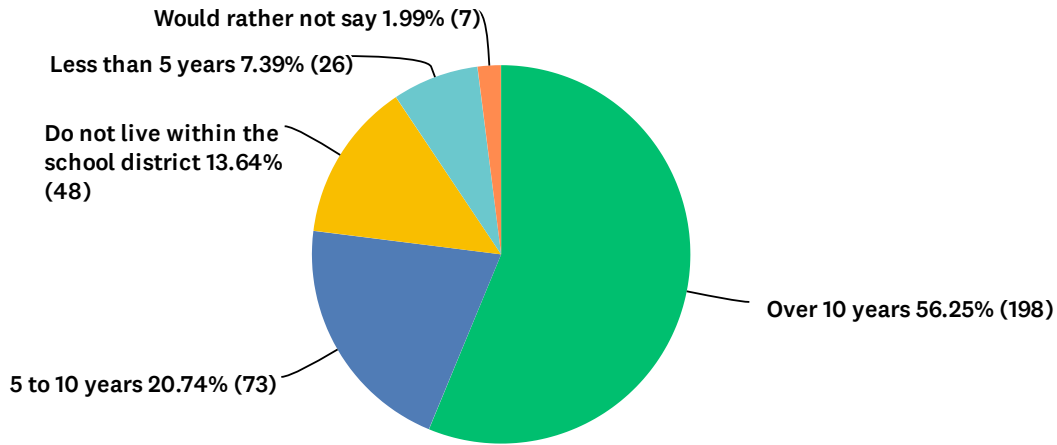


Q1 If you are a resident, how long have you lived in the school district?

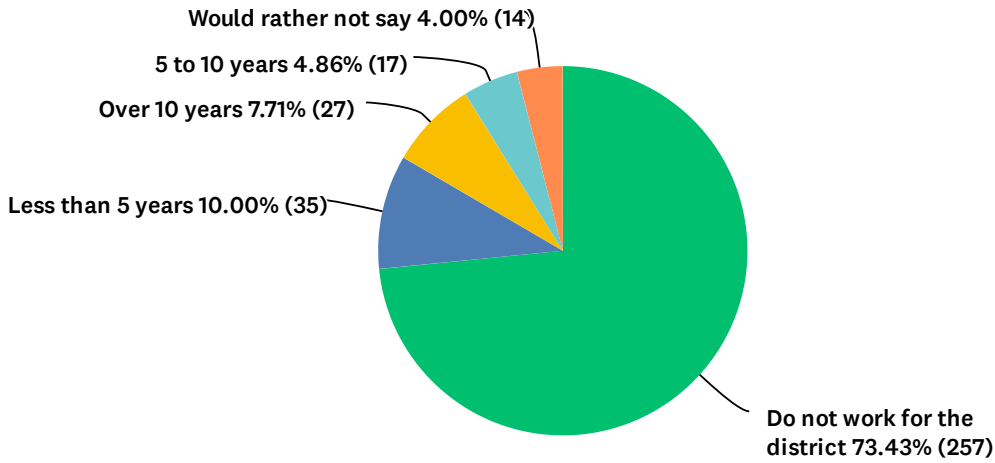
Answered: 352 Skipped: 2



ANSWER CHOICES	RESPONSES	
Over 10 years	56.25%	198
5 to 10 years	20.74%	73
Do not live within the school district	13.64%	48
Less than 5 years	7.39%	26
Would rather not say	1.99%	7
TOTAL		352

Q2 How long have you worked for the school district?

