- Confidence, experience, determination, their own "connections", independence and intelligence.
- A good listener, thoughtful, understanding of this environment, and ideas that bring us as a school system together without just adding another type of assessment or model.
- Honest, hardworking, teacher/student oriented and not business oriented

- Cut spending on non-essential programs, Allow the teachers to not have WSA days.
- He/She should insist on a multi-year contract!
- Strong communicator. Person of integrity, high moral character. One who's current peers would highly recommend.
- Patience, honesty and a can do attitude will be helpful
- A superintendent needs to understand that change does not come overnight. We need to be well informed as to what research based technology we choose to use as a county, because any delays in implementation end up in lost learning with the students and lost teaching opportunities.
- communication skills, personable, approachable, slow to react, be able to multi-task, give proper recognition to those who are a part of the success of the district,
- An understanding of Early Childhood Education and what it takes in order for children to transfer their thinking and learning as the move into the middle and high schools. A knowledge of how to best maximize the various budgets for a district of this size. The latest scientific research based instructional strategies and best practices. A strong background in evaluating data and using it to guide next steps and making decisions that benefit the majority of stakeholders and not just a portion of them. The value of making sure that accountability measures are in place to monitor all stakeholders and the importance of holding them to their job responsibilities and requirements. The value of relationships and building and sustaining morale in a district of this magnitude. A good knowledge base of the Teacher Keys Effectiveness System, Common Core Georgia Performance Standards, PARCC Assessments, Standard Base Report Cards (and their effectiveness)
- He/she should be from out of the area and have no ties to this community. They should be honest and really have the best interest of the students at heart. They should also be transparent where money is involved.
- Please be involved with the schools. We don't need someone to rule from behind the desk. Get out into the schools and see what the teachers and students are doing.
- He/she should be a visionary. Be able to stand up against what is wrong in education. He/she should be able to identify ways to cut the budget without cutting jobs. He should be approachable and respond to the needs of both teachers and students. He should be a good communicator. He/she should be a good steward of taxpayer's money. He/she should come from a school that is comparable in size to MCSD. He should be able to commit to staying on the job for at least 5 years so that we can maintain some stability. He should be able to have tough skin and work effectively with the board BUT not allow them to run over him either.
- Compassion for the employees, ability to think before adding, adding, adding to stressed-out teachers, strong Fine Arts supporter
- Excellent communicator, unifier, must be able to build trust among parents, community and employees. Knowledgeable of all current educational trends and willing to allow the principals to run the schools, not a micromanager.
- Be capable of relating to teachers in a ever changing era.
- Business oriented. Knows how to deal with people.

- The conditiate should have a proven record of open door practices and a genuine concern for all stake holders.
- Our new superintendent should be able to talk to all social economic groups and excite them into helping the children become better students, and citizens.
- The new superintendent should be an advocate for Arts Education in Muscogee County Schools. He/she should be aware of the positive changes in the brain brought about by education in music, art, dance, and drama. Additionally, he/she should recognize that arts education develops creative thinkers - a quality that employers say they are looking for as they hire new workers.
- Be empathetic to all econcomical groups and see and address the entire picture of Columbus in reference to the students each school services.
- Tough on DISCIPLINE, good money manager, puts the KIDS first, needs to be able to get people terminated, eliminate the "good old boy network" in our system
- They need to be very personal, able to talk to anyone in our community. They need to be able to listen to the community, teachers, and staff.
- It is important to uphold the highest ethical standards possible.
- A true people person. One who truly cares about our students, parents, and teachers. One who will look at the whole picture and really have a true desire to make a real difference in our school system. One who we can respect and one who will respect our needs and help provide them.
- Be real. Don't make budget cuts a priority. Make spending out money wisely a priority.
- Honesty, fairness, and courage are needed by our new superintendent. Reform does not always mean changing teaching inittatives and frameworks. We have too many of those. We need to reform our system by challenging our leaders to think differently and empower, rather than condemn, our teachers and students.
- New superintendent needs to have excellent communication skills, personable as well as approachable.
- Be open-minded. Don't upset the apple cart too soon. Watch and listen first. Give people time to buy into new ideas. Focus first on instilling trust in leadership. Make sure you're committed for the long-haul.
- Come from a diverse background
- Has the ability to answer questions/provide information off of the top of his/her head present in a professional manner. He/she must be a people person with keen listening skills and trustworthy/responsible for seeing his/her plans through until success is achieved.
- Strong leader, yet able to compromise.
- The candidate had better be a good politician publicly and prove to be very supportive of the principals and teachers. MCS D, like much of the country has low morale. The principals and teachers are not happy with the Race To The Top. There is too much being demanded. Principals and teachers are being pushed to the very limits as though they have nothing but a job for a life. Someone needs to be more supportive of both the principals and the teachers with a plan that will be more gentle with the demands being placed on all concerned. The board with all of its good intentions does not know of the details that are being demanded of the



Principals and teachers. I hear people say constantly that they would not do our job. I am hearing good, dedicated teachers say that as soon as the economy is better they will look for a new job. I believe they feel more abused than anything. Veteran teachers do not usually talk of quitting - retiring maybe - but not quitting. We have good people on our school board. They need to know the details of the demands being placed on the educators. The new superintendent needs to be very good at details, communication, and building up morale.

- We need someone who will come in and talk to a lot of people; diagnosing the problems we face and figuring out what works and what doesn't before they try changing everything. Just because something works where you're from doesn't mean it will work in mcsdga. We need a leader who understands this. Leave the productive teachers alone and focus your energy on the others. Don't try to change everybody.
- Patience, fortitude, perseverance, honesty, knowledge of education and all of the elements involved including hiring practices, willingness to remain 'green' and learn from other, more successful districts, the ability to keep important issues 'on the radar' and remove those that are not (be discriminating), be concerned about the well-being of our community's children and the intellectual growth of our community as a whole.
- We need to put the children first again, not programs, not paperwork and not money! Needs to be more visible in the community, not just with the school board, maybe join some local civic groups, a local church.....please please please live in Muscogee county so you can be a part of our community in a deeper way than just as superintendent.
- Needs to be someone that is willing to listen to others' ideas but has the courage to make decisions even if others don't agree.
- Organized, critical thinker, long-range planner, communicator
- Integrity, honesty, fairness, knowledgeable about finances and Federal and State funding so we do not miss out on support. Open minded and caring about our students.
- The superintendent should have worked for a large school system such as ours and be someone who is from Columbus.
- Candidate should be a former classroom teacher who understands the demands of a teacher's time and resources. The candidate should have experience as a superintendent, understand budgets, and understand the impact that Ft. Benning has on the district.
- Professional, knowledgeable, caring about the students needs
- team building; sensitivity to diverse groups; willingness to be available to talk to all shareholders; knowledge of how to work with military dependents coming into the area; interest in the community shown through involvement in community events, etc.
- Have moral courage Thick skinned Unafraid of the school board Open-minded with a TRUE open door policy
- Recognize that teachers are not simply employees, but professional educators.
- A leader who has been in the classroom and knows what teachers and students realistically need and can do. A supporter of those who are on the front lines

teaching students each day. An organized person who relates well with others and is not demanding of our principals so that their main focus is on our school. Someone without the need to micromanage.

- Has been a teacher somewhere in his/her professional past, a proven leader, and has integrity
- I think the new superintendent should be able to communicate well with teachers, the school board, and the community. The new superintendent should be passionate about students learning and teachers having the resources they need to do it. The new superintendent should understand that the arts and physical education are important parts of education the whole child.
- intelligent, experienced
- good manager, taught in classroom, knowledge of Common Core
- LISTEN to your teachers. They are the ones in the classroom. Don't put so much on them that they want to leave. Right now, we have so much on us that we are overwhelmed. If I am anything like most of the teachers, we just want to help the students achieve, not write novels for lesson plans and teacher evaluations. Let your teachers TEACH!!!!
- A successful superintendent will remember what it was like to be in the classroom on the front lines, dealing with students and parents every single day. A really good superintendent will be able to empathize with the pressure teachers feel under today's high level of scrutiny and accountability.
- honest, respectful, truthful, caring, helpful, and kind
- He/She should be attentive, a good listener; open to suggestions, care about all the staff; be involved in personnel matters; restructure some of the school-based management ideas(e.g. some personnel management problems need to be investigated and dealt with not passed on to someone who will leak the information out of MPEC. Staff needs to know that we are all professionals and treated as such.
- Must be hard- know that they will not have much power - Board mico manages the super.
- Knowing the culture of the people.
- Strong communication skills, leadership, recognizing where we need to grow and helping us to get there to help our students.
- The superintendent should be well acquainted with the school district. He should know what we have tried to do in the past and what the vision is for the future. He should fully understand why we are doing what we are doing right now in real time. A local, deserving person would be at an advantage. He should have the following qualities: ability to really listen, ability to negotiate, ability to make solid decisions based on research, ability to be human and see teachers from a human perspective.
- articulate near recent classroom experience approachable fair minded not driven by fear from parents or community future focused on real life issues of students offering course work that really matters to long term success of students improve variety of skills training toward BuildGeorgia initiative
- An eager drive for more technology in the classrooms

- Political savvy, ability to resolve conflict, ability to make decisions and communicate them in a way that makes all stakeholders understand how the decisions will help the common good.
- An experienced educator in all areas but definitely with superintendent experience. Someone who does not look at the job or the district as a business - yes, we serve a community where we want to teach and train out students to be global, but do not push aside the concerns and ideas of the ones who are doing the educating. Someone who will not bring in all types of "experts" or programs that cost ridiculous amounts of money just to go with another "flavor of the year" later. As one of our better superintendent's stated "keep it the main thing - educating the students..." A person that surveys the school to learn not to intimidate the employees. Someone who truly cares about this area and not their paycheck.
- The ability to say no. The ability to get rid of dead weight personnel, without being afraid of political agendas/ramifications and other matters irrelevant to educating children. The ability to recognize (particularly) those in district level positions who are doing the job and those who are not. Honesty--not saying one thing to one group and another thing to another group. Working for students and not just for themselves. Integrity.
- Strong convictions and courage.
- strong leadership skills.
- Be a leader who listens, evaluates and works cooperatively with the board to accomplish goals.
- More warming/welcoming to teachers, remember what it's like to be in the classroom.
- High energy, excellent work ethic, great people skills, able to multi-task and get out in the community. A willingness to work with teachers and not punish them when they already work long hours for little pay.
- Patient and thick skinned Able to speak to issues well Able to work with fractured community and school board Able to juggle and satisfy many agendas. Understanding of the power structure in Columbus, GA Genuinely interested in students
- Whoever does this job needs to be responsive to the schools and not worry about the board. Too much politics = not enough success!!
- Caring, Qualified, Loving, Responsible, Fair and just ..
- Genuine, hard-working, veteran educator, local if possible, ability to communicate effectively
- Experience with a diverse population