

*Stakeholder Input Report for*

**Weld RE-5J  
School District  
Milliken, Colorado**

*submitted by*

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EXECUTIVE RECRUITMENT & DEVELOPMENT

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## **Weld RE-5J School District Milliken, Colorado District Stakeholder Input**

### **Executive Summary**

On December 6<sup>th</sup>, 14<sup>th</sup>, 15<sup>th</sup> and December 20<sup>th</sup>, consultant Dr. Randy Zila, conducted a meeting with the district's stakeholder groups representing and associated with Weld RE5J School District which provided input regarding the selection of the new superintendent. The consultant received input from approximately 60 individuals during the meetings.

Outlined below is an Executive Summary of the major themes expressed by the participants at the session. The Executive Summary is a compilation of all the input received from these individuals in response to the four questions asked of the participants. The final section of the report consists of responses by individuals who completed the online survey. Please note that responses from the online survey are printed as they are actually stated. There were 66 English responses and 1 Spanish response. We will be adding graphs to the report showing the distribution of the on line stake holders providing input, and "word clouds" emphasizing recurring themes in responses.

### **Stakeholder Group: Administrators**

**Date: December 6th**

#### **1. Tell us the good things about your community.**

- Small town feel
- Feeling of growth
- Community values/relationships
- Large element of new people moving in
- Tension of the old vs. new
- Values/tradition
- Tension between two communities: Johnstown and Milliken
- Tension creates some polarization
- Loving community
- People reach out to support one another

- Bedroom community
- High level of trust with the schools
- Stakeholders involved
- Supporting value of hard work
- Agricultural is still significant for economy
- Pride and sense of pride
- Earn trust
- Traditional and conservative
- Blue collared people
- Athletics is important
- Community tries to maintain identity

**2. What are the strengths/assets of the Weld RE 5J School District?**

- Athletics and sports
- Student population involvement
- Excellent class sizes
- Apply initiative 1;1
- Great people in the schools, i.e. staff, teachers, classified and administrators
- Student centered
- Focused on students
- Staff care deeply about students
- Collaboration among the schools
- Student issues handled in different ways
- Bond and Mill Levy
- Schools growing at right pace
- Pride in district
- CTE programs
- Career readiness
- Students have strategic voices
- Seasoned and veteran staff
- Welcome new staff
- Strong Administration
- Potential for growth
- Humble in acknowledging areas to grow in
- Innovation
- Equity in equal opportunities around campus for students
- Needs are responded to/from district

**3. What issues should the new superintendent be aware of as he/she comes into the district?**

- Continue the initiatives that has been started
- Staffing
- Improving public marketing
- Equity between communities

- Community growth
- District transportation and maintenance
- Earning trust of community and staff
- Keep a small town feel
- Community is conversation
- Strong opinion about different groups
- Trusting the process in place
- Being transparent
- Small but growing
- Honor tradition
- Finding out the “whys” of the initiative
- Find out what is working
- Culture of the community wants its identity, understand what makes it tick
- Building trust
- Understanding and listening to issues
- Equity for opportunity for all students
- Growing racial diversity and acceptance
- Acknowledgement of the new administrators
- Be able to work with the town boards of Johnstown and Milliken with Milliken being more difficult
- Learn what systems need to be worked on
- Deal with resistance from people that don’t like change
- Understand for change to be successful you need to go at the right pace
- Understand the tradition issues and leadership issues of the past

**4. What skills, qualities or characteristics should the new Superintendent possess to be successful here?**

- Be a listener to understand and not to respond to
- Visionary
- Experience with growth
- Be transparent, helps with trust
- Easy going personality
- Approachable
- Experience with creating and maintaining systems that are successful
- Experience with a growing district
- Have a balance of being a dictator and collaborator
- Understand instruction
- Experience in moving the district forward
- Pick up the vision and not invent a new one
- Be a team player, coach and mentor
- Be supportive of the traditions
- Be honest
- Ask questions and ask “why”

- Take time to understand and not make changes right away
- Have the core values of the mission
- Don't use this as a stepping stone
- Understand and appreciate the autonomy of the different buildings
- Be a person of humility
- Be compassionate
- Have previous Principal experience at all levels
- Live in the community
- Be able to stand up to the community
- Have a background in Title I schools and students
- Be practical
- Have the ability to create excitement
- Be empowering
- Lead with integrity
- Be an opportunist
- Leadership skills at multiple levels

**Stakeholder Group: Students**

**Date: December 14th**

**1. Tell us the good things about your community.**

- Very conservative
- Like minded
- Switching to be progressive
- Melting pot that creates conflict
- Pride in community
- Community is behind athletic programs
- Small but growing rapidly
- Very neighborly
- Johnstown and Milliken are connected towns
- Both communities have same values and goals
- Community has your back
- Very friendly and anyone can talk to anyone
- Community has generational families that hold influence
- People are involved in everything

**2. What are the strengths/assets of the Weld RE 5J School District?**

- Teachers listen to students
- Schools have a lot of diversity
- Schools think "students first"
- Opportunity for students with clubs and sports
- Teacher help with college enrollments and searches
- Schools find a way to make things happen for students

- School spirit
- Teachers push you to succeed
- Teachers make you think about your future and potentials
- Students like their teachers for the most part
- Teachers are involved with students
- Teachers have longevity and develop bonds
- Relaxed atmosphere in the classrooms
- Communication is good
- Students have a voice
- Teachers try to adapt to those that don't do well

**3. What issues should the new superintendent be aware of as he/she comes into the district?**

- Listening to student opinions
- Meeting people in community
- Discipline for students and lack of expectations
- Balance between middle and high school with outside influences
- Drugs and vaping
- Learning expectations at the high school
- Long term effect of pandemic
- Staffing at district level
- Some positions don't make sense
- Personal emotion needs to be taken out of issues
- Administration is too top heavy
- Growing community
- School budget evenly spread as they are underfunded
- Additional school space and buildings
- Classrooms at maximum capacity
- Maintaining the buildings they have
- Keeping a small-town mind set
- Community weary of a new superintendent and "change"
- Small minded individuals in small groups
- Student harassment
- Class size

**4. What skills, qualities or characteristics should the new Superintendent possess to be successful here?**

- Good listener to people and stakeholders
- Finding middle group/ non- competing groups
- Open minded
- Helpful
- Flexible
- Visible in the schools

- Live in the community
- Involved in school and community activities
- Backbone and stay firm
- Not a “YES” person
- Values and principles
- Know agenda
- Work to understand the community
- Relationships with the students
- Discipline system that needs to be followed
- Earn respect of staff
- Down to earth
- Support staff ideas

**Stakeholder Group: Parents**

**Date: December 14<sup>th</sup>**

**1. Tell us the good things about your community.**

- Community is just the right size
- Good place to raise a family
- Tradition based and legacy based
- Conservative
- Family roots are important
- Agriculture is important to community
- Community is growing
- Community is not a corporation
- Diversity is growing and strong faith based
- Strong values
- Cares for its students
- Connected community
- Resistant to growth but will serve growth too
- Strong relationships
- People are not afraid to voice opinion
- Safe place to raise kids
- Community looks out for each other

**2. What are the strengths/assets of the Weld RE 5J School District?**

- Supportive of programs at all levels
- Lot of school pride
- District is growing its special services for students
- Leadership of schools, responsive
- Capstone and career pathway are strengths
- Many opportunities for students



