

Stakeholder Input Report for

Lynchburg City Schools

Lynchburg, Virginia

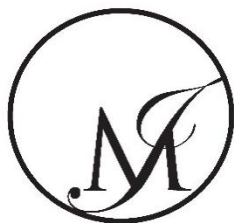
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Lynchburg School District Executive Summary of School/Community Input Groups for Superintendent Search

McPherson & Jacobson consultants Dr. Debra White and Dr. Chris Lowder conducted meetings with district and community stakeholder groups on February 3, 4, 5. Engaging with twenty-one different groups associated with Lynchburg City Schools provided input from many individuals across the school system and local community. In addition, Dr. Ralph Ferrie conducted virtual meetings with Board members, City Councilmembers, the Vice-Mayor and the Mayor. All of the input regarding the selection of a new superintendent for Lynchburg City Schools is outlined in the executive summary, including consistent themes and ideas. They represent input that was consistent to all or most of the groups and could be considered to have broad support. The groups are categorized so as to report what each group shared with the consultants as it was emphasized during the meetings that comments made by individuals or small groups will not contain reference to specific individuals or positions who shared their comments during each session. The complete list of feedback by group is recorded within this document.

Additionally, the team will report out regarding the respondents to an online survey that was available to stakeholders once the survey closes on February 13, 2025. Responses to the survey will be included in the final document once the survey is closed and the responses are recorded.

The Lynchburg Board of Education should be commended for the willingness to conduct these shareholder input strategies and the online survey to ascertain what the school community believes to be important regarding the selection of the new superintendent and the future of the district.

OVERALL THEMES

1. What makes your community a good place to live?

- **Geographic Location.** Lynchburg City Schools is located in a beautiful area including proximity to the mountains and reasonable distance to the beaches. The residents in the area benefit from experiencing all of the seasons. The abundance of nature surrounding the city encourages a well-balanced lifestyle that includes the enjoyment of recreational activities. A family-oriented place that offers the warmth and feel of a small town with easy access to larger cities.

- **Resources.** A great healthcare system, colleges, and universities provide services and employment opportunities for families. The downtown area is growing to include wonderful restaurants, and a vibrant ARTS and Theatre culture. Small businesses and non-profits add value to Lynchburg in ways that families can enjoy access to needed resources.
- **Family-Oriented.** People are very helpful and friendly. Lynchburg is a great place to raise children. There is a feeling of safety in the community. There are lots of churches in the area.
- **The city and region are experience an influx of jobs and opportunities as a result of the expansion of the nuclear and manufacturing professional jobs.**

2. What makes this a good school district - for students and staff?

- **College and Workforce Preparedness.** Students have opportunities through Early College, CTAE, AP courses, and STEM Programs to prepare for success after K12.
- **Small Class Size.** Students and teachers enjoy smaller teacher/student ratios which allow for more personalized instruction.
- **Innovation.** Students have access to The Beacon of HOPE, Futures Programs, and Governors' School to ensure preparation for the next step in life.
- **Extra-curricular activities.** Foreign Language, the Strings Programs (starting in elementary school), the ARTS, and Sports programs give students a strong sense of belonging. An activity bus and snacks are provided to transport students home after clubs and extra-curricular activities if needed.
- **Teacher commitment.** Teachers and administrators are dedicated to the students. Teacher longevity as evidenced by students who go on to become employees in Lynchburg City Schools are now educating their children in the system. Administrators support the teachers. Teachers support each other.

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- **Local, State, and National Politics** are a major challenge for the school system. The perception is that the relationship between the city council and the school system is not a good relationship and needs to be nurtured.
- **Perceived lack of common vision and mission** from the school board and the superintendent. The new superintendent, along with the board, needs to create a clear strategic plan, a clear facilities plan, and a plan to address the possible closure of schools. The perception is that there is a lack of a clear plan and a lack of communication about what plans are in place.
- **Teacher turnover.** The perception is that teachers are leaving the district because pay is not competitive, there is a lack of consistent discipline, and there is strong competition from private schools and home schooling.
- **There is an achievement gap.** Most groups stated that the demographics of the school system do not reflect the demographics of the community. The school system

is significantly poorer than the community and that there is a very significant achievement gap that has existed for a very long time.

- **Transportation.** The perception is that the transportation department is understaffed and cannot provide transportation without creating a very unpopular bell schedule.
- There must be an emphasis on the improvement of academic achieve, student discipline and student attendance rates.
- There must be significant improvement in communicating all of the positive aspects and achievements of the district to the parents/guardians, community at-large and the City Council.

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- There are many personal qualities the superintendent should possess to be successful in Lynchburg. Visibility was stated by every group that we gathered information from including the student groups. Additionally, the groups stated someone who is honest, ethical, transparent, and empathetic.
- The new superintendent also must work well with the city council and with the school board. The groups stated the superintendent had to be assertive and brave but also be able to compromise and work with others.
- The new superintendent also needs to be a very effective communicator with and “open door policy.” The community would also like someone who will be in Lynchburg for a long while and will be invested in the community.

Stakeholder Input
Reported as received from each Stakeholder Group During Virtual Meetings

Board Members

1. What makes your community a good place to live?

- A diverse community
- Colleges and universities in the city and region
- Healthy business community
- Manufacturing in the area
- A majority of the people have lived in Lynchburg all their lives so there is excellent knowledge of the city and the area
- There is a genuine concern for the well-being of the residents
- The Beacon of Hope and the Jubilee Center
- There are many community service organizations in the city
- A reasonable cost of living
- Excellent location – close enough to major cities beaches and the mountains
- Nice people and relatively crime free
- Housing market is affordable
- Symphony and other arts opportunities
- City/small town feel
- Excellent recreational programs in the city
- Wonderful location for individuals who enjoy the outdoors
- Many exceptional walking trails
- There is a great deal of opportunity as related to the nuclear industry
- BWXT is bringing in 500 new jobs in the nuclear industry to include opportunities such as engineers and manufacturing
- Liberty University – largest employer in the city
- There are many significant shared services opportunities that must be examined and implemented with the city

2. What makes this a good school district - for students and staff?

- The district tries to meet the needs of a diverse student population
- Career and technical programs
- Competitive athletic programs
- Arts programs to include strings in the elementary schools
- New special education director – new ideas to address special education students' needs
- Good teachers throughout the system
- Variety of extra-curricular programs
- District provides the students with the opportunity to grow
- Non-political school system

- Community supports the school system
- Excellent parental involvement in the schools
- Many non-profit organizations throughout the city that partner and support the schools
- Food for Thought organization, Big Brother/Big Sister – mentor programs
- Workforce development support
- Excellent CTE/trades programs
- Beacon of Hope program supports summer paid internships