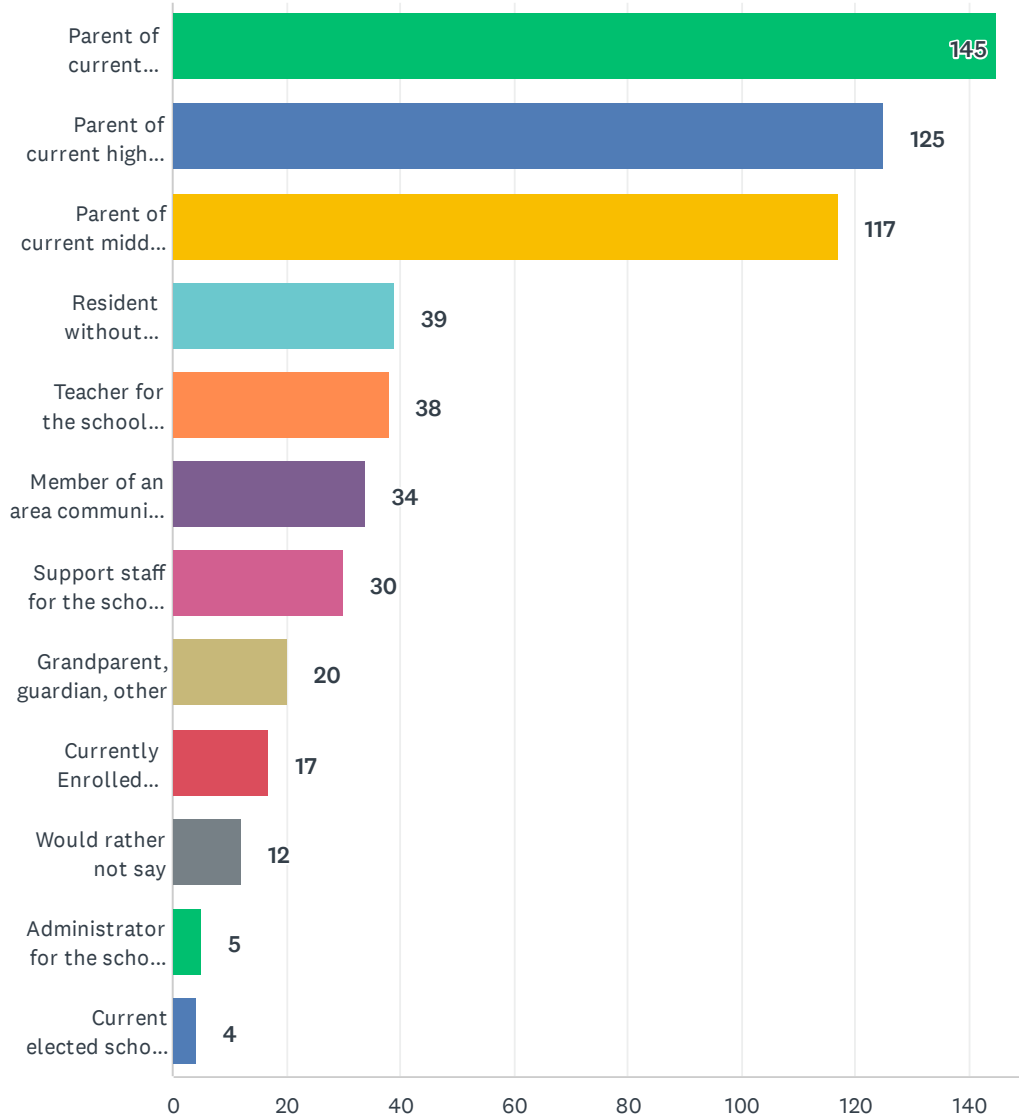
Answered: 350 Skipped: 4



ANSWER CHOICES	RESPONSES	
Do not work for the district	73.43%	257
Less than 5 years	10.00%	35
Over 10 years	7.71%	27
5 to 10 years	4.86%	17
Would rather not say	4.00%	14
TOTAL		350

Q3 Which type(s) of stakeholder are you? Check ALL categories below that apply to you.

Answered: 352 Skipped: 2

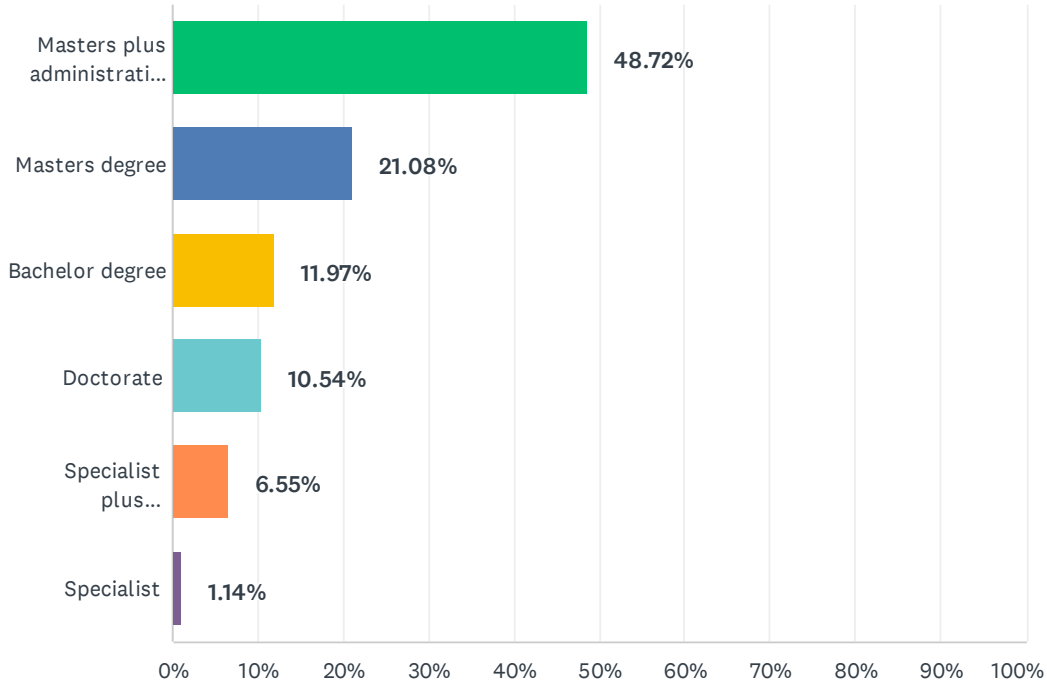


Grass Lake Community Schools Superintendent Search

ANSWER CHOICES	RESPONSES	
Parent of current elementary student	41.19%	145
Parent of current high school student	35.51%	125
Parent of current middle school student	33.24%	117
Resident without children currently in the school district	11.08%	39
Teacher for the school district	10.80%	38
Member of an area community organization (e.g., Rotary Club, Interfaith Council, Chamber of Commerce, etc.)	9.66%	34
Support staff for the school district	8.52%	30
Grandparent, guardian, other	5.68%	20
Currently Enrolled Student in the District	4.83%	17
Would rather not say	3.41%	12
Administrator for the school district	1.42%	5
Current elected school board member	1.14%	4
Total Respondents: 352		

Q4 What is the minimum level of education you want the Board to consider when evaluating candidates for the superintendent position? (Check ONE answer below.)