- Fantastic teachers at all levels
- Staff is very proud of work of students
- Teachers of high quality
- Unique CTE program at MS and HS, very important
- Small but not “top heavy”
- Schools are student focused
- Reading, writing and math curriculum are strong
- FFA and shop are a strength
- Teacher longevity
- Administration at the middle school
- Teachers see the best in students
- Providing and adapting to the needs of students
- Kids come back into the community
- Location in positions holding a lot of talent
- Strong relationships that are always peaceful, calm and supportive
- Professionalism of teachers
- Life skills and character ed are a key ingredient

**3. What issues should the new superintendent be aware of as he/she comes into the district?**

- Changing environment
- Deep rooted
- Can't have rear view mirror planning
- Challenge of changing a conservative community
- Challenge of a vocal community
- Challenge of being a good listener
- Challenge of making sure parents feel heard
- Challenge of transparency
- Dealing with passionate people
- Growth
- Passing another mill levy and bond
- Challenge of budgeting
- Challenge of maintaining facilities
- Realize they are not a CRT community
- Challenge of facing strong opinions
- Challenge of growth in schools
- Challenge of finances
- Challenge of services offered to kids that are not as strong as other communities
- Diversity
- Retention and recruitment of new talent
- SPED services for students
- Divided community the “haves” and “have-nots”
- Divided towns Milliken vs. Johnstown
- Communication

- Challenge of building trust

**4. What skills, qualities or characteristics should the new Superintendent possess to be successful here?**

- Experience and great credentials
- Track record of good communication
- No skeletons in the closet
- Approachable
- Responsive to concerns
- Open – door
- Humble
- Doesn't see position as a stepping-stone to others
- Open – minded
- Good listener
- Honest
- Focused on what is best for students
- Respects people
- Experience with rural communities
- Deep passion for students' success
- Experience in passing mill levy and bonds
- Plans to deal with growth

**Stakeholder Group: Classified**

**Date: December 15<sup>th</sup>**

**1. Tell us the good things about your community.**

- Community, growth good and bad
- Milliken vs. Johnstown
- Johnstown growing faster than Milliken
- Community is hub to other cities
- Losing the small-town feeling
- 20k new homes anticipated
- Lot of things happening in the community
- People think the community is behind by 5 – 8 years
- Very tight knit community
- Generational
- Highly involved; good and bad
- Retail businesses are coming in
- Community has traffic issues
- Businesses are very committed to community and area
- More employment opportunities
- Accessible to mountains and Denver area

- Still agricultural
- Still small-town people know each other
- Community offers service opportunities
- Borders of the community are blurred
- Accommodating community
- Takes some time for new people to break in

**2. What are the strengths/assets of the Weld RE 5J School District?**

- Caring people at all levels
- Financially stable
- New elementary and high school buildings
- Sports programs do well and are well represented
- FBLA and robotics
- Co-curricular activities are strong
- Stable leadership at the schools
- Partnerships with Aims, CSU and UNC
- Strong CTE programs
- Teachers are available and friendly to students who need help
- Outreach to students
- Schools try to be on-board meeting students' needs
- Schedules are simple for MS to HS
- Special needs students are being attended to
- Teachers genuine and authentic

**3. What issues should the new superintendent be aware of as he/she comes into the district?**

- Challenges of “hope we are like we used to be” concept
- Division of the previous leadership
- Mentorship from current interim superintendent
- Salaries competitive
- Lack of bus drivers – big issue
- Improved communication at all levels
- Involved in community
- Willing to listen to employees and community members
- Addressing the need of a new bus barn
- Mending the bridges between district and community
- Trust about the previous administrations' mistakes
- Growth of community and district
- Fees being charged for a lot of things
- District cannot say “NO”
- Lot of moving parts to district and community
- Challenge to thinking systemically
- Challenge about information sharing

**4. What skills, qualities or characteristics should the new Superintendent possess to be successful here?**

- Good listener
- Strong communication
- Won't change everything right away
- Knows how to deal with growth
- Experience of a small growing school district
- Understanding the community and uniqueness
- Understanding rural communities
- Good attitude
- People person
- Years of successful experience and skills
- Someone who can build relationships
- Someone who is not emotionally attached and doesn't react
- Someone who knows the district
- Someone who can build bridges to community and staff
- Open minded
- Moves slowly with change
- Experience as successful superintendent
- Student focused
- Someone who understands the challenges
- Someone who is strong and can stabilize district
- Knowledge of SPED
- Approachable and warm
- Trust-worthy
- Someone who can say "no" and has a backbone
- Open to mentoring
- Experience with building schools
- Visionary

**Stakeholder Group: Teachers**

**Date: December 15<sup>th</sup>**

**1. Tell us the good things about your community.**

- Tight knit community
- Small town feel
- High involvement from community members
- Safe community
- Growing and a challenge to keep small
- Lot of economic stability
- Growing diversity of population

- Great students and staff in community
- People come back to a “lifer” to raise own family
- Engagement in opportunities in the community
- Physical location to community, easy access
- Supportive of youth and employs them
- Still considered rural
- Good place to raise kids
- Pride
- 1 high school district
- 2 towns in community
- Large faith-based groups
- People are called to action and help out
- Feel strapped with high taxes in economy

**2. What are the strengths/assets of the Weld RE 5J School District?**

- Students are great
- Dedicated students
- Staff great to work with
- Staff cares about students
- Staff are members of community alumni
- Staff are problem solvers
- High staff membership in teacher association
- Master agreement is strength
- Staff invest in school cultures
- Staff hold on to realistic views on how to educate
- People choose to have students go to school here
- Relevant programs like CTE
- Pathway programs are stellar
- Schools address all students from career to academic
- Growing music and arts programs
- Fairly young staff at schools
- Responsive to kids’ interest, clubs and student groups
- Variety of talents
- Nurturing staff; young to experienced
- Class size is good
- Staff adapts quickly and willing to change
- Teachers know our kids
- Staff seeks out PD
- Staff are creative thinkers
- Autonomy to schools
- Performing arts
- Staff supports each other
- Student involvement
- Clubs and athletics

**3. What issues should the new superintendent be aware of as he/she comes into the district?**

- Get to know staff and students
- Address the listening crisis in district
- COVID catch up
- Big shoes to fill of interim
- Mental health needs of preK-12
- Social and mental health of staff and parents
- Challenge of history of pride and negative people
- Recognize trauma of previous leadership
- Challenge of behavioral issues
- Truancy
- Addressing need for Alt high school
- Graduation rate in the future
- Growth
- Opening a new high school
- Renovation to other schools
- Drug and alcohol use at high school
- Transportation school to school
- Trust
- Building a chain of command
- Challenge of understanding culture
- Understanding the fragile community
- Change is hard and lots of things going on
- Bus drivers
- Redesigning school boundaries
- Transparency with staff and community
- Balancing all programs and pieces
- Division of Milliken/Johnstown community
- Finances of a growing district
- Resources to support SPED and behaviors

**4. What skills, qualities or characteristics should the new Superintendent possess to be successful here?**

- Making strong connections
- Approachable
- Honest
- Transparent
- No ego
- Build genuine relationship
- Work with you
- Experience with student programs like IB