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

Board of Education Members

- The competition of the private schools in Lynchburg – wealthier students leave the district to attend the private schools
- Lower socio-economic students remain in the public schools – discipline issues tend to exist with some of these students
- Covid – loss of academic skills – close the gaps that were created during Covid
- Maintaining an exceptional teaching staff – loss of teachers to private schools or due to lack of trust
- Facilities are an issue – aging facilities, declining enrollment, potential need to close some schools
- Budget development – must be an improved relationship with the City Council
- New mayor and vice-mayor – development of positive relationships with the City is important
- The challenge of getting to know the city well and to learn what the community expects in its next superintendent of schools
- Know what is in the best interest for all students
- Superintendent must bring people together as a team
- Must improve the academic standards throughout the district
- Enforcement of the new discipline policies in a consistent manner
- Ensure that all administrators and school level leaders are effective
- Must improve communication about the positive accomplishments of the schools and district to the community
- Consolidation of the schools is a goal
- Parent/guardian accessibility to the schools (distance) when issue arise such as disciplinary situations
- The alternative school is fractured and located at different sites – requires personnel to travel when situations develop
- Budget development and ensuring that the resources necessary to meet the needs of the students are secured
- Work successfully with the city council to address the aging infrastructure of the buildings throughout the system

Council Members, Mayor and Vice-mayor

- Literacy – children are being left behind regarding literacy and their reading skills
- The declining enrollment
- Significantly improving the academic standards throughout the system
- A major concern is the discipline issue throughout the system
- The lack of a public-school pre-school program – must work with the city regarding the city’s pre-school program
- Truancy is a big issue in the district
- Examine potential efficiencies
- Teacher attrition from the school district – determine why teachers are leaving the district
- Students who do not attend the public schools – determine why students are not attending the public schools, why are they leaving after elementary school or after middle school
- The development of a culture that values academics and school discipline/behavior
- The challenge regarding the council providing appropriate funding to the district to support its programs
- The council has shifted politically to become significantly conservative and the superintendent must have the skills to maneuver appropriately within the political environment

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Someone who has experiences outside of education who can look at the system and develop creative approaches to solve issues and problems
- Good managerial skills
- Understanding of organizational behavior and structure
- Develop a respectful relationship with the Board
- Excellent board relationships
- Honest
- Someone who will not attempt to manipulate and control the Board
- Someone who is open and willing to question and listen
- Visibility throughout the community
- Understanding and respect for the variety of opinions that individuals express
- Someone who is knowledgeable in the field of education
- Knowledge of Lynchburg is important
- Must be a strong leader with excellent communication skills
- Not an individual who is a “showman”
- Must gain a full understanding of board of education policies and enforce these policies in a consistent manner
- Not only an excellent educator however also a great manager
- Willing to implement board policy consistently and with fidelity
- A genuine superintendent with exceptional character

- An individual who demonstrates that he/she cares about the school district and its students
- An individual who has an understanding regarding the variety of backgrounds that the students come from throughout the city

Council Members, Mayor and Vice-mayor

- Transparency
- Budget – communicate specifics regarding the budget so the Council has a clear understanding of all budget expenditure
- A great communicator
- Someone with the courage to push back on certain political trends
- Someone who is willing to hold the principals accountable as related to implementing the Board policies such as the discipline policy
- Truancy is a huge issue – far too many unexcused student absences
- An educational leader that values technical education, one that has a positive track record in school-to-work programs
- Someone who understands how to work effectively within a diverse, small city environment
- An individual who understands how to showcase the positive aspects of the district

Stakeholder Input
Reported as received from each Stakeholder Group During In-Person Sessions

Central Office Staff

1. What makes your community a good place to live?

- Many churches
- Beautiful place to be
- Very diverse
- A lot of resources-like mental health and community partners
- Good economic foundation -engineering and resources
- Family oriented-things to do with family-good place to raise kids
- Never run out of good restaurants to try
- Community is very supportive-sporting events and alumni are very supportive

2. What makes this a good school district - for students and staff?

- Good for students because people are 100% committed to the students
- I love LCS-I had a great experience and both of my kids are thriving here
- People are amazing
- Activities after school like sports and bands-very pleased when they could learn violin-activities-this is part of preparing kids for the future-love the CTE program-competitions etc.
- Diverse program of CTE and different tracks that students can participate in
- Staff-we try to keep current-keeps them updated and qualified
- Christmas vacation...
- The schedule is good and people like that schedule
- We are pretty flexible when we need time off or go pick up children-family oriented
- We have seen a willingness to embrace change and be current
- Open environment to speak and give feedback

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Economic challenges a lot of students face and home life
- Behaviors that cause students to fall through the gaps
- Falling through with behavior and with academics
- Accountability-all the way to the top
- 360 evaluations need to be done so all voices will be heard
- Very active municipality-all that you do is visible -you will be held accountable
- You will be scrutinized and people will know about it
- You should have an efficient communication plan

- We need consistency-there has been a lot of change so we need consistency in decision and keeping students at the forefront
- Students want to be heard and students want to feel safe at school
- Mentally and socially safe at school
- Know how much student loss we have -we have lost a lot to gun violence in the community
- Also, a lot of domestic violence
- Students are having a hard time with the workload -transitions from 4 periods a day to 7 periods a day
- Transportation department-they get passed on the bus and have to walk far-it has been very choppy
- A lot of parents are choosing private schools-make sure we advertise the good so people won't choose private -make people aware of what is good
- Population has dwindled some and private schools are prominent

4.What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Assertive but lead with care and empathy
- Eager to learn about the community
- Motivated and to have high performance of the school district
- Monitor the reputation of the organization
- Organizational leadership and learning how to manage the organization
- Willing to get into all of the schools and get their hands dirty
- Being willing to see what people are struggling with also
- See what is going on everywhere-see it with your own eyes
- Visibility
- Leadership with open door policy
- Communication at all levels
- Measure the achievements and control-be proactive not reactive
- Time for corrections
- Human capital is extremely important
- Everybody being on the same page for what the goals are in Lynchburg
- Committed to follow through-can't lose the details
- Measuring it for effectiveness
- "hands on" with the students in the schools
- That level of going to everything that is going on
- Anything else?-Important that they take professional development seriously-all people are trained on a regular basis
- It takes a village-need to be very connected
- Put systems in place
- Survival of the fittest-a super that cares about the entire student body
- All kids to be seen and understood

Directors/Supervisors, Deputy Superintendents, Principals

1. What makes your community a good place to live?

- Geographic location – central VA area
- Get all the seasons, beach, mountain
- Beautiful City
- Great place to raise a family
- Small community with lots of support
- Proximity to colleges
- Great interaction with community
- Easy to reach out to community agencies – supportive of kids and school system
- Low tax rate
- Lots of community support – donations, foodbank , people help each other
- Recreation activities – close to the mountains
- Transportation to airport
- No major highways – don't get people just passing through-it's a destination
- Family oriented community
- Access to resources, healthcare system
- Colleges and universities
- Much interest in revitalization of Lynchburg and addressing safety concerns
- Small town but close to large cities
- Good quality of live
- Nature resources close to the mountains
- The diversity
- The people
- It's a growing area
- It's a beautiful place
- Wedding planner stuff has really increased
- More than Liberty university
- Convenience of the city coupled with some country living, having privacy in the neighborhood while also having access to stores and other resources
- Not so big that you got lost, and not so small that you know everyone
- Having higher education that's invested in public school education
- Liberty University draws people to the community
- Have to know who to trust because the community is so small
- Very interesting city with a focus on the Arts
- Family oriented place to live
- The geographical landscape including oceans and mountains
- Diversity is its strength
- Small city but has everything that a large city has
- The whole city is invested in the school system
- Opportunities are stellar – caters to every child