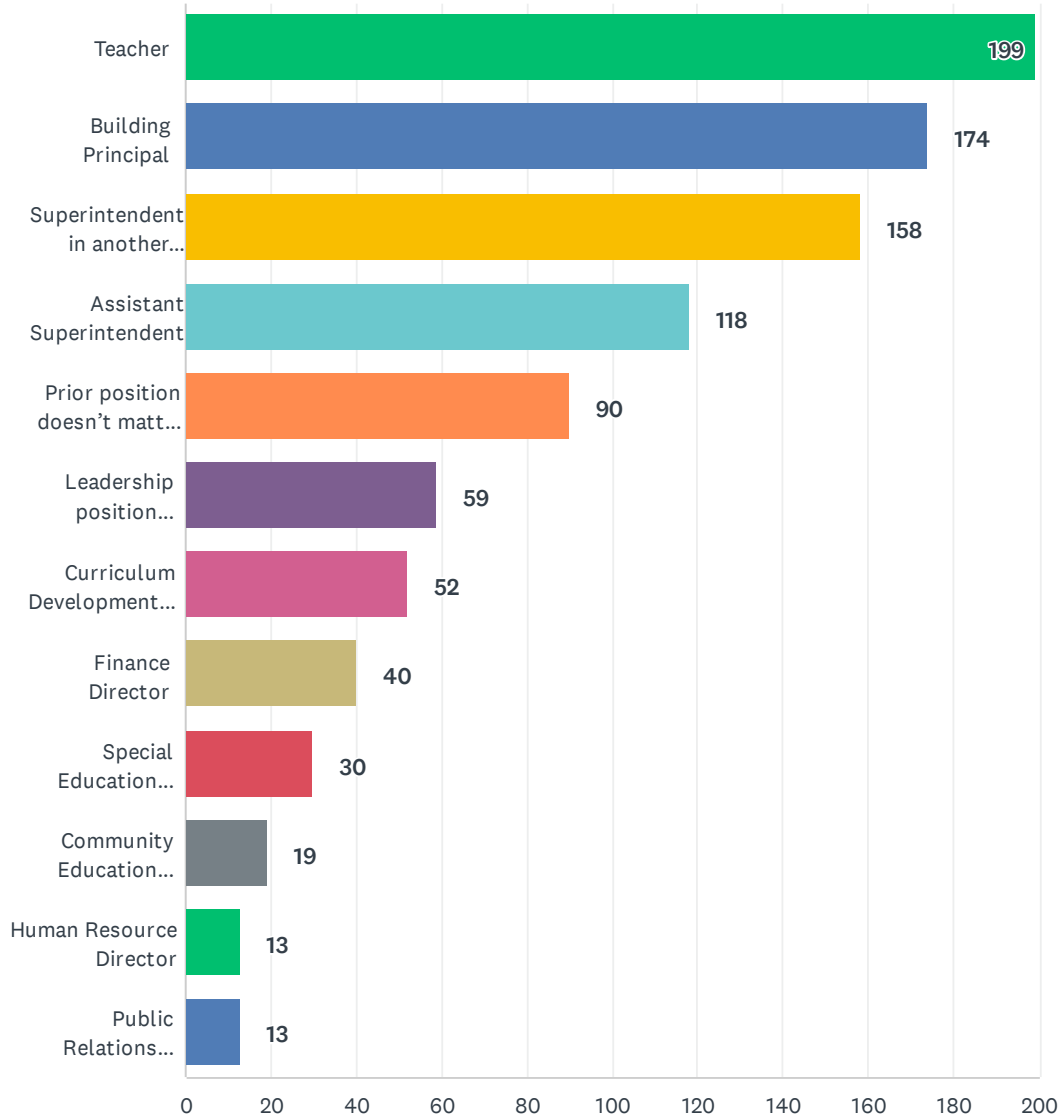
Answered: 351 Skipped: 3



ANSWER CHOICES	RESPONSES	
Masters plus administrative certification/endorsement	48.72%	171
Masters degree	21.08%	74
Bachelor degree	11.97%	42
Doctorate	10.54%	37
Specialist plus administrative certification/endorsement	6.55%	23
Specialist	1.14%	4
TOTAL		351

Q5 Below is a list of positions that superintendent candidates may have held in the past. Which prior positions do you think would prove most valuable for the next superintendent? (You may check up to THREE positions below.)