- Communicate
- Recognizes stakeholders
- Honoring people
- Knowledgeable
- Visionary
- Adapt to district
- Empathic to staff and community
- Administration support
- Encourager
- Experience
- Analyze and use data
- Understands health and wellness of educators
- Visible; actually sees people
- Politically savvy
- Experience in small districts
- Servant leader
- Makes people feel valued
- Building strong relationship JMEA
- Interest based IBS (strategies)
- Student focused for student success
- Lives in the community
- Problem solver
- Be brave to make changes
- Fiscally responsible
- Bridge builder

**Stakeholder Group: Assistant Principals**

**Date: December 20<sup>th</sup>**

**1. Tell us the good things about your community.**

- Community is very passionate
- Goes around chain of commands
- Loves athletics
- Trumps academics
- Small community
- Not afraid to oppose view
- Balance small town with growing transitions
- Generational families
- Parents for most part are amazing
- Schools are important
- Change a “foot” that can be good or bad

- Tension with change
- Support each other
- Ideal place to raise family
- Community is in attendance to a lot of events
- Solid community
- Work here/ family is here
- Innovation ready for change
- Division between Johnstown and Milliken
- Support for families through schools

**2. What are the strengths/assets of the Weld RE 5J School District?**

- Administrative meetings 1 time a month
- Good kids that are cooperative
- Discipline
- Teachers getting feedback
- Increased communication among schools
- Collaboration between schools
- Accessible
- Lot of opportunities for students
- Longevity
- Staff wants change
- Strength of new facilities being built
- Support for SPED is growing
- Comprehensive HS
- CTE programs are strong
- Teachers approachable
- Students come first
- Teachers are amazing and intuitive
- Leadership in district and building are strong
- Better systems are in place
- Building communicates well vertically and horizontally
- Talented people
- Strong support for last Mill and Bond levy
- Open to ideas about new ways of teaching
- New elementary school is innovative
- Cohesiveness of schools
- Staff steps up to volunteer
- Strong relationships that rely on each other
- Leadership willing to get advice to be better



**3. What issues should the new superintendent be aware of as he/she comes into the district?**

- To grow SPED
- COVID recovery
- Following chain of command
- Divide between Johnstown and Milliken
- Open communication with everyone
- Small district and open to staff in community
- To know staff quickly
- Transition of growing community
- Leading change
- To know systems that need to work effectively
- Vocal minority that has power
- Knowing leverage and support needed for change
- Dealing with “it’s always been done this way” mentality
- Resistance to change
- Old school thinking
- Equity
- Finances
- Transparency
- Prior history and past leadership
- Fill the shoes of interim
- Being visible
- JMEA contract and union
- Building construction
- Trust
- Dealing with high expectations of people
- Maintaining partnerships

**4. What skills, qualities or characteristics should the new Superintendent possess to be successful here?**

- Someone who is supportive
- A leader
- Decision maker
- Very present
- Trust builder
- Relationship builder
- Collaborative
- Charismatic and friendly
- Knows area
- Visionary
- Systemic thinker
- Transparent
- Highly skilled in utilizing people and getting the best out of them

- Strong communicator
- Knows social media
- Previous experience with small and larger districts
- Prior success in moving districts forward
- Innovative
- Responsive
- Instructional focus for student success
- Understands education systems
- Strong listener to stakeholder groups
- Engage in share decision making
- Empathetic and understanding
- Title school experience and background

*Survey Monkey Results for  
Weld RE-5J School District  
December 2022*

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

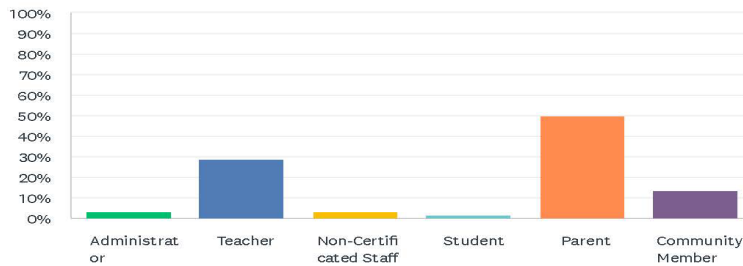
**66 English Responses**

Stakeholder Input Form--Weld County RE-5J School District

SurveyMonkey

**Q5 Please indicate the stakeholder group you represent:**

Answered: 66 Skipped: 0



ANSWER CHOICES	RESPONSES	
Administrator	3.03%	2
Teacher	28.79%	19
Non-Certificated Staff	3.03%	2
Student	1.52%	1
Parent	50.00%	33
Community Member	13.64%	9
<b>TOTAL</b>		<b>66</b>

Q1 Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

feel though small town feel involved part parents staff large support families  
people new small town Johnstown schools businesses  
community love small live growing kids care  
close knit want towns students sports us teachers close Many supportive

Q2 Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

caring high school many middle school community hard love excellent  
buildings team kids know good year staff care students  
schools support teachers principals students  
enjoy district help great think work opportunities make success new  
student focused amazing needs

Q3 What issues should the superintendent be aware of as he/she comes into the district?  
(This information is shared with the final candidates.)

area previous superintendent want kids protected much kids Milliken programs ideas  
turning opportunities also current Changes aware want go people make  
support still children heard community us schools  
keep students building need focus teachers right  
district education parents will superintendent know staff  
place work balanced high school push values seems good moving lack leader  
classes race school district move district believe issues

Q4 What skills, qualities or characteristics should the new superintendent possess to be  
successful here? (This information is used as we screen potential candidates.)

open minded teachers staff values ability listen open first school districts solid well committed  
superintendent focus understand people district years parents lead  
staff big students approachable someone someone will need  
small town community need superintendent schools want  
will listener teachers make listen great work effective best building  
bring culture know turning support small community One continue grow changes go

## **Administrators**

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

- Johnstown Milliken is full of people always willing to lend a hand and support one another. We have dedicated fans of our athletic programs, and invested parents in our educational programing as well.
- We are a close small town. Teachers/admin/staff live in our district and are a part of the community. Staff families go to school here and work here. When a staff member joins they are welcomed as a part of our family and community. We are proud of the integration of staff and community and want to continue that feel.

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

- Our schools are populated with great students. As good as many of our educators are, our students make working in our district worth while. We have an opportunity to really become an exemplar school district
- Milliken Middle School is an accepting school that celebrates differences. We encourage students to be themselves and be proud of who they are. We have teachers who get to know each of their students and support their unique needs. As a school we support our athletics, arts, music, and extracurricular activities.

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

- Our community has a vocal minority that may inhibit progressive and innovative ideas in an effort to advance political agendas.
- The issues that the superintendent should be aware of are the small town drama and gossip. I would love to hire a superintendent that has experience in a small town as it brings a unique set of circumstances and problems. I also think that there is a lot of fear in our community from hiring a bad superintendent and having to overcome that obstacle. We need a solid leader who will join our community, not change our community.

**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 should be innovative, collaborative, fiscally responsible.
- The main thing that I am looking for in a new superintendent is someone who can bring in fresh ideas and programs to continue to grow our district. We have a solid base but we need to continue to grow like the other districts around us have. Someone who is innovative, creative, and educated on what is best for our students. I would love to hire someone who has relevant experience as a S.A. and can bring that knowledge to our district to help us continue growing.