- Not too big that you can't get to know students on a personal level
- Have a unique opportunity to get involved with the school system
- The community wants to help
- ARTS and Sports and college

2. What makes this a good school district for students and staff?

- Lots of opportunities for students- Early College, CTAE, Workforce
- Great food
- Supports for students
- Vibrant art culture for middle and high school students
- Mission statement – every student by name and by need
- The people
- Support from the community
- Student centered
- Programs and grant opportunities
- Support for staff members – mentoring program
- HR recruiting and support for new teachers – innovation
- Hard work in HR personnel to make programs work
- Offer variety of opportunities
- 1 on the only school divisions offering a strings program starting in kdg
- Emphasis on the arts programs throughout the district
- People care very deeply about the district – cultural hub
- Generational pride within the district – employees who were educated in Lynchburg now educating their children here
- CTAE
- Partnerships with businesses and organizations
- Academy center for the Arts
- Grants that offer opportunities to learn about the James river and surrounding historical and cultural resources
- Diversity through the system and community
- Staff are supported and include staff voice in decision making
- Diversity of students makes Lynchburg a great place for staff
- Broad course selection – more AP course offerings than any other neighboring systems
- Wrap around support
- Stability in the school district
- Offerings to students are unheard of
- Strings program
- Beacon of hope scholarship
- CTE offerings
- Thriving middle school sports programs
- Really good size-small enough to be known

- Tiered behavior approach to support all students
- Shared district coaches
- Strings Program – Violin
- Very unique – each school is different offers lots of innovation and opportunities
- Variety of opportunities as you transition from 1 level to the next
- College preparedness
- Beacon of HOPE
- Recognize needs and dreams of students and provides a track for success through internships
- Ability to tap into passions or interests that you may have – like STEM
- The focus is on children
- Getting better with salaries
- Having teachers and leaders who have been here for long time investing in the district and students
- Strong LEA, who are investing in the school system
- Opportunities and support for kids – system meets students where they are
- AP courses, dual enrollment courses, sports, CTE – dental and pre-med track
- Teaching staff including younger people who stick around even though pay is low
- Those who stay here truly are committed, love the students and want to help those who need help
- Connections between schools, school leaders feel they can call on each other at neighboring schools
- Small schools especially elementary there are 11 elementary schools
- Different cultures

3. What are the issues that a new superintendent needs to know about if he or she is going to be successful as he or she comes into the district?

- Political atmosphere of the city (Lynchburg)
- Financial challenges – impact on programs and initiatives, and people
- Building challenges – facility issues – keeping buildings up to date
- Effectively communicate budget needs
- Incredible amount of turnover in central office leadership
- States new accreditation process – schools getting used to new process
- Lynchburg becoming a childcare desert, 38 new pre-school students, the school system does not have adequate provisions
- Tremendous need for pre-school students
- 2 schools pending closure
- Excessive amount of non-certified teachers, need on the spot support
- Poverty level within the school, while the city/community poverty higher
- Community Violence – knowing there is a connection between what happens in the community and students in the schools

- Mental Health issues (for staff also)
- Zoning – how communities are bleeding into schools - apartments being build
- Inconsistencies of policies and policy implementation
- Quality of schools – equity and equality
- PTOs difference
- Movement of students from one school to another
- City Council that actively campaigns against funding for the public school system
- Political landscape will be challenging
- Relationship with the City Council
- Inexperienced city council members and knowledge of public educational issues
- Board refused training and the adoption of board norms
- Know how to navigate relationships with board and city council
- Heavy level of politics impacting the system
- Demographics of system do not match the demographics of the community
- Culture surveys-not used to make conditions better
- People don't feel like they are being heard
- Politics between city council and school board
- Stay for the finish
- Budget concerns and lack of competitive pay
- Salaries
- Improve the culture of the school system
- Politics – knowledge of things happening in the community
- People are very left or very right (2 camps) no middle
- Will have to advocate for children and children's needs
- Knowledge of the needs of children
- The system is really dysfunctional
- The board is dysfunctional – needs to pull together
- The system needs more clarity
- Needs collaboration
- Connect with the boots on the grounds
- The system is disconnected-needs a clear mission and vision
- Turnover is not because of the kids
- Central office staff need to work more efficiently and effectively together, it's hard to get answers,
- The organization and communication needs to be reviewed for improvement
- HR needs improvement in getting things done for new hires
- Plans for shutting down schools are really bad, no plans are communicated about decisions
- Systems maintenance need to happen
- Very polar community
- Very political community
- A zip code community – haves and have-nots
- City council issues will need some bridge building
- People perceptions are negative about the school

- Lack of trust from the school board and city council
- Transportation issues
- Long term suspensions
- Financial waste
- No plans for systems

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Good communication
- Wisdom, judgement, and discernment
- Background with school renovation
- Background as a teacher
- Appreciation of the need for the holistic health of students
- Strong leadership skills
- Good decision maker
- Not intimidated by the political structure, knowledge of the job
- Steady, not easily rattled
- Transparent
- Leadership capacity during tough times
- Background that is rooted in education because Superintendent Represents the system in the community with non-educators
- Knowledge of Virginia educational system
- Cares for people – employees, students, staff – all
- Don't get caught up in political agenda
- Ensure good communication between admin and teachers – top to classroom
- Accessibility to the Superintendent and visibility
- Have a good working relationship with the departments
- Communication with parents
- Trustworthy
- Honest
- Owns decisions
- Willing to work – get hands dirty
- Getting resources to employees have what is needed
- Wants supt who shares belief that Lynchburg needs to move forward and be the best
- Follow through with needed change from start to finish
- Sustainability of best teaching methods and practices
- Awareness of facility needs – maintain buildings
- Needs someone from the outside of the system – fresh ideas
- Open communication
- Good with public relations
- Someone who can impact change

- Someone who sees the deputy supt. Level as an integral part of the organization – recapture a team approach
- Classroom teacher or administrator
- Students need to be first
- Fiscally responsible and showing that to city council
- Great communication
- Wisdom
- Innovative and out of box thinker
- Instructional leader
- Bold and confident to represent
- Trust
- Must be able to listen and hear the needs of students and teachers
- Must be clear on what to do and why we are doing it
- Great communicator
- Relationship builder
- Be authentic
- Proven track record
- Has been a building principal
- Transparency
- High levels of communication
- Put systems in place
- Visionary
- Don't go with the wind
- Be proactive instead of reactive
- Good listener of ideas
- Able to set and model expectations
- Able to navigate the school board
- Needs a vision that is communicated to everyone
- Be willing to learn about the school system – teachers who have been her for a long time or those who have worked at all school levels
- Dedication and committed to Lynchburg
- Invested in the school system
- Passionate about the students
- Someone who loves the students
- Someone who knows how to look at achievement gaps
- Someone who knows instruction
- Someone who has principal experience
- Someone with multi-level school experiences
- Humility – willing to ask and listen
- Has a real vision and ability to organize and structure the division
- Recognize that the system/division exists to serve the schools, not the other way around

Lynchburg Education Association (LEA)