Answered: 352 Skipped: 2

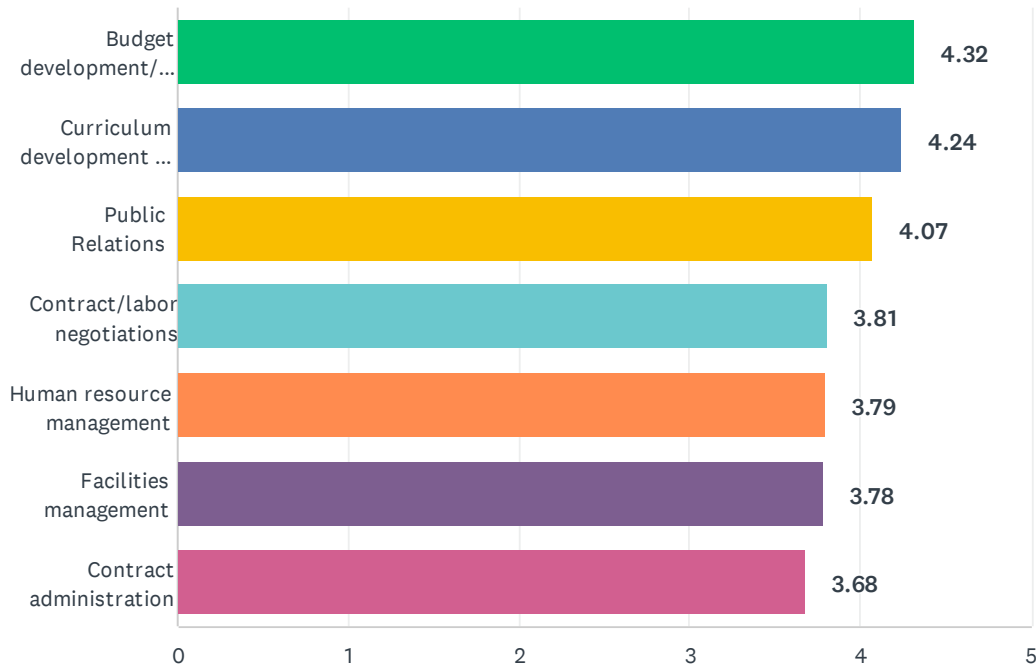


Grass Lake Community Schools Superintendent Search

ANSWER CHOICES	RESPONSES	
Teacher	56.53%	199
Building Principal	49.43%	174
Superintendent in another school district	44.89%	158
Assistant Superintendent	33.52%	118
Prior position doesn't matter that much as long as the candidate has the right skill set	25.57%	90
Leadership position outside Education	16.76%	59
Curriculum Development Specialist	14.77%	52
Finance Director	11.36%	40
Special Education Director	8.52%	30
Community Education Director	5.40%	19
Human Resource Director	3.69%	13
Public Relations Director	3.69%	13
Total Respondents: 352		

Q6 Listed below are specific areas of expertise that different superintendent candidates may possess. From your perspective, how much weight should the Board place on each area? Rate the importance of each area using the scale to the right.

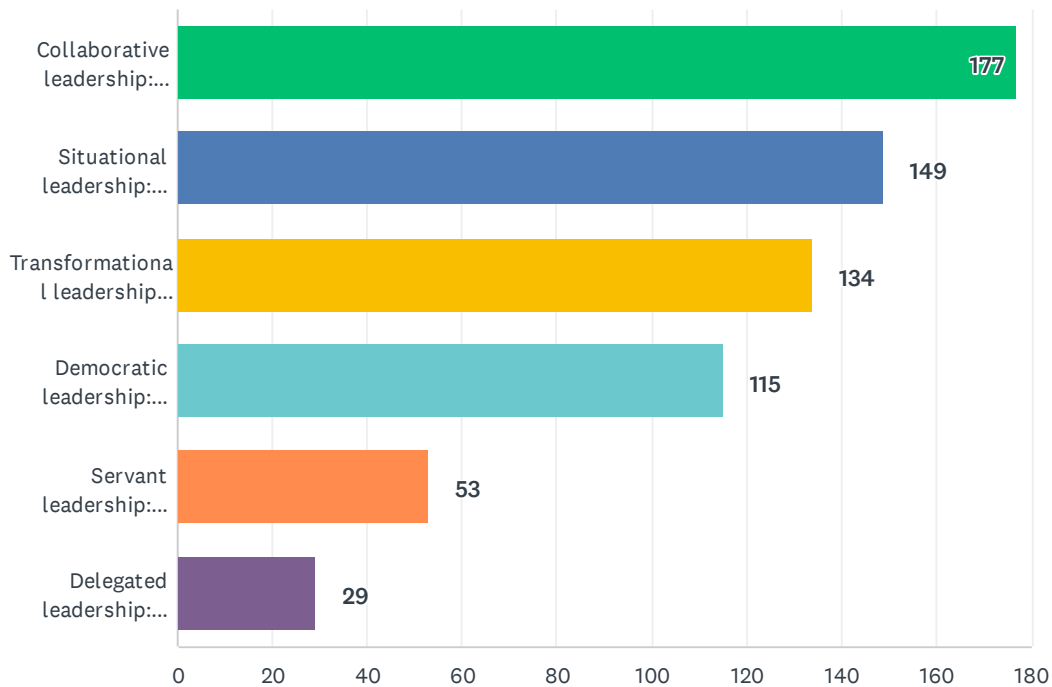
Answered: 352 Skipped: 2



	CRITICALLY IMPORTANT	ABOVE AVERAGE IMPORTANCE	OF AVERAGE IMPORTANCE	BELOW AVERAGE IMPORTANCE	RELATIVELY UNIMPORTANT	TOTAL	WEIG AVER.
Budget development/management	44.44% 156	43.30% 152	12.25% 43	0.00% 0	0.00% 0	351	
Curriculum development and evaluation	43.30% 152	39.03% 137	15.67% 55	1.99% 7	0.00% 0	351	
Public Relations	34.57% 121	42.00% 147	20.29% 71	2.29% 8	0.86% 3	350	
Contract/labor negotiations	20.92% 73	43.55% 152	32.09% 112	2.29% 8	1.15% 4	349	
Human resource management	19.71% 69	43.43% 152	33.14% 116	3.14% 11	0.57% 2	350	
Facilities management	21.26% 74	41.09% 143	32.47% 113	4.89% 17	0.29% 1	348	
Contract administration	17.82% 62	37.93% 132	39.94% 139	2.87% 10	1.44% 5	348	

Q7 Below are six different leadership style descriptions. Recognizing that a leader may employ all of these management styles in different situations and at different points in time, are there some that you think should be the dominant style for an effective superintendent? Read through the list and choose up to TWO management styles that you would like the next superintendent to employ most often .