## **Community Members**

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

- Traditional American Values. Good, hard-working people are the backbone of this community and we don't want that to change.
- Hard working people. Parents involved with child's education. A growing and thriving community.
- Community that cares and spends money wisely.
- The home town feel. Connection to community organizations, educational institutions, and businesses.
- We are a small town community that helps neighbors by looking out for one another
- Proudful, a lot of tradition, excel in academics, athletics, and extra curriculums - desire to be the best at all
- We are a community that cares about our schools and teachers. We want the schools to be friendly and inviting to the community. We still have the small-town feel, and we do not want that to change. We are not a big metropolitan community and don't want to be.
- God fearing community that does not like our community over run by those who will not work, obey the law, and have decent morality. We are tired of the woke culture in our community and school system
- Our community is passionate, and with the right engagement opportunity, can be very supportive of schools.

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

- Keep the traditional teachers and curriculum. Enough with the changes and the stuff that some of our neighboring districts are pushing on their families.
- Excellent teachers! They give their all every single day.
- Good buildings
- The district is trying to keep up with growth through capital projects and instructional approaches. Current leadership Our direction is a good one and should be fine tuned and committed to by all rather than having a new person come in and just start over.
- Personal attention to students
- caring staff, growing, need more support/less governing
- The teachers care about the students' success and go the extra steps to ensure they are successful. The district is committed to not only the success of students going to college but also those students that are not. The CTE pathways are a great addition to the schools.
- They principals listen to parents and the community and implement the parents and community values.
- We have new and updated/in the process buildings with amazing building administrators and teachers that care deeply about their students, with many admin and teacher families living in this community. There is a tendency for longevity among those who work here, indicating their commitment to this district and community.

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

- The changing society that threatens our district as it grows and people from other districts open enroll here. We must stay close to our core values and what is important to our community. Our small town, traditional curriculum and strong community needs to be at the forefront.
- A troubled past with superintendents. A real need for respectful behavior toward all members of the school community. There has been a hierarchy of importance at each school that needs to stop. All adults...custodians, secretaries, cafeteria workers, specialists, and support staff are vital to the success of our children.
- Current superintendent has turned the corner and the new sup will need to be very good with budget and finance's
- Johnstown/Milliken divide Fear culture that is still very recent because of previous superintendents. A readiness to go next level with our vision. Our partnerships with the community, coaches, and other entities are critical Cohesiveness across school is necessary as we grow
- More conservative than other school districts and do not want the negative influence of such CRT and teaching about sex to children without parent consent
- new buildings - there will be some kinks to work out
- The previous superintendent needed to move the district toward more up-to-date theories and curricula. The previous superintendent worked well trying to move the district to current strategies and curriculum, but her people management was very bad. She spent way too much money on non-student-related expenses. I think that the interim superintendent has reduced the top-heavy administration that created, but we need to watch to make sure that doesn't happen again.
- Tired of the woke culture and the sexualization of children that is taking over American school systems. As a community, we want voices heard and implement our values.
- We live in a reactive community and need a lot of help building trust between the community and the board and new administration. Our school district spent many years being stagnant/functioning without any solid direction, and we have tendency towards controversy. We need a leader to empower, support, and uplift building administration and create and implement consistent direction among schools, someone with change management abilities and a desire to keep people before politics.

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

- Someone who will have similar values and will connect with our community. Someone who will help our district move safely into the next generation of education and who will do so by protecting the foundation that we were built on.
- Listen to your staff. Decrease the number of positions in administration. All members of the school community deserve a voice...all members contribute to the learning of students.
- A people person and very strong financial manager.



- Culture Builder Strategic Coachable Communicative Innovative Problem Solver Empathetic Open Minded Systems Builder Reflective and Accountable Models and holds people to healthy work/life balance
- Enjoy the small community feel, but do not want big school districts policies
- people person, visible, approachable, fair, willing to represent the community, NOT looking to re-invent our identity
- The superintendent must move to one of the towns in the community. This should be a requirement within the first year. (No exceptions). They need to be a part of the community to understand how things feel and work. They should have worked in a small community because we are not a big district. (We have to work within our means). They need to be accessible to the community, but the community should have worked its way through the chain of command. They should not come in with a heavy hand but not be a pushover. They should listen to the stakeholders before making rash decisions.
- Be an active listener to the parent and community, respecting our values.
- Transparent and good communication, open to connecting with the community, focus on realistic excellence and have the tools (change management) to inspire that within the district, someone who will partner with the board and be a solid advocate for the building leaders and teachers.

### **Non-Certificated Staff**

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

- The small community feeling and the support we have for everyone!

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

- I love my team and think we work well together!
- We are a family, the support, the love, and the new updates that we have done with all the schools

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

- ~The pay scale for the media specialist (library) need to be adjusted.
- The growth in our district and the fact that nobody wants to work. We need more teachers and paras

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

- ~Someone who can adapt to a growing community
- Servant leadership, transparency

## Parents

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

- Religious as to teach children morality, Respect police as to hold criminals accountable, friendly as to help neighbors.
- When one falls, the rest of us circle the wagons
- Growing, family oriented area
- We are a strong community who is intertwined with teachers/staff/parents. The community supports our schools and programs but can also be difficult when there is division.
- The local Johnstown community has many community members that care and are involved in the growth and well being of the community as a whole.
- Overall, our community and businesses support our schools. I think most of us see the schools and the educators and staff as an important part of our community and partners in raising our kids.
- Though we are a growing community, most who move here still come for the SMALL town feel. We once were very conservative. In our quest for a new Superintendent, we need to bring in candidates and ultimately hire someone who will not try to change us to someone we (our community) are not- and do not want to be. New is okay, but don't change what makes us Weld RE5J!
- Close community
- Small town friendliness Support of sports teams and sports in general Support of our youth- providing opportunities for youth to get together in fun events
- We are proud people, of our history, our kids, our teams.
- Tight knit community
- This community is pretty close with each other and has deep roots. The community is highly involved with the schools.
- Small town feeling.
- It's growing and diversifying with the convenience of being near a major metropolitan hub while enjoying suburban lifestyle.
- We are a small town that is growing. Not grown. We need a super that understands that. We are close knit and sports are important.
- It's a smaller community that values and takes pride in the smaller things. Fancy new schools don't mean anything if the administration within the fancy new school still isn't doing their jobs well. We aren't all about ribbons and bells. It's about the value of communication, support, respect, accountability, etc.
- The people in the community care and there is a variety of people from all areas of the US. Many live in Weld County because it is cheaper than Larimer County, they are Conservatives, or because they are want to live in a small town.
- Small town though there is growth.
- I love that we are small. We all come together for our kids and schools
- Close knit. People look out for each other. The school is part of the community rather than a separate entity.

- Our community truly cares deeply about our towns, schools, and families. They are willing to jump in and help those in need. Our community is passionate about the "small town" feel. It is also a more conservative community politically.
- We have great community events. I would love to see more joint events between Milliken and Johnstown though to bring the communities together
- Strong community. Community and parents participate in supporting students and schools. Local, rural roots.
- community events and activities that help us come together as a community and enjoy one another's company, but also help others in the process
- People are generally understanding of each other.
- Well-planned growth, while focusing on maintaining the "small -town feel." We know we're growing, and we have to be prepared for that growth. Especially in our schools.
- Small town with mostly conservative values.
- Mostly quiet small town atmosphere with conservative values.
- It's not Denver or Boulder
- Our community has an excellent mix of being separated from the surrounding large towns while being 30 minutes or less from towns with shopping opportunities. It's not too far from entertainment centers, but has open space to appreciate when driving. Milliken and downtown Johnstown each have an excellent locally owned pizza place. No bugs during the winter.
- We chose this community to raise our children in over a decade ago and have been welcomed with warmth. It immediately felt like home. Small town feel but close to big cities like Boulder, Denver, Ft. Collins. Amazing views every day. Rarely a day when you don't want to be outside, year-round. This is a rapidly growing community and there is so much excitement over the new construction of our beautiful schools, in addition to all of the construction happening along Hwy 60.