1. What makes your community a good place to live?

- Great place to raise a family
- Safe place
- Divisions among socio-economic groups
- Not a lot of negativity like some major cities
- Great place to start a career and raise a family
- Very friendly place, family oriented
- Beautiful, outside activities - trails
- Is a growing community, business is moving in
- Very welcoming and friendly
- Great theatre in the downtown and schools, very arts-friendly
- Lots of history in school system
- Opportunities for students
- Lots of potential
- Rich diversity in the community
- Good partnership – Beacon of Hope
- Partnerships between businesses and community

2. What makes this a good school district - for students and staff?

- Lynchburg schools offers lots of programs – foreign languages, arts etc.
- Diversity among students, they work with each other
- Lots of sports opportunities, arts programs – middle school football – extra curricular
- Staff makes Lynchburg a good school district
- Constantly looking for a better way to do things
- Working in Lynchburg makes you a better teacher
- The teachers in Lynchburg make it a good school district
- Wide variety of courses

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Teacher turn-over, people leaving
- Once upon a time, Teachers felt valued, not anymore
- Teachers feel like the bar for students has been lowered, while standards for teachers are rising
- Covid allowed us to move students along without meeting the standards – lack of accountability for students
- Leadership may have been afraid to hold the line on passing rates for students because of backlash

- Teachers want to feel supported and not afraid
- Top-down decisions make it difficult for teachers to get the best results from students
- Need a simplified process addressing bad behaviors that students can understand
- Support for special education staff
- High Turn-over of staff
- Low number of teachers motivated to apply to work in Lynchburg
- Teacher pay is an issue
- Transportation is very challenging – perception that things are not fair,
- Student Discipline
- Need consistency with discipline
- Student attendance and apathy
- Vapes and marijuana in the school (these things are not being dealt with)
- Restorative practices – new in Lynchburg
- Alternative schools are too small to handle behavior and mental health issues
- Used to have an alternative center that really worked, students returned to schools with much improvement
- Safety among employees – free to bring problems
- Workload for teachers
- Invest in staff instead of programs
- Making sure that raises go into the check instead of healthcare costs
- Recognize the workday hours and be a champion for work life balance

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Needs ability to identify talent
- Work life balance
- Someone who has worked in public school before
- Strong on discipline
- Has at least 10 years of experience working with students prior to becoming a Superintendent
- Have a strong relationship with the staff -visibility
- Strong understanding and support of Special Education Program
- Supports collective bargaining
- Is willing to visit classrooms and sites
- Communicates well with staff
- Hires qualified personnel
- Need staff buy-in
- Has experience and knowledge of both elementary and secondary

Elementary Teachers

1. What makes your community a good place to live?

- Moved here for community-warm and welcoming place to be-cost of living is fair
- Growth in the community
- More happening-revitalizing downtown
- Economic growth

2. What makes this a good school district - for students and staff?

- Not a good school system for students
- Kids work all day long
- Kindergarteners -unless they are prepared
- Student course offerings
- Not as prepared for college tracks
- Sports and activities
- Secondary-generational pride-fading but still a plus
- Exceptional teachers-excellent people doing that
- Creative teachers-that do creative things in classroom
- Have to do what is right for us
- Medical is better than surrounding districts
- Pay is less and should be more competitive
- Need experienced teachers
- Losing experienced teachers
- Economic issues that are prevalent
- Supportive colleagues and good environment
- Blue ribbon school is positive
- School leadership
- Been here and want to be part of the district

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Curriculum and Instruction -teachers are not a part of it and there are too many people there that get paid too much
- -lots of turnover
- No elementary people in C and I
- Organization for that is not skewed to elementary
- Behavior and attendance are real problems
- Inconsistency in attendance and discipline
- No consequences
- We need a behavior person in every school
- Understaffed for special education

- Not cost competitive-more money and less issues
- Teacher pay not competitive
- Experienced really doesn't get paid well
- Behavior is a real problem
- Behavior and truancy
- They are asking us to handle those the exact same way
- Teach people to be good people
- Worst behavior-just not being openly rude all day long
- Crutches they lean on-they can do whatever they want
- School system is representative of the community

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Integrity
- Bravery
- Apolitical
- Classroom experience
- Managerial experience
- Someone who asks for teacher input
- Good manager of people
- Visible-come to the building and keeps coming
- Invested and consistent
- Needs to be fresh eyes from outside the district
- Love less emphasis on technology
- Took the whole Tech department away
- Required to give a tech grade
- Need a higher level of support
- No tech people for Professional development-need support
- IT problems
- In shambles at the top

Elementary Teachers

1. What makes your community a good place to live?

- Small town
- Culture activities and opportunities
- Universities
- Community support the school district
- Access to big city life

- Transportation through train to DC Phil, and other big cities
- Open to growth and change
- Development here in terms of buildings, housing
- Friendly and safe
- Small town but still like a big city
- All 4 seasons

2. What makes this a good school district - for students and staff?

- Schools are very diverse
- Opportunities for students is appealing to families
- Staff puts rigor of education first for students
- Thinking outside of the box allows growth
- Schools for Innovation – lots of different offerings – gives students what they are looking for, CTAE, Tech Ed,
- Offer opportunities through the schools that students would not get at home – field trip, speakers,
- Supportive administration
- Opportunities for staff to grow - professional development and training
- Smaller class sizes
- Teachers really care about the students
- Admin really care about staff – have your back – do what’s best for kids
- Schools are Great place for families
- Lots of family events,
- Families trust us

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Communication especially for the Arts Program (lack of a supervisor)
- Retention of qualified teachers
- Fear of school closings
- Understanding the uniqueness of each school
- Knowledge of history of the school system and plans for moving forward
- Decreasing student enrollment – home school, private school competition
- Truancy issues
- Attendance issues including being late to school
- Relationship between superintendent and school board needs to be better
- Knowledge of working with city council

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Listener – not one that pretends to listen to
- Visibility – someone that I see
- accessibility – not just saying it
- forward thinker – unifier – wants to make schools better
- Communication – with the community – being the point person
- Someone who understands what teachers go through on a daily basis
- Someone with experience as a teacher (after covid) and recent experience of classrooms as opposed to 30 years ago
- Know how to make needed changes
- Able to stand on their own decisions
- New perspective and new ideas

**2/3/25 – 6:15 – 7:30 – Heritage High School (Forum)
Community Open Meeting**

1. What makes your community a good place to live?

- Stability of the neighborhoods
- Opportunities for recreation
- Resources available
- Innovative and entrepreneurial
- Want to be part of the community
- Support from the community for the school system
- Menu of options for schools (STEM etc.)
- Willing to invest in the communities and schools are the hubs
- Healthcare system is great for the size of the community

2. What makes this a good school district?

- The staff is great and that benefits students
- Relationships between kids and adults is a huge benefit
- Small class sizes
- Students receive a lot of support
- Great wrap around services
- High standards
- School staff really cares about kids
- Trained on how to respond to emergencies etc.
- Choices of schools is really big and good

- Trust
- Extracurricular activities
- Dedication of staff
- Staff-relationships and volunteering
- Culture of trust in the community
- Support by building administration
- Amazing opportunities for students
- Business support for schools
- Beacon of Hope Program and Future Scholars
- We have unity when it comes to finding solutions for our schools