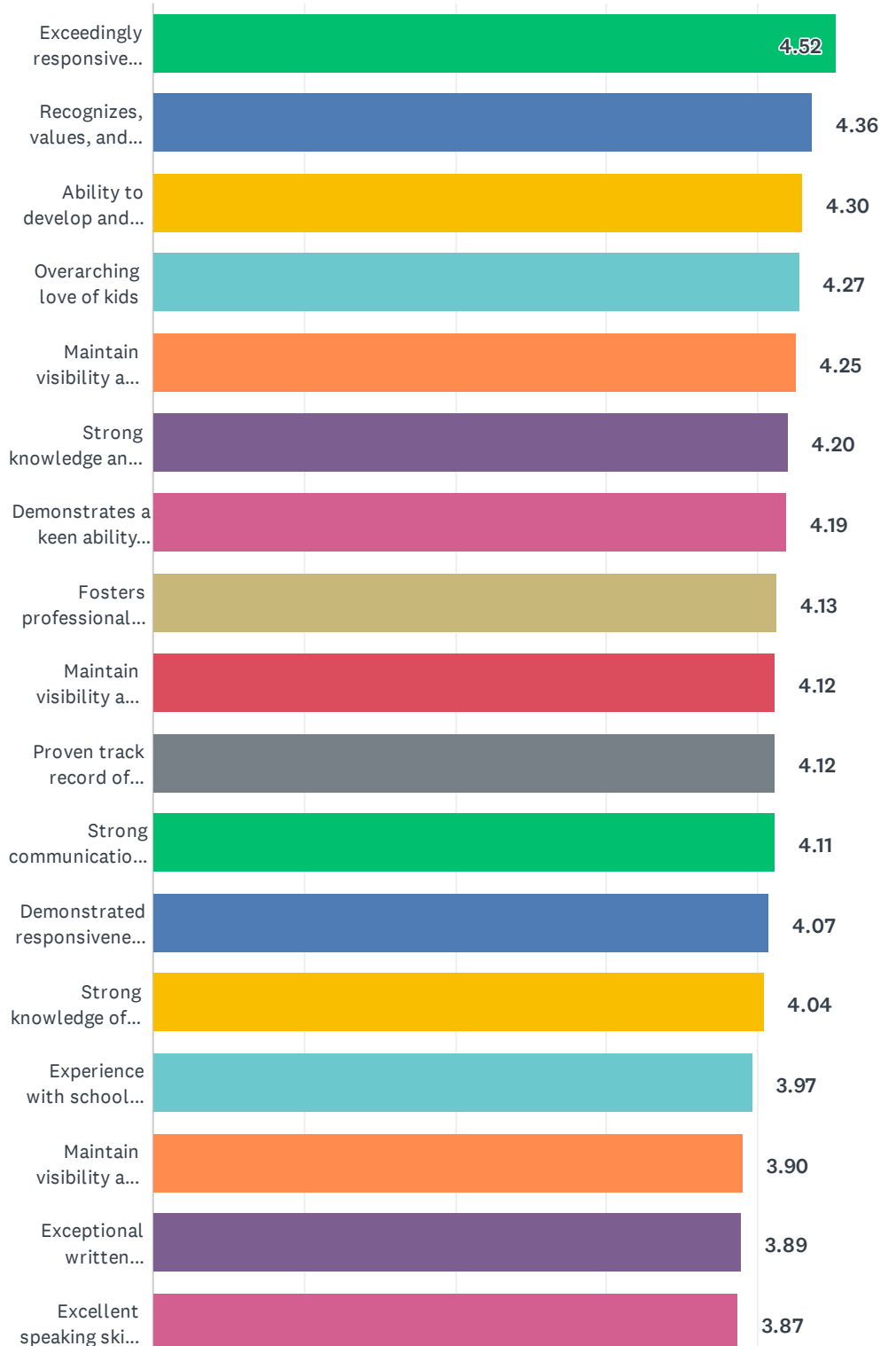
Answered: 351 Skipped: 3



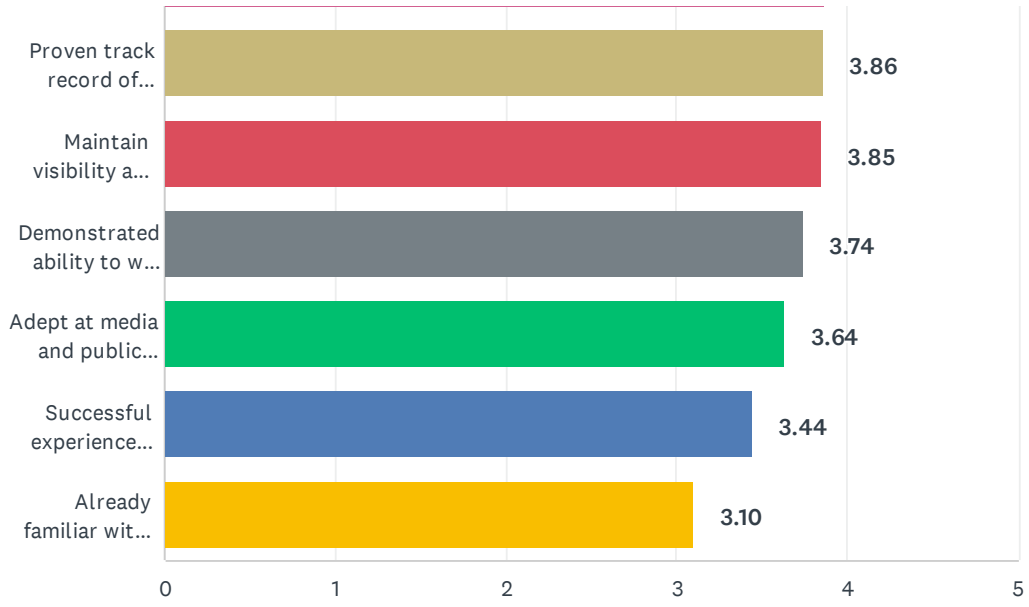
ANSWER CHOICES	RESPONSES	
Collaborative leadership: this leader leads by using consensus building and other group processes to arrive at mutually beneficial decisions.	50%	177
Situational leadership: this leader demonstrates different leadership styles depending on the situation.	42%	149
Transformational leadership: this leader inspires his or her team with a shared vision of the future.	38%	134
Democratic leadership: this leader will make the final decision but invites other members of the team to contribute to the decision making process.	33%	115
Servant leadership: this leader leads simply by virtue of meeting the needs of his or her team.	15%	53
Delegated leadership: this leader is willing to turn over responsibility for decision making and problem solving to others.	8%	29
Total Respondents: 351		