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

- Holds kids accountable, respects parents religious beliefs.
- The principals at Elwell and Mrs Brum
- Excited to see new facilities, liking the block schedule
- The positive things about our schools is the leadership in the buildings. We have leaders that go above and beyond for their students and staff. The teachers stay in the district and have a positive attitude towards students.
- We have some amazing teachers in this district. Many of which were raised in this district. Their connection to the community and their experience is so valuable to our students.
- Our schools have amazing teachers who deserve to be trusted and supported.
- You have the best and most qualified teachers who love their job even though it is getting harder by the year. We have families who face challenges as the rest of the world but TOGETHER we can teach rigor and achieve high academic success.
- Great at accommodating the kids. Most teachers are committed to the kids during the school year

- Amazing principals and teachers Charter schools Growing at an exponential rate
- The teachers and staff at the schools make up the environment. You have a good educator...and we have several...you will good atmosphere
- We have great teachers who truly care for their students.
- The teachers are amazing but the politics make it hard to do their jobs.
- Charter school choice for MS and HS student!!
- They are trying to keep up with growth with the recent bond and construction efforts. Hopefully, it's understood many of us are not hanging on to the shall town mentality of Johnstown's past.
- There is a lot of pride in clubs, extra curriculums, and sports. There needs to be more focus on academics.
- The teachers. I dont know how they do it.
- The school has good academics for the most part and does offer a variety of classes.
- Our child went from Kindergarten through high school in this district. Elementary School years were excellent. Middle school was fine though could have been better. High school has been good even with all the school disruptions with the many changes in staff including principal, counselors, coaches, etc.
- Everyone has a ton of school spirit. The staff at MES have been amazing and they all finally make a great team
- Caring teachers. Opportunities for kids outside of the school day.
- Our schools are filled with staff and leadership that love kids and are working tirelessly to provide a great educational experience for them.
- I love that they offer personal finance and make the kids do community service. I think personal finance should be mandatory and they should have a class on how to study
- Dedicated teachers who genuinely care about students and partnerships with parents. CTE programs Exciting opportunities with new buildings and programs
- being a student focused, both on academics but also life skills, community service, and the arts. The teachers are highly student focused and have fun while learning.
- The schools are being built or upgraded.
- Great teachers who really care about the students. I love the focus on CTE at the high school. It really prepares students for real life, whether they're headed to college, trade school, or the workforce.
- Small class sizes. Teachers and staff know your kids.
- Teachers and students who reflect the values of the community
- It's not Denver or Boulder
- Our school district is a great size, big enough for a variety of personalities but small enough for personalized learning.
- The teachers put their whole hearts into their jobs. Lots a great improvements happening district-wide within the buildings centered around student learning.

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

- 1) We do not believe in racism or any aspect of critical race theory the portrays one race as an oppressor and another race being oppressed. We realize throughout human history

different races have demean or oppressed other races but the continual of oppressor/ oppressed race only perpetuates continual racism and does not solve racism. You cannot fight racism with racism. Many institutions (police, churches, capitalism, hard work, honesty, being on time) are not oppressive, but are part of civilized nation. Blaming ones own failures because of another person's race is racism. We want our kids protected from racism. 2) We do not want our children sexualized. Promoting drag queens, LGBTQ+ and other sexual behavior is not the schools responsibility. The parents must be informed of such teachings and have the option to opt out as required by State and Federal law. We want our kids protected from sexualization. 3) Bullying is not acceptable. Online, parents have complained that their children being bulled at several district schools and there has been no act to their concerns. Principals, teachers, and staff have ignored such incidences and need to be held accountable. We want our kids protected from bullying. 4) We do not want teachers to hid anything from parents. This comes as nationally teachers are hiding things from parents. There should never be any secrets kept from parents regarding their children. We want our kids protected. 5) Biological males, regardless of their sexuality, should never be allow in the same dressing room as biological females and vise versa. Recently in Virginia, a superintendent allowed a biological male, who identified as a female, was allowed in the dressing room of biological females were sexual assaults happened. We want our kids protected from sexual assaults.

- COMMUNICATION!!!! Not just when it suits the person. OPEN DOOR POLICY!!! Being actively involved with students, staff, and the communities. SUPPORTING SPECIAL NEEDS FAMILIES!!!!
- Conservative area, goals, not California here, core hard working Coloradians
- Focused on sports too much, pretty much no help for GT kids
- I believe that this district has been stagnant for awhile. My children are in elementary school and I do not feel like there has been any extra opportunities or benefit of them attending school here. They do not get after school opportunities or activities to participate in or any individualized education. I have looked into moving both of my students to a charter school because they provide more of an individualized education. That is something that is very important to me.
- I think some are worried we are moving away from traditional school, values, and basics of learning to be new, cutting edge and trendy. The basics work, tried and true methods should be valued.
- My primary concern is that the superintendent be an advocate for teachers. We have a population with pretty diverse views and that sometimes puts teachers in the crossfire of conflicting political agendas. In the eleven years my kids have been in this district, every teacher I have met has prioritized the kids and their education. That needs to be celebrated and protected.
- Our last 3 years were messy, but they didn't define us. People have come and gone (we must remember, ALL were PEOPLE). We need a leader with a heart for PEOPLE, not fame, success, a title, or anything els.
- Oversized classrooms/schools and overgrowth anticipated. Some teachers are not committed to the entire year and take weeks off at a time for vacations
- Parents are very involved with their children's educations. We expect support of not only sport teams but also music and art groups! Also theater support is needed.

- Parents can be very vocal. Too argumentative in my opinion. You can't please everyone, it is just that simple so focus on what's is right
- Parents trying to will their political views and intimidate the school board, superintendent, and teachers is a problem.
- People have lost trust with the school district since the last superintendent was out for her own agenda and told people what they wanted to hear, then did her own thing anyway.
- Small district competing with larger districts close by. Two towns that share a HS and MS with both being located in Johnstown, don't leave Milliken feeling left out.
- Special education continues to be understaffed and lacks any obvious desire to seek/retain expertise that could mentor staff and move the district away from the bare minimum service/support model. It doesn't get any easier as students age as I'm certain you are painfully aware of as control growth continues to add complex students to the mix. The district needs to shift from a damage control and denial mindset to transparency and willingness to let outside specialist consult to help students succeed. Recent changes to state law will likely force some creative attention in this area. Perhaps some collaboration with surrounding districts to establish therapy-based center models is worth exploring for future success of SSN students.
- Teachers/staff playing favorites. Teachers not responding to parents. And the lack of help navigating mis-directed kids when parents are asking for help. Focus needs to be on helping kids understand the topics not just teaching them to check a box.
- The community just agreed to a lot with the district through funding. There was a lot of promises made and a lot of promises broken. I'd say credibility is a big issue within the district, certain staff members/adults being unaccountable for their actions or lack of actions and a huge disconnect with communicating with families. I've seen Elwell turn into a very closed off area almost to hide the issues there and it's the 1st year and that's said because that's not what the community had in mind. I've had people visit that school and come back to me and say "pull your child from that military prison now."
- The issues they should be aware of is the move towards the agriculture and blue collar classes which has not been balancing the needs of all kids and interests. There is also an issue with some of the class schedule counselors who do not respond to parents and students. Schedules need to come out sooner so kids are able to get in and make changes before classes start. When students are looking at the AP classes and college courses and are waiting over a week for schedule changes they fall behind from the start with courses that are challenging. Theater: The lack of support for band, choir, and theater in the school is apparent. There has been no information shared regarding the new High School pertaining to the space for plays, musicals, concerts, and performances. The current space is small and the horrible sound system which is sad when at a concert when there are continuous issues from the speakers to the mics. There is no budget for productions that would draw people in to watch play and musical performances. Much smaller schools with less students put on large productions of musicals that are well known and ours people have never heard of. Transportation: We need transportation for kids who attend the High School and live in Milliken for sports in order for them to be able to participate. A majority of parents work outside of Milliken and Johnstown and work until 5 p.m. and then have to commute home. When kids activities/practices need to transport to another location for practices or are required to be picked up before 5 p.m. and they either are too young to have a license or may not have a vehicle to drive

themselves it excludes kids from the option to participate. This is an even larger issue for the Middle School students.

- The most common complaint I have seen on social media is that not enough done about bullying. When a parent believes their child is being bullied it should not be dismissed. The parent is the voice for the child and educators should make the effort to listen no matter what.
- The school board members do not communicate well with the community.
- The town and district could be more inclusive. Some practices seem out of date.
- The union is very strong in our school district, perhaps too strong. Our schools have lacked stability in leadership. Stability would be good! Also, trust needs to continue to be rebuilt between our school district and community.
- There are high expectations of the community to ensure students are meeting educational standards and not just focused on sports.
- There has been a successful push for CTE programs in our district, and they appear to be doing well. However, I feel the CTE focus has overshadowed college readiness. Our students with plans to attend college do not have the same resources and opportunities as students in surrounding communities. We have very few AP or dual enrollment opportunities with a math and science focus. Our Ag focus also seems to be doing well, but this often overshadows other opportunities. A student who wants to be a vet has almost no opportunities to explore classes in high school. Instead, the Animal Science class focuses on dairy cattle judging and FFA membership. The Ag and Animal Science classes seem to cater to teaching farm kids how to continue to be farm kids. Technology also needs to be addressed. Especially in high school, students are relying on resources at home to complete projects. Our students have outgrown what an iPad provides. We should be teaching our students how to type and use a laptop in high school. The iPads have just not kept up with our student's needs.
- There is lots of growth in the area, so while it is a small town feel, the community is growing and needs to be able to balance both.
- There seems to be a learning gap. There are families who work with their children to make progress in the material, while there are a similar amount who do not. Additionally, there are people who feel more entitled than others, which is really concerning.
- There's still a lot of fear among staff, and belief that the upper admin is "out to get" people or implement an agenda. Our interim super has done a good job easing those concerns, but it still exists. Anyone who comes in will need to do a lot of work with staff to make them comfortable. Administrators are mostly good across the district. I really like the high school principal and think he has turned that building around, especially from the student perspective. Also having a student at Elwell though, that team needs help. Co-principals is weird, and I don't know who to go to for issues with my child. There's also the charter situation. My high schooler was at Civica for a few weeks, and that place is a nightmare. No accountability, discipline only for a select few, and clear favoritism by staff, just to name a few. The administration there is terrible. I know it's a charter and the rules are different, but a new super needs to be aware how bad things are there.
- We are in WELD county. Conservative values still matter to us.
- We do not want a progressive agenda taught in our schools.
- We do not want to be like Denver or Boulder

- We have had some chaotic years that caused the loss of some amazing teachers. I am hoping for a talented leader who can support our incredible staff to inspire our children. We have programs in place for students with non-traditional views that need to continue. The area has potential to be heavily influenced by very traditional political ideas that need to be kept out of the schools to prevent discrimination of the previously mentioned students.
- We need stability, authenticity, and transparency after some rough recent years. We deserve that - our kids deserve that.

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

- Not racist, not woke, respecting parents as we are the most important aspect of our child's education. The Board, superintendent, principals, teachers and staff are all accountable to parents, not the other way around.
- OPEN MIND, OPEN HEART, WILLINGNESS TO ADVOCATE AND FIGHT FOR WHAT'S RIGHT, NOT WHAT'S POPULAR.
- Active in the community, listens to what the parents have to say about "hot Topic" issues, not bend the knee to a minority of opinions for optics,
- Politically balanced view
- We need someone to come in who can bring new ideas and learning opportunities to our schools. The districts around us are getting more opportunities while we stay stagnant. I would love to see bilingual elementary schools or more arts/stem opportunities. Someone who has experience with integrating this innovative learning opportunities is a must.
- Great communicator, willing to listen to all sides of an issue before reacting. Valuing the voices of veteran teachers who have seen all the trends of education come and go.
- It seems like a tough job. I don't know how you can find the right mix of flexibility and conviction. In case I haven't made it completely clear, my preference is for a superintendent whom the teachers trust and who grants the teachers enough autonomy to be effective at their jobs.
- Quick to listen, slow to speak. Involve the community, or they will push back (hard).
- Leadership and strength of course
- Personable, transparent, accountable, educated on our ideals and expectations, knowledge of ways to work with parents with differing opinions.
- Personable so they can connect with both school admin and parents/public. Well informed on educational guidelines and I think common sense oriented
- One that can stand up to those trying to force their political beliefs and intimidate those in the school system.
- Truthful, ethical, support their teachers and listen to their ideas. Listen to what the community is asking for and what they aren't asking for.
- Shares success with the schools, parents and district staff...Its not just the board or superintendent that brings success. Someone who can articulate a plan/vision and bring a solid vision of how that will be realized within district with limited/strained resources.
- Whomever takes the reins needs to gracefully move focus and conversation away from fallacies such as CRT and furries, that a loud minority continue to bring to public conversation. It's time to focus on reality - actual challenges and shortcomings that data



surely supports. I'm not sure the community is even aware of your top challenges and the risk associated with those shortcomings - maybe time we talk publicly about those things instead. Also, someone that will place focus on the development of academic and special education (both ALP/IEP) with the passion and budget currently given to sports programs.

- He/she just needs to HONESTLY keep the kids as top priority. I know this is ultimately a business that needs to meet metrics but we have to remember, what we put in to our kids, we are more than likely to get out!
- An openness to listen as a lot has gone on and changed. But just not listen to the principles. Ask the teachers how it's going, ask the parents, the students. These are the ones having to live with the staffing choices. Be engaged with the community. Let them know who you are. Let the students know who you are and what your position means to their education. Don't just hide in the admin building and appear every few weeks on a Zoom.
- Budget sense Operational Skills and Process Management Understanding the goals and needs of all children and balancing offered classes for all students Strong Personality and Confidence Someone who is not known by people in the community and no current ties to people here and is not influenced by others.
- A superintendent should have better than great listening skills no matter who they are talking with. They should be familiar with a small community. Large and small school districts are very different in how they are run. It would be nice if a Superintendent would be able to retain their teachers and staff. Too many good teachers and staff have left during the years we have been here. If is a candidate my vote would go to her. She knows many students and is community involved.
- Understand that we are a small community and what might work in a big city will not work here. Parents want to be involved and be communicated with about important things that involve our school district and kids. Do not bring someone in who is going to bully and expect big changes. We love our current superintendent and she has done an amazing job cleaning up a mess from another superintendent.
- The ability to put kids first and include everyone. Eagerness to embrace diversity of all kinds. Desire to be part of the community. Ability to honor tradition while embracing forward progress.
- I think someone who loves people, has charisma, can bring people together, is a great mediator/peacemaker, leads with their own values, loves to serve people, great communicator, understands the political landscape that exists in education, and wants the best for all kids.
- The ability to not be swayed by two side but come to a compromise that fits both sides.
- Effective communication. Ability to listen to all audiences, not just the most vocal or loudest. Future thinking focus - what are the skills and technology needs our students need today to be successful, but what will they need to be successful in 10 years, 20 years etc. Relationship building Strong academic background Track record in leading successful teams and quality schools. Innovative
- Caring, good communicator, driven and motivated to help our students and families stretch and grow

- The community is becoming more diverse. This person needs to work to make sure all communities and cultures feel welcome and included in our schools and to make sure no one is left behind.
- You need to be visible in the community and accessible to parents and staff. Don't hide in the "crystal palace." You need to be open-minded and honest about changes that need to be made. Don't come in like a bull in a china shop and expect things to go well. Be prepared for the buck to stop with you. No matter what the decision, in the end it will be on your shoulders. Don't expect to be able to throw blame around. The community is too smart for that and has been through it to many times. Be forward-thinking. We need to be looking ahead to what we want this district to look like in 10 or 20 years. Especially considering the growth that is coming. Be kind. It's as simple as that.
- Quit trying to turn our schools into Boulder County schools.
- A focus on education not social engineering
- We do not want to be like Denver or Boulder
- Good leader, willing to invest in teachers, able to support them, good at understanding and communicating financially issues, and not beholden to any political ideology or religious discrimination. Someone who will be fair and make our district a great destination for teachers.
- As stated above - stability, authenticity, and transparency are all important to families as well as staff. Strong communication and someone who truly wants what is best for our unique community and students - a small town which will be rapidly changing over the coming years.
- Focused on education and preparing students for post-high school (cte and college)

## **Students**

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

- We are a smaller community who does try to help others.

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

- Teachers and faculty do listen to parents' and their childrens' needs. They follow the state guidelines of education.

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

- Please don't let this school system go woke and indoctrinate students at a young age about girls turning into boys and boys turning into girls. Life is confusing already. Don't put labels on kids. I understand that there's a need for some students who feel this way, but for the majority of the students, they don't feel this way. Then, we start to have students who say they are something just for attention way before puberty and maybe they are trying to fit in - not sure. It's sad.

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

- We really need someone who can stand up for traditional values and morals and not be too left leaning / liberal / woke. Yes, be understanding, but don't push this woke stuff onto students. Would like more conservative candidate. And please, no CRT in schools. Please, no books that are mandatory reading for woke (girls turning to boys or boys turning to girls) and no boy on boy sex stuff. I hear too many stories from other school districts in other parts of the country that scares me and I hope my child doesn't have to be a part of that. Thank goodness for KQA and Civica.

## **Teachers**

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

- We have an active downtown committee that works with schools and businesses to bring wonderful things to our community. We are also a community that others want to move to because we are safe and kind.
- By and large, the kids are well behaved, as evidenced by how they were on field trips pre-covid. That said, a colleague said it best. Students seem more worldly, and less inclined to do their very best without some real connection to the real world and their tiktok culture.
- Community is very helpful when it's needed. The community seems to be open to changes and supportive to both academics and athletics.
- I don't live in this community but I truly saw the small town support when the RoughRiders won the championship. This is what community is about- celebrating our successes more than pointing out failures. We all do better when we support one another!
- I love the people, the students, and the kids. Small a town feel but I do appreciate the growth as well because it brings diversity.
- I love how smaller towns can be so much more close knit. It allow people to communicate fact to face rather with a more personal touch than a corporate and impersonal feel that comes with a large district.
- -Small/close knit town and neighbors -Local amenities (Library, YMCA, Hays and other small businesses) -Close to I-25
- The students are great: elementary and Middle school. The parents care (for the most part). The teachers are excellent and care. We are a district that retains staff.
- Small, involves
- We are a close-knit community that takes pride in who we are and in putting our students first.
- My supportive colleagues and administration are supportive.
- The student body is fantastic!
- Some good things about our community is were small and we can use this to our advantage compared to larger communities. This would allow for more connections to be built and resources within the community.
- Fast growing community with a small quaint downtown feel. Many new families with others rooted for generations.
- Tight knit, tradition, heritage, great schools and hard working teachers. Sports are a large part of who we are. Businesses are very supportive of our schools.
- We are great at lifting each other up.
- So far the community has been very welcoming and caring.
- I like that the community is smaller, and seems tight-knit.

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

- It still has a small town feel even though it has grown and we (as schools) are busting at the seams.

- The teachers care about the students, are focused on the big picture despite all the focus on test scores, Tests that need a new process to give more valuable data. cmas should be fought
- The students are great and very respectful. Teachers at each school are very helpful and welcoming and are all willing to put in the work to help students succeed.
- This is the first school I worked for and I like it a lot. I enjoy that this district has instructional coaches and are ready to support all teachers. I haven't felt alone and I appreciate that about the schools and the district.
- The district still has a small-town feel. I think our CTE pathways are great for students. I appreciate all the work that has been put into our schools and building the new schools. I am really excited to see what the new RHS and new MMS will offer our students and community.
- What a difference a year makes. I have enjoyed getting to know the new APs at RHS. They have helped to foster an environment of trust and support.
- -Newly renovated/constructed buildings -Sense of community within staff is strong
- For the middle school, we have an excellent administrative staff, PRE as well. Great communication and caring, yet striving for high standards.
- The people - both students and staff. People here care for kids needs in all areas. Positive attitudes and supportive of each other.
- We have teachers and staff that truly care about students. We are getting new schools and making significant updates to current schools.
- My administrative team holds us to high standards
- The teaching staff is amazing!
- Some good things about our schools are our teachers are hard workers and want to be here and help make a difference.
- Great longevity with teachers and staff, Developing career pathways to help all students, Gifted and talented/National honor society and other organizations represented
- They genuinely want kids to succeed
- CTE and diverse educational opportunities at RHS, including many college credit opportunities. Caring and hard working teachers who advocate for students. Our athletics programs are thriving. RHS staff is positive and unified.
- I believe our administration is the strongest it has been in a while. It is not perfect but much better than it has been the last three years.
- The staff are the most caring and dedicated that I have had the honor to work with. I love the admin and principals, and I'm happy to be here.
- I enjoy the administrators at Milliken Elementary. I feel that the school has an overall friendly community.

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

- A superintendent candidate should know the two towns were born and raised on conservative, Christian small town family values. Faith and religion are important to many here. A leader with similar values would be important to many in the communities.

Candidates need to know this so they don't come in and try to turn us into someone we aren't. Many will push back.

- Education is facing difficult times with the increased burden on teachers, pushed by society, families, politicians ...the industry is facing considerable upheaval until leaders look out for those where the rubber meets the road.
- I believe there is a mental health problem for teachers in this district. Teachers seem burnt out and are continuously asked more of them but are not given any resources.
- I think one is the test scores. CMAS scores were lower this past year. The biggest struggle is motivating students to do the best on them. Students don't see the purpose and I have heard that they try to create competitions to see who can finish the fastest instead of actually trying. I am not sure how we can rework this mindset for students and I would say this is a big issue.
- I think we have had a lot of change over the last few years. It at times has been difficult. Our interim has done a great job of streamlining everything and putting the right people in the right places. I would hate to see all the work that our superintendent and the assistant superintendent have done go down the drain. We still have work to do around instructional practices in the buildings and aligning those across the district.
- I would like the new Super to be familiar with small town issues and values. Any hint of "political agendas" should be a red flag.
- -Lack of internet and technology for 21st century learning -Inconsistency with expectations and rules across schools for both students and staff -Teacher/parent moral is low (lack of time, resources and general support from current leadership) -District goals are not clearly communicated (sense of direction across buildings) -Lack of fidelity to the current curriculum (grade level teams across the schools are not consistent/on the same page)
- Not sure...I don't listen to gossip. Keeping a balanced budget and investing in our students' learning would be most excellent.
- Our achievement scores need to improve.
- Our community is growing VERY fast. Our enrollment is growing almost faster than we can keep up with as brand new schools are already close to capacity.
- Our performance on standardized testing is not indicative of the effort of teachers. We are battling record low reading ability and need early intervention.
- Poor and ineffective leadership has eroded productivity.
- Some issues our district needs to improve on is in our gifted and talented program, we need to improve teacher practice so it's scientifically based, we need at the elementary level explicit teaching for reading skills/ phonics and phonemic awareness (science of reading) and structure to our writing curriculum. We need to make sure AN program has the right structure and support in place so all students and staff can be successful, for example para support and behavior matrix to support the AN students so all the other students in class can be successful and the teacher feels supported. We need more support for mental and behavioral health and support for students.
- Strong teacher union that works well with administration, change can be hard, Increase mental health staff and counselors is very needed.
- That there's a lot of hostility, pressuring, members that strongly believed in the old superintendent who was very toxic

- We live in Weld county and are conservative for the most part. We don't want progressive ideas pushed on us. Parents are to parent their children and decide what's best for them. We don't want CRT or anything of the sort in our schools. We value diverse backgrounds of all kinds without such programs. We will be cautious with a new super in place because of the history and abuse of the position. It's not a good idea to come in and try making all sorts of changes. We are on a great path and need to keep moving in that direction instead of someone changing course on us again.
- We need better teacher accountability at the high school. We really need help bringing other activities and sports to the forefront: band, choir (both are far too small for our district size), smaller sports

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

- Seek first to listen and understand. Gentle leadership will go further than a powerful iron fist. Lead for the goodness of humanity, not for ones own power and self righteousness.
- The ability to listen, particularly to the crazies, positions and acknowledge their concerns then educate them on the realities their beliefs can't comprehend and the limitations of subjectiveness when looking at all students.
- Someone who is committed to the districts vision and will be here for long term. I believe it is important that they have good communication and is open to ideas from teachers.
- The ability to see multiple sides to a story, being open for feedback.
- Positive, empathetic, organized, forward-thinking, and great at communication and listening. It would be nice to have someone that really values their staff yet is able to be firm when necessary. Be able to say no!
- Are they approachable with leadership qualities? Do they have a broad range of experiences to help guide the district with vision? Are they humble enough to know what they DON'T know?
- -Warm demander (kind, yet firm) -Rigor/high expectations for students, staff and community members -Strong communication skills
- Approachable, great leadership as well as good communication skill. Willing to make hard decisions and still be professional; without taking the conflict personally
- Present, listener,
- Knowledgeable, personable, good communication skills, transparency, expert in school budgeting
- Our interim superintendent has been wonderful, she plays a support role rather than pushing an agenda. She keeps the kids best interest at heart and supports the teachers and schools.
- Interpersonal skills, relationship builder, committed, effective communicator, and small town values.
- Skills, qualities, and characteristics our new superintendent should possess to be successful is the ability to listen to ideas, do what's needed to support staff and colleagues so they can do their jobs successfully and so all students are supported. We need a superintendent that is will to listen and understand what is equitable is not the same as fair. We need a superintendent that understands trauma informed practice, science based instruction, and title schools. I think we need a superintendent thats willing to make

changes and progress our district without demoralizing staff- help solve problems and be part of the process rather than just telling admin to "solve it". We need a superintendent that's compassionate and a warm demander.

- Integrity, progressive, open minded, honest, strong, dedicated, academics first, sports second.
- One that is open to change, available to the staff and open minded
- INTEGRITY, kindness, ability to bring people together, NOT micromanaging, hands off and empowering admin and teachers to do our jobs. Trusting us to do what we are trained to do. Good communication. Supporting principals and teachers and directing upset parents back to us, not taking unnecessary situations into their hands. Encouraging and celebratory. Good with budgets, bonds, and have an EXCELLENT track record at previous places. NO bad press or prior incidents. Skilled at solving problems and bringing people with disagreements together to diffuse situations professionally and focus on what's most important. Good listener. Committed to our community AND district. Understands our culture. Has a background in rural schools. HR background. Open to working hand in hand with the teacher union to make this place better for everyone. Not power hungry--but believes in and models servant leadership. Moral uprightness. Willing to come alongside of us and join in the work we are doing. Honest. Fair. Provide autonomy to principals to lead their schools. Has high level of emotional intelligence themselves. Kind. Hardworking. Relates to others and builds relationships well.
- We need someone who will lead us.
- I think they should be familiar with small towns that are growing, the challenges this presents, I think they should be familiar with special education and the challenges can accompany attracting talented and dedicated staff to a smaller town.
- Someone who is dedicated to the improvement of the district and is willing to put in multiple years. I am a newer teacher to the district, but it seems as though there has been a lot of turnover for this role over the course of the last 5-10years.



*Survey Monkey Results for  
WeldRE-5J School District  
December 2022*

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

***1 Spanish Response***

**Administrators / Administrador**

**No Responses**

**Community Members / Miembro de la comunidad**

**No Responses**

**Non-Certificated Staff / Personal no certificado**

**No Responses**

**Parents / Padre/Madre**

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

**Cuéntanos las cosas buenas de tu comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).**

- **Nuestro complejo es amable y servicial**  
**Our community is friendly and helpful.**

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

**Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).**

- **Los profesores son útiles para las necesidades de los estudiantes**  
**The teachers are helpful to the needs of the students.**

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

**¿Qué problemas debe tener en cuenta el superintendente cuando ingresa al distrito? (Esta información se comparte con los candidatos finales).**

- Queremos que nuestros estudiantes aprendan cosas que les ayuden en sus carreras  
We want our students to learn things that will help them in their careers.

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

**¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se usa cuando evaluamos candidatos potenciales).**

- Necesitan ayudar a los estudiantes a aprender inglés como segundo idioma  
They need to help students learn English as a second language.

### **Students**

**No Responses**

### **Teachers**

**No Responses**