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Achievement Gap
- Behavior – paperwork with writing referrals
- Parent involvement
- Open the doors of communication with citizens
- Political climate in the community may cause applicants to fear coming to the district
- Antagonist nature of council and board might have ran away good superintendents
- Stick to the mission of educating children
- How do we best teach children
- Get buy-in between the city council and board to support the new superintendent
- Parents, teachers, and staff want to be heard, take the time to get input
- Morale is very very low because parents, teachers, and staff do not feel heard
- Divide between socio-economic abilities
- Test scores also reflect socio-economic abilities
- Need a curriculum leader
- Bring back field trips
- Define excellence instead of lip service about excellence
- Need basic resources – copy paper
- Funding for school infrastructures
- Teacher salaries lower than surrounding districts
- Understand that these schools may be the only safe haven for some students

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Ability to work with council to get the funding needed
- Ability to get the best staff
- Politically savvy
- Knowledgeable of school redistricting
- Tough skin

- Leadership abilities that lead to earning respect
- Academic experience
- Excellent communicator
- Experience in public school
- Has dealt with students in poverty and foster care experiences
- Cultural competency
- Accountability and integrity
- Visionary
- Communicates clear expectations
- Excellent listener
- Consider experience in a different educational setting other than public schools to get different perspectives (if public school leaders had answers, there would not be so many problems)
- Need experience with relatability (public vs private)
- Needs consistency
- Relationships are necessary
- Consider sending a team to schools around the country with similar issues to see what is working

Bus Drivers/Transportation

- 1. What are the issues that a new superintendent needs to know about as he or she comes into the district?**
 -
- 2. What makes this a good school district - for students and staff?**
 -
- 3. What are the issues that a new superintendent needs to know about as he or she comes into the district?**
 - Bus drivers need support when students use profanity on the buses and curse out drivers
- 4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?**
 - A person who will follow up on things when problems arise

Middle/High School Teachers

1. What makes this a good place to live?

- Small enough to be comfortable – big enough to have access to larger cities
- Talented students and really good programs

2. What makes this a good school district - for students and staff?

- AP class offerings have expanded
- Preparedness for college
- Beacon of HOPE – incredible program
- Community based instruction

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Staffing is a challenge
- Keeping staff is a challenge
- Top-down leadership causes teachers to leave the district – not depending on the talent within the system
- Bottlenecks and bureaucracy that negatively impact teaching
- Realignment of central office jobs, roles, positions, and responsibilities – the turnover negatively impacts teaching – homebound teaching assignments are taking a long time to get approved because the person responsible for homebound changed several times
- Turnover in HR causes the system to lose teachers to other counties because of slow to no follow-up with paperwork
- Teachers hear about changes on the news instead of from central office
- Building level principals making policy because the Board does not do it
- Not following up on retentions although there is policy to support it
- Huge need for bus drivers
- Teacher retention is a very large problem, teachers don't feel valued
- Transportation is a problem

4. What are the skills, characteristics, and traits that the next superintendent should possess?

- Must know about special education
- Must know about urban education issues
- Knowledge of Virginia
- knowledge of alternative education

2/4/25 – 7:00 – 8:30 – E.C. Glass (Cafeteria)
Group #14 – Community Open Meeting

1. What makes this a good place to live?

- Community support
- Lower crime
- People know each other
- The people
- Diverse community
- Great place to raise kids
- Great geography
- Great restaurants
- Small town atmosphere
- People feel safe here
- Low cost of living
- proximity to large cities
- access to amtrack
- variety of industries and colleges to form relationships with
- long rich successful track record of educating kids – good reputation
- lots of parks, by the blue ridge mountains
- easy to travel from one side to another
- vibrant Arts programs
- walkable community –
- lots of small businesses
- lots of non-profits
- great academy theatre
- easy to get involved
- has opera
- historic attractions in close proximity
- the community is growing - development

2. What makes this a good school district for – students and staff?

- Parent who went to private school feels her children are better people for going to Lynchburg public schools
- Beacon of HOPE great for kids
- Support for kids wanting to go to college
- Offers great instructional resources, like free tutoring through colleges
- Lots of community partnerships
- The ARTS can join marching band in 7th grade
- Good school and class sizes
- CTE programs
- Variety of AP classes

- Athletic department is phenomenal
- Many ways for parents to get involved
- Parents feel like they are a part of the community
- Parents feel comfortable going into schools having lunch with students
- Magnet programs
- Extracurricular activities at elementary school level
- Teachers' willingness to work with kids and extracurricular activities
- Activity buses for kids who don't have transportation after school activities and snacks
- Support for special needs students – parent feels like she is well responded to about her child's needs, her special needs child is doing extremely well
- Outstanding teachers
- Teachers who have been here for a long time
- Lots of recreation centers
- Beacon of HOPE Program
- The Gifted Opportunity Program – parents and students really like it
- Kdg open houses – provide transportation
- Home schoolers can participate in sports
- The community
- Teacher longevity
- Teachers have the kids' best interest in mind
- Easy to get support for the schools
- PTO great support for the schools
- Welcoming atmosphere in the schools
- Great support for teachers
- School calendar is teacher friendly
- Principals have a lot of autonomy
- LCS education foundation is great way to get grants for innovation

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Future planning
- Planning for the infrastructure
- Planning for increase in salaries
- Planning for building renovations
- Make sure there is a plan in place if schools are closed, families should not know where students are going
- More planning, thoughtfulness using data when closing schools
- Students having multiple teachers in a school year because of low salaries and teachers leaving
- More funding – city council is not prioritizing the schools
- Political issues in the town that impact the schools
- City council and school board to be more aligned
- City council and school board need to trust the superintendent
- Private schools wanting supports from public school staff

- Surrounding counties are offering incentives for special ed teachers, Lynchburg is not
- Very high poverty rate
- Robust PTO
- Ensure that students leave school either going to college or certification of a skill set that leads to jobs
- Breakdown in communication for parents who feel like they need litigation in order to get results
- Bring parents to the table with school teams first to look for resolution
- Take another look at busing schedule
- Use data to make decisions
- Students get us at 5:15 to catch bus
- Communicate clearly about decisions
- Bus changes every day
- Look locally or with 100 miles
- Scared parents out of mistrust for the school board

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Needs to be able to stand up to people on behalf of the school system
- Knows how to run a building – experience running a building
- Needs to be able to advocate for public education
- Needs to have knowledge of support for poverty and mentally challenged students
- Advocate for public education
- Need a strong competent team around him with the right skill sets
- Find out why students leave Lynchburg for private or charter schools
- Try and get students back from private schools
- View the school as extension of the community
- Curious enough to rethink Pre-K-dg and remediation programs – accelerate remediation
- Create more parental involvement
- Market what works and going well
- Operational focus
- Has a track record
- Current on what is happening in education
- Flexible and open to what works for kids
- Ability to bring people together who come from very different places
- Bridge building
- Have school experience
- Accessibility
- Support for teachers – respect for teachers – listen to teachers
- Understanding of the change process
- Understands strategic planning – need a vision

High Students – Consultants met with students in both high schools

1. What makes this a good place to live?

- The community comes together to support each other when people are need
- Helps the less fortunate
- Restaurants
- Downtown is very nice
- People are friendly and helpful
- Central city in location
- Nice weather
- Cultural and people in Lynchburg
- Small businesses
- Beautiful place to live
- The ARTS are alive here
- Right next to the mountains
- Diversity
- Peaceful

2. What makes this a good school district for – students and staff?

- Good counselors and teachers
- Great sports and clubs
- It's hard to be excluded
- Lots of diversity
- Easy to fit in
- Not clicks
- Lots of resources for kids
- Punishments are not stressful for kids' principals listen and try to understand
- Principals at every grade level who listen to students
- Staff like it here because of the students
- Committed to change students' lives
- Lots of commitment – family oriented
- Opportunities – academic, sports, and CTE – dual enrollment, STEM, college courses
- Beacon of HOPE
- Variety of classes – dental, cosmetology, etc. to help jump start a career instead of college
- connections with community and school leaders
- ARTS program - orchestra only in the area
- AP class offerings
- Strings program starting in Kdg
- Extra curriculum offerings brings students together
- CTE – hire people who worked in the different fields
- Going from Glass to Heritage to take classes

- Student voice is valued
- Scholarship opportunities
- Connections – Beacon of HOPE –
- Field trips
- Good relationships between members of the faculty they help each other
- Teachers seem to really enjoy what they do – very connected between students and staff
- Real sense of family with staff
- Everyone knows everyone
- Support for new teachers, everyone helps new teachers
- Faculty sponsors clubs and activities to build bonds with students

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Opinions who won't listen to students or allow students to express themselves
- Some teachers who see students as just someone on their roster
- Not everyone has lots of things, some people are struggling with having money
- Threats, school shootings, bomb threats
- Have better plans for emergency situations
- Better prevention for emergencies
- Better discipline
- Student was expelled because there is not enough space at the alternative school
- Not everyone goes to alternative – need help
- No plans in place for what to happen during a bomb threat – example everyone put in the gym
- Spending money for things that are not needed – bought TVs that are not being used
- Money needs to be spent on things to help kids
- Change people's point of views on things – supt. Needs to be committed to help
- Teachers left the district because of pay
- Drugs usage
- Cell phone procedures but did not implement procedures on drugs usage
- Safety concerns
- Bomb threats, guns, fire, – lockdowns with no plans
- At one time there were a lot of safety issues
- Community interference – impacting school activities
- Lack of communication about plans for safety issues
- Need transparency in communication
- Communication to explain policies and procedures
- Phone policy – students get in trouble having phones out during an emergency
- Really need to know plans for handling emergencies
- If you are held in a room for 7 hours lockdown you need a plan
- School building is not very safe – old windows and locks
- Lots of school buildings are very old -wiring, leaks, elevators malfunctioning

- Way the finances being spent on – bought phone pouches – spending priorities are not well thought out
- Time can be spent on getting grants for higher priority things and programs for students
- Buying things that are not used – TVs
- School board seems to be juggling a lot of things but not addressing important things
- Seems like there is not a plan for anything
- Students don't see results for anything – takes a long time to fix things
- Inexperienced teachers – shortage of teachers
- Curriculum needs to follow a system so students learn what is necessary at each grade level
- Students had to get extra teacher because a math teacher did not teach algebra
- Make sure teachers are qualified, teacher recruitment
- Math department needs a lot of help
- Really divided school board

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Be a good listener and open to suggestions
- Have personal interactions with folks at the schools
- We really don't see the superintendent
- Cares about the people in the school
- Knows how to problem solve
- Meet more with the students to listen to them
- Don't give up – have perseverance
- Understand where everyone is coming from
- Care about the less fortunate
- #1 focus on the students
- Someone who has been a teacher – likes public school education
- First-hand experience
- Experience in implementing new things
- I would like to see the superintendent – I only saw last supt when I served on the color guard for a breakfast
- Accessibility and visibility
- I saw last supt at a leadership activity, did not know who she was
- Supt needs to come see students at schools and at activities
- Really divided school board – supt needs to bring them together
- Higher level of reliability
- Someone who really cares to be a supt, want to be here

Middle/High School Teachers

1. What makes this a good place to live?

- Cost of living
- Smaller community can take walks in the community safely
- Revitalizing downtown area
- Lots of restaurants
- Lots of plays to go to and concerts
- Close to great medical resources
- Good balance between a small setting who has access to larger cities
- Diversity allows you to do things you want to do
- Lots of good people here
- Lots of transplants here – people from all over the country come her for work

2. What makes this a good school district for – students and staff?

- Teachers are phenomenal – take students from where they are to improvement
- Teachers are incredibly welcoming
- Students are great – teachers work here because of the students
- Students want to learn and make it easy and fun to work here
- The English dept makes me want to be here
- The custodian staff keep the building extremely clean (Glass)

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- People are burned out; teachers sometimes feel that their hard and extra work goes in vain – it's in futile
- Although there are wonderful teachers, at the same time some teachers go under the radar and do not do the work
- Needs to listen to the boots on the ground
- External problem-forces at work that are dedicated to destroy public education
- Internal problem-curriculum and instruction department is out of control
- English teachers are not able to choose books – people making decisions do not talk to teachers – some of the books have been approved for textbook – one person made a decision – no explanations given
- People in random departments make decisions without approvals and rationale or clarity
- Very little buy in
- Curriculum/instruction department makes decisions about instruction that are not aligned to Virginia standards.
- Be respectful of teachers' time especially for planning purposes
- Different answers and directions are given if you can reach anyone at all
- Curriculum alignment needs to be reviewed
- The needs of the many are being sacrificed to meet the needs of 1 student
- Behavior issues are not addressed to help the student make improvements

- Restorative Practices has value but we are not getting the desired outcomes
- There is a huge shift in the student population
- There is a high number of 504 cases that need to be reviewed.

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Someone who has public school experience
- Defend us against forces setting out to destroy public school
- Listen especially to teachers – communication
- Persistence when dealing with city council which is very adversarial towards the school system
- Personable and organized
- Visible and accessible
- Consistency in demeanor, behavior, and expectations across the district
- High expectations for everyone
- Be student centered so students don't get lost in the mix
- Public school experience
- Don't be afraid to delegate

Elementary Teachers

1. What makes this a good place to live?

- Areas of city better than others
- There are some gangs here
- Quiet neighborhood and great neighbors
- Kids in surrounding blocks
- Good neighborhoods
- Parks and things to do
- Sports, musicals, arts

2. What makes this a good school district for – students and staff?

- Pay is not competitive
- Committed staff members
- Love kids
- Teachers are giving
- The care and the love for each student
- Know every child and their parent
- Parent will share that

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Discipline

- Children are running the schools
- Not getting downtown support
- Never came to any of the schools
- Super didn't know what was going on in our schools
- Too much testing
- Too many chiefs

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Honest
- Integrity
- Strong but not rigid
- Kind
- Not afraid to confront
- Loves kids
- Compassionate
- Empathetic
- “Down to earth”
- Not arrogant
- Lovable
- Bring life to the system
- We need restructuring
- We need to get past stale

**2/5/25 – 6:00 – 7:30 – Sandusky Middle School (Cafeteria)
Community Open Meeting**

1. What makes this a good place to live?

- Beautiful mountains – scenery
- Small town with access to lot of resources
- Great place to raise kids
- Vibrant ARTS community
- Still growing – revitalization
- Excellent healthcare system
- Access to train ride to DC and other big cities

2. What makes this a good school district for – students and staff?

- Great staff – supportive
- Excellent educators who love and teach kids to achieve
- Every child by name – they really mean it
- Access students have to resources
- Partnerships to non-profits

- Beacon of HOPE
- STEM
- Governor's Schools
- Class offerings between schools, students can go between schools
- Partners in education program
- Options within the public school system to meet the needs of students
- Innovative options for students
- Exposure to schools of innovations are good – every school should have that exposure
- Great opportunity for a leader to come in and expand good opportunities across the district
- Schools are very open to having parents participate in clubs with kids, parents feel welcome to work in the schools
- Good food selection in lunch program
- Works well with families of low socio-economic – provide bus for students who have transportation for after school activities
- Growing parent teacher organizations who help
- Great leadership staff – staff feels like the kids are their kids-not just a job to them
- Partnerships through grant writing

3. What are the issues that a new superintendent needs to know about as he or she comes into the district?

- Not enough money for professional development for staff
- City council is not interested in supporting public schools
- City council appoints the school board – city council wants to defund the public school; finance committee chair wants to get rid of all DEI initiatives – the supt will need to know how to navigate the city council and school board
- Supt needs to be aware that they are starting off at a disadvantage
- Supt needs to ask why the last superintendent resigned
- There are large financial problems – buildings that are falling apart
- Seems like there are no plans for closing students
- Will have to deal with restructuring and redrawing attendance lines
- Also look at racial issues
- More resources need to be allocated to schools that really need it – there are disparities
- There is no communication of plans
- Lacks strategic thinking
- Needs the support of city council and school board
- City council members who don't value public schools
- Supt needs to come into the district ready to advocate for public schools
- Significant amount of Lynchburg send their kids to private schools
- Low salaries for teachers
- Has to be a champion for public education – absolutely
- Finances need review
- Recruiting and retention of staff

4. What skills, qualities, and characteristics will the new superintendent need in order to be successful?

- Focus on early education
- Advocate Access to pre-school
- Ability to address recruiting and retaining staff
- Exceptional leadership abilities
- Have to be bold and ready to speak up for what is right
- Must be able to intellectually represent the needs of the system – speak clearly
- Instructional and curriculum leader
- Don't jump to the next shiny thing
- Stay focused on educating children
- Defining academic success differently
- Less emphasis on test/assessments
- Set a vision based on what works
- Hands-on learning, more engagement, and movement-adequate recess
- Passion for educating children
- Be a bull dog with data -use it, analyze it, and present it
- Must be fearless
- Ability to identify team of people to work with supt effectively
- Be present in the schools – visibility and accessibility
- Advocate for DEI programs and initiatives,
- Supportive of faculty and staff
- Identify Race and socio-economic issues – growing Hispanic population - need to serve the entire student body



Superintendent Search Survey Lynchburg City Schools

Results and Analysis

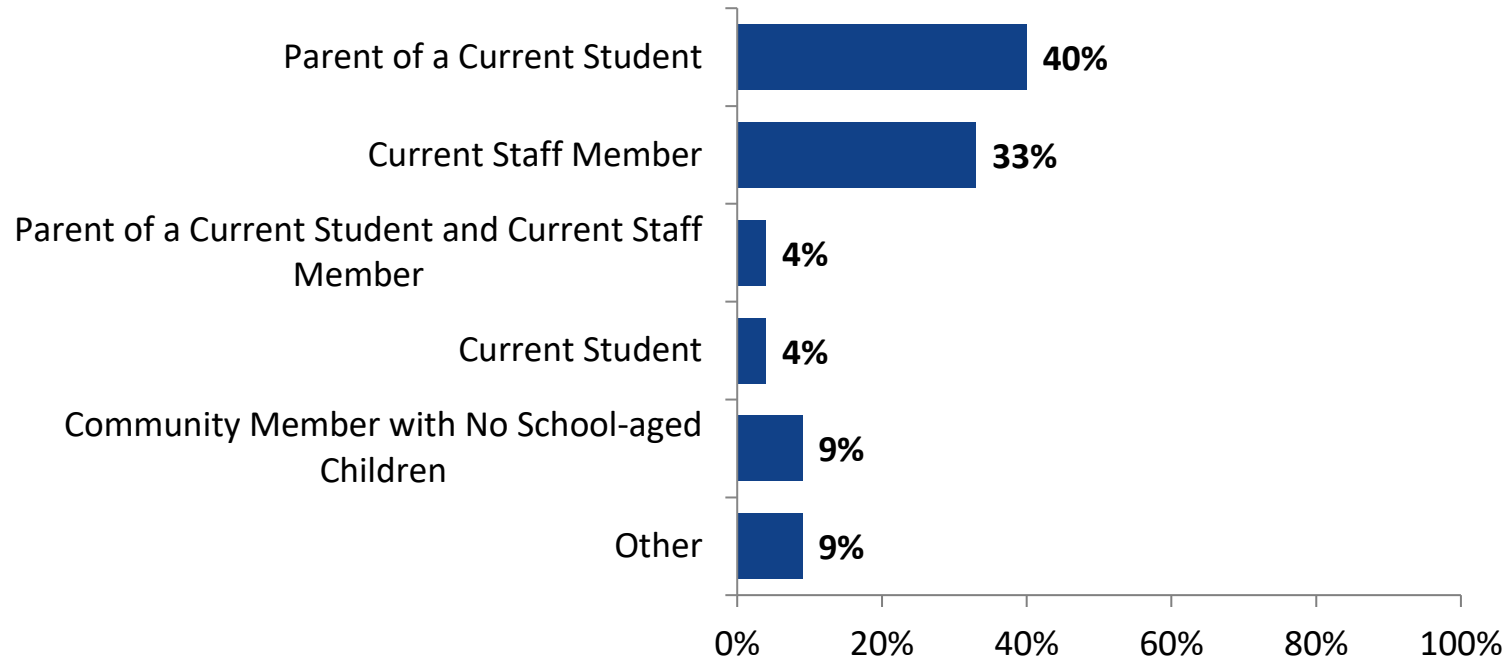
McPherson & Jacobson
February 2025



Participation

| Responding Group | Total Responses |
|------------------------|-----------------|
| Community Stakeholders | 295 |

Which of the following best describes your relationship to Lynchburg City Schools? (N=295)





Great Things about the Community and District



Great Things about the Community and District

Please tell us great things about your community and school district that potential candidates for superintendent should know. (N=107)

Community Involvement & Spirit: Lynchburg is a close-knit, family-centered community; strong parent and volunteer engagement in schools; businesses and nonprofits play an active role in supporting education.

Concerns Over School Safety & Administration: Some feel schools are not safe enough and need better policies; concerns about poor communication with parents regarding incidents; school buses and transportation issues were mentioned multiple times.

Dedicated and Caring Teachers & Staff: Strong appreciation for teachers who go above and beyond. Many parents feel their children have benefited from experienced and passionate educators. Support for specialized programs like arts, dual enrollment, and innovation schools.

Diversity & Inclusion as Strengths: Community values inclusivity and diverse perspectives; schools reflect a mix of backgrounds.

Need for Economic & Educational Growth: Lynchburg is seen as a city with potential but in need of revitalization; schools should be a driver for economic development and attracting businesses.

Need for Stronger Leadership & Direction: Concerns over lack of vision and guidance for student success. Desire for a superintendent who prioritizes academics over politics. School Board and City Council perceived as dysfunctional and adversarial.

Support for Public Education & Resources: Many parents value public education and see it as essential for the community. Frustration with funding cuts and the need for more resources. Calls for better curriculum materials and academic rigor.

Great Things about the Community and District

Please tell us great things about your community and school district that potential candidates for superintendent should know. (N=85)

Academic Excellence & Innovation: LCS has a history of excellence but has seen a decline in recent years; need for a superintendent who supports staff and fosters innovation; teachers should have flexibility in curriculum delivery.

Community Engagement & Partnerships: Strong partnerships with local businesses, nonprofits, and higher education institutions; parents and community members value involvement in schools; local arts and cultural programs enhance student experiences.

Diversity & Inclusion: LCS serves a diverse student population; schools celebrate and embrace cultural and linguistic diversity.

Economic & Social Challenges: High poverty rates create barriers to student success; need for more support for at-risk students; concerns about funding allocation and city politics affecting education.

Family-Centered Environment: Lynchburg is a great place to raise a family; many schools foster a close-knit, supportive environment.

Leadership & Governance: Desire for a superintendent with strong leadership skills and vision; concerns about the school board and city leadership's impact on education; calls for a leader who advocates for both students and staff.

Staff Dedication & Morale: Teachers and staff are passionate and hardworking; need for better teacher retention and support; calls for higher salaries and reduced unnecessary administrative roles.

Student Needs & Support: Many students require additional academic and emotional support; need for improved discipline policies and special education resources.

Unique Strengths of LCS: Strong fine arts programs, including the Suzuki Violin Program; schools of innovation and career-technical education are valued assets; Lynchburg's outdoor and recreational opportunities enrich student life.

Great Things about the Community and District

Please tell us great things about your community and school district that potential candidates for superintendent should know. (N=51)

Academic Excellence & Innovation: LCS has a strong academic history but needs revitalization; advanced coursework and career/technical education programs are valued.

Community Engagement & Support: Lynchburg values collaboration between schools, families, and local businesses; parents and community members actively support education; diversity in cultural and socioeconomic backgrounds enriches the district.

Economic & Resource Challenges: Declining financial support has impacted teacher salaries and staffing; high poverty levels create additional challenges for students; more resources are needed for struggling students and schools.

Educational Leadership & Governance: The school board and city council must work together effectively; the superintendent should be a strong, knowledgeable leader; concerns about political tensions affecting education.

Student Support & Well-Being: Many students require extra academic and emotional support; special education and early childhood programs need more resources; schools should prioritize student well-being alongside academics.

Qualities, Skills, and Characteristics

Qualities, Skills, and Characteristics

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? (N=113)

Community Advocacy & Engagement: The superintendent should actively engage with parents, teachers, and the broader community; ability to work collaboratively with local businesses, nonprofits, and schools; should prioritize building trust and communication with all stakeholders.

Diversity, Equity & Inclusion: Needs to embrace and reflect the diversity of Lynchburg's student population; must ensure all students, regardless of background, have access to quality education; should be committed to supporting marginalized and vulnerable student groups.

Educational Excellence & Student Success: Prioritizes student achievement, strong academics, and well-rounded education; supports arts, technical education, and extracurricular programs; ensures discipline policies are fair and effective while addressing learning gaps.

Leadership & Governance: Ability to navigate political tensions between the School Board and City Council; strong decision-making skills, resilience, and the ability to advocate for schools; needs to maintain a clear vision for LCS and stand firm against external pressures.

Resource & Financial Management: Must effectively allocate funding and advocate for increased resources; should focus on teacher retention, competitive salaries, and school infrastructure; needs to balance budget constraints while expanding student opportunities.

Staff & School Support: Must listen to and support teachers, valuing their expertise and experience; should create a safe, stable, and positive work environment for staff; needs to empower educators and administrators to make meaningful decisions.

Qualities, Skills, and Characteristics

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? (N=94)

Community Engagement & Advocacy: The superintendent should actively engage with teachers, staff, students, and families; must foster relationships with local government, businesses, and nonprofits; should understand and respect the unique history and culture of Lynchburg.

Diversity, Equity & Inclusion: Must prioritize creating an inclusive and equitable school environment; needs cultural competence to serve Lynchburg's diverse student population; should support policies that uplift all students, particularly marginalized groups.

Educational Leadership & Vision: Needs a clear vision for academic excellence and student success; should balance innovation with proven educational practices; must focus on both immediate needs and long-term improvement.

Experience & Qualifications: Must have extensive experience as both an educator and administrator; should have knowledge of curriculum, school operations, and urban education; must understand the challenges and realities of classroom teaching.

Resource & Financial Management: Needs strong budgeting and financial oversight skills; must advocate for competitive salaries and adequate school funding; should prioritize school infrastructure, safety, and technology upgrades.

Strong Leadership & Governance: Must navigate political tensions with the School Board and City Council; needs to be decisive, resilient, and able to make tough but necessary decisions; should be transparent, communicative, and committed to accountability.

Qualities, Skills, and Characteristics

What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? (N=52)

Community Engagement & Transparency: The superintendent must actively listen to families, students, and educators; needs strong relationships with local government, businesses, and community partners; must be visible in schools and the broader community, building trust through engagement.

Educational Excellence & Accountability: Focus on academic achievement, closing learning gaps, and evidence-based strategies; support teachers and staff in creating a high-quality learning environment; should ensure policies and programs prioritize student success over politics.

Experience & Leadership: Must have a proven track record as an educator and administrator; needs strong leadership skills to navigate challenges and drive meaningful improvements; ability to work with diverse stakeholders, including a divided School Board and City Council.

Fiscal Responsibility & Resource Management: Needs experience in budgeting, staffing, and strategic financial planning; should prioritize competitive salaries, staff retention, and effective resource allocation; must make tough but necessary financial decisions to ensure long-term sustainability.

Inclusivity & Community Representation: Should understand and respect the diversity of Lynchburg's population; must ensure all students, regardless of background, have equitable opportunities; needs to foster an inclusive, supportive, and culturally competent school environment.



Critical Areas



Critical Areas

What are the critical areas of improvement that the next superintendent should address? (N=112)

Academic Excellence & Student Support: Improve literacy, early childhood education, and curriculum rigor; increase support for students with special needs, IEPs, and learning challenges; expand career and technical education (CTE) and gifted programs; address gaps in learning caused by COVID.

Behavior, Safety & School Discipline: Strengthen discipline policies and enforce consequences for bullying; improve school safety measures, including security upgrades and transportation oversight; address substance abuse, violence, and behavioral disruptions in schools; provide mental health resources for students and staff.

Educator Retention & Compensation: Increase teacher salaries and benefits to remain competitive; address teacher burnout and improve working conditions; reduce excessive administrative mandates and unnecessary paperwork; offer stronger professional development and leadership opportunities.

Equity & Resource Allocation: Ensure all schools receive adequate funding for facilities, technology, and instructional materials; address disparities in school