Q8 Listed below are specific experiences and skill areas that could be important when evaluating the superintendent candidates. From your perspective, how much weight should the Board place on each area? Rate the importance of each area using the scale to the right.

Answered: 352 Skipped: 2



Grass Lake Community Schools Superintendent Search



Grass Lake Community Schools Superintendent Search

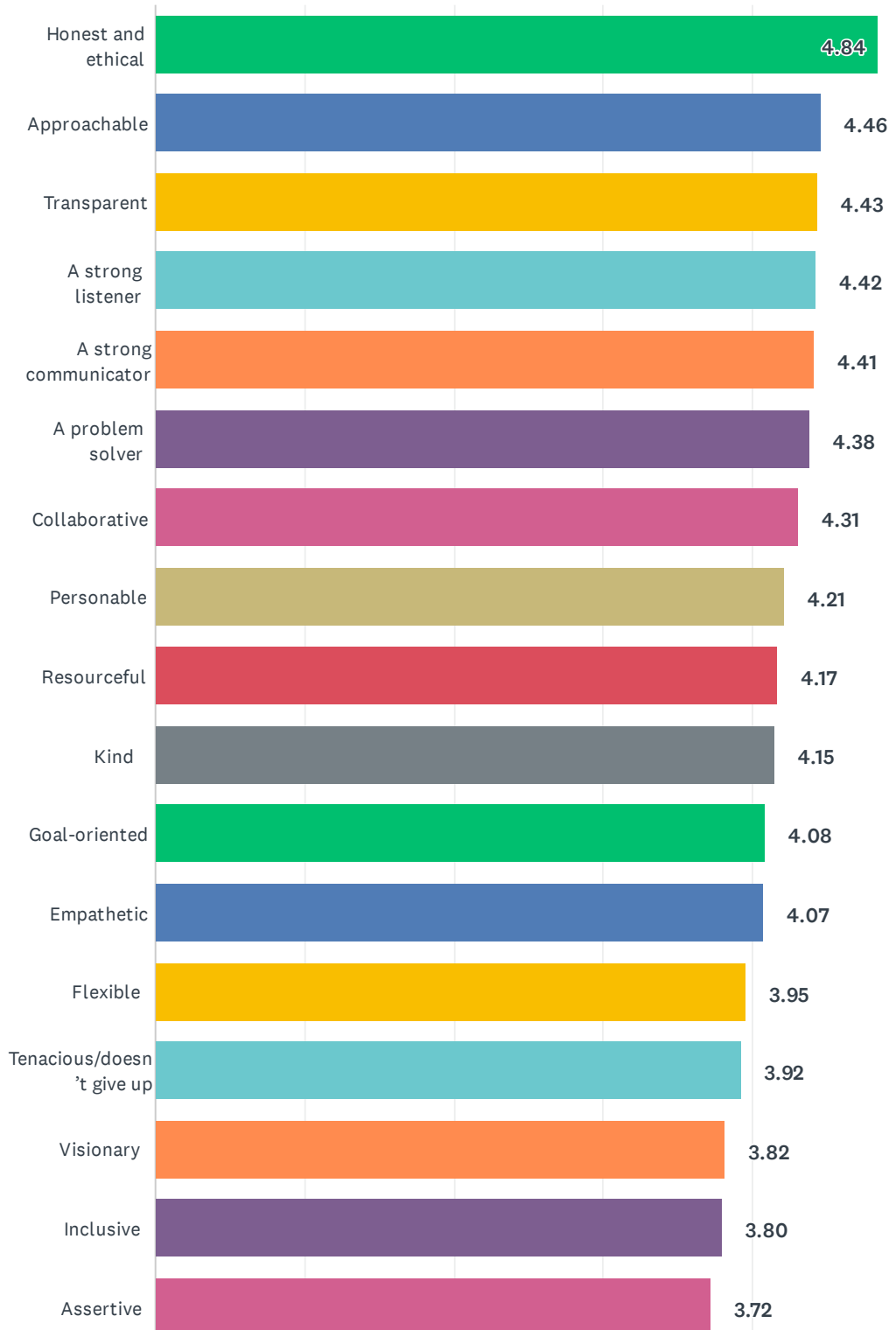
	CRITICALLY IMPORTANT	ABOVE AVERAGE IMPORTANCE	OF AVERAGE IMPORTANCE	BELOW AVERAGE IMPORTANCE	RELATIVELY UNIMPORTANT	TOTAL	WEIGHTED AVERAGE
Exceedingly responsive (follows through and follows up)	59.26% 208	33.05% 116	7.69% 27	0.00% 0	0.00% 0	351	4.52
Recognizes, values, and affirms staff members	48.56% 169	40.23% 140	10.63% 37	0.29% 1	0.29% 1	348	4.36
Ability to develop and direct an effective management team	41.67% 145	47.13% 164	10.63% 37	0.57% 2	0.00% 0	348	4.30
Overarching love of kids	48.43% 170	33.05% 116	15.67% 55	2.56% 9	0.28% 1	351	4.27
Maintain visibility and accessibility to staff	40.57% 142	44.57% 156	14.29% 50	0.57% 2	0.00% 0	350	4.25
Strong knowledge and experience with school financial matters	38.11% 133	44.41% 155	17.19% 60	0.29% 1	0.00% 0	349	4.20
Demonstrates a keen ability to think outside the box and develop creative solutions to complicated problems	38.22% 133	45.11% 157	14.66% 51	1.44% 5	0.57% 2	348	4.19
Fosters professional development of staff	32.86% 115	48.29% 169	17.43% 61	1.43% 5	0.00% 0	350	4.13
Maintain visibility and accessibility to parents	37.25% 130	40.40% 141	19.77% 69	2.58% 9	0.00% 0	349	4.12
Proven track record of raising student achievement	36.68% 128	40.97% 143	20.34% 71	2.01% 7	0.00% 0	349	4.12
Strong communication skills with School Board members	34.10% 119	44.70% 156	19.48% 68	1.43% 5	0.29% 1	349	4.11
Demonstrated responsiveness to students with learning differences	36.47% 128	37.61% 132	23.08% 81	1.71% 6	1.14% 4	351	4.07
Strong knowledge of curriculum research and deployment	30.75% 107	45.40% 158	21.55% 75	2.01% 7	0.29% 1	348	4.04
Experience with school bond/millage/sinking fund election and	29.71% 104	40.86% 143	26.86% 94	2.29% 8	0.29% 1	350	3.97

Grass Lake Community Schools Superintendent Search

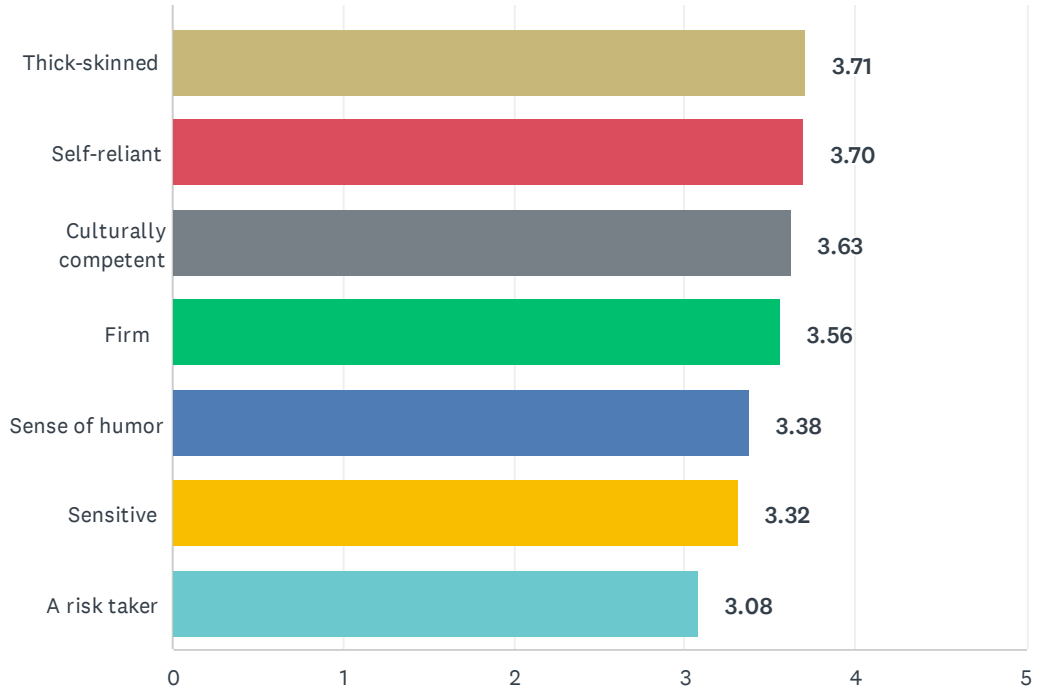
implementation efforts								
Maintain visibility and accessibility to students	32.38% 113	35.24% 123	24.36% 85	6.30% 22	1.72% 6	349	3.90	
Exceptional written communication skills	21.55% 75	47.13% 164	30.17% 105	1.15% 4	0.00% 0	348	3.89	
Excellent speaking skills with large and small groups	21.78% 76	47.85% 167	26.65% 93	2.87% 10	0.86% 3	349	3.87	
Proven track record of active advocacy for public education	27.01% 94	39.94% 139	27.01% 94	4.02% 14	2.01% 7	348	3.86	
Maintain visibility and accessibility to the broader school district community	23.56% 82	43.68% 152	27.59% 96	4.60% 16	0.57% 2	348	3.85	
Demonstrated ability to work with elected officials beyond the School Board	21.94% 77	37.61% 132	35.33% 124	2.85% 10	2.28% 8	351	3.74	
Adept at media and public relations	14.04% 49	41.83% 146	39.83% 139	3.15% 11	1.15% 4	349	3.64	
Successful experience working with diverse communities	15.47% 54	30.09% 105	41.83% 146	7.74% 27	4.87% 17	349	3.44	
Already familiar with the district	14.37% 50	20.40% 71	39.08% 136	13.22% 46	12.93% 45	348	3.10	

Q9 Listed below are personal characteristics that different superintendent candidates could possess. From your perspective, how much weight should the Board place on each personality characteristic when assessing each candidate? Rate the importance of each using the scale to the right.

Answered: 348 Skipped: 6



Grass Lake Community Schools Superintendent Search



Grass Lake Community Schools Superintendent Search

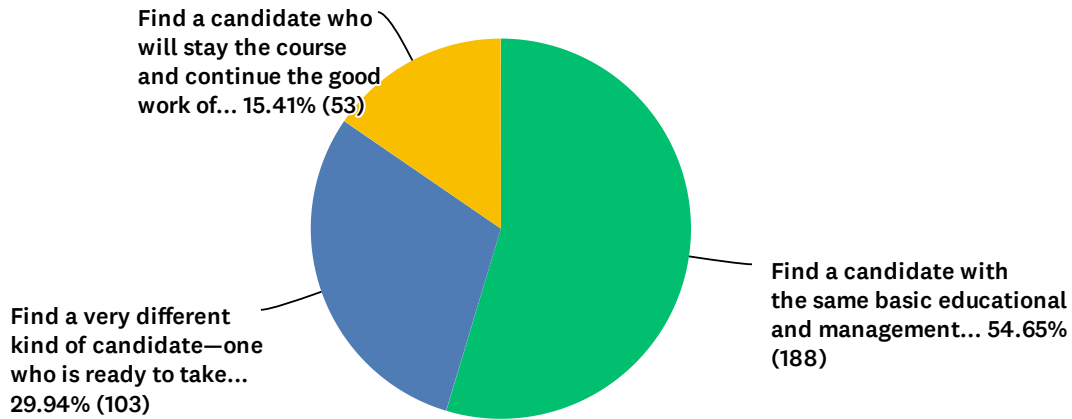
	CRITICALLY IMPORTANT	ABOVE AVERAGE IMPORTANCE	OF AVERAGE IMPORTANCE	BELOW AVERAGE IMPORTANCE	RELATIVELY UNIMPORTANT	TOTAL	WEIGHTED AVERAGE
Honest and ethical	86.17% 299	11.82% 41	1.73% 6	0.00% 0	0.29% 1	347	4.84
Approachable	57.64% 200	31.70% 110	10.09% 35	0.58% 2	0.00% 0	347	4.46
Transparent	53.89% 187	35.73% 124	9.51% 33	0.86% 3	0.00% 0	347	4.43
A strong listener	51.87% 180	38.62% 134	9.51% 33	0.00% 0	0.00% 0	347	4.42
A strong communicator	50.00% 174	41.09% 143	8.91% 31	0.00% 0	0.00% 0	348	4.41
A problem solver	45.40% 158	47.99% 167	6.03% 21	0.57% 2	0.00% 0	348	4.38
Collaborative	45.98% 160	40.23% 140	12.93% 45	0.86% 3	0.00% 0	348	4.31
Personable	39.37% 137	43.39% 151	16.38% 57	0.86% 3	0.00% 0	348	4.21
Resourceful	37.10% 128	44.06% 152	17.10% 59	1.74% 6	0.00% 0	345	4.17
Kind	39.77% 138	38.33% 133	19.88% 69	1.44% 5	0.58% 2	347	4.15
Goal-oriented	33.62% 116	44.06% 152	20.00% 69	1.45% 5	0.87% 3	345	4.08
Empathetic	35.45% 123	38.90% 135	23.34% 81	1.73% 6	0.58% 2	347	4.07
Flexible	25.36% 88	46.40% 161	26.51% 92	1.44% 5	0.29% 1	347	3.95
Tenacious/doesn't give up	26.51% 92	42.07% 146	28.53% 99	2.31% 8	0.58% 2	347	3.92
Visionary	23.34% 81	40.92% 142	30.55% 106	4.32% 15	0.86% 3	347	3.82
Inclusive	28.74% 100	33.33% 116	31.61% 110	2.01% 7	4.31% 15	348	3.80
Assertive	16.52% 57	43.19% 149	36.23% 125	4.06% 14	0.00% 0	345	3.72
Thick-skinned	24.06% 83	33.91% 117	33.91% 117	5.51% 19	2.61% 9	345	3.71
Self-reliant	17.87% 62	43.23% 150	31.41% 109	6.34% 22	1.15% 4	347	3.70
Culturally competent	20.75% 72	32.85% 114	38.62% 134	4.32% 15	3.46% 12	347	3.63
Firm	13.01% 45	39.02% 135	40.46% 140	6.36% 22	1.16% 4	346	3.56
Sense of humor	15.56% 54	26.80% 93	42.94% 149	9.22% 32	5.48% 19	347	3.38
Sensitive	12.68%	25.65%	46.97%	10.09%	4.61%		

Grass Lake Community Schools Superintendent Search

	44	89	163	35	16	347	3.32
A risk taker	6.34%	20.17%	54.47%	13.54%	5.48%		
	22	70	189	47	19	347	3.08

Q10 In choosing the next superintendent, which path or strategy below do you think the Board of Education should take? (Choose ONE answer.)

Answered: 344 Skipped: 10



ANSWER CHOICES	RESPONSES	
Find a candidate with the same basic educational and management philosophy as the current administration, but who can make some necessary changes	54.65%	188
Find a very different kind of candidate—one who is ready to take the district in a significantly different direction	29.94%	103
Find a candidate who will stay the course and continue the good work of the current administration	15.41%	53
TOTAL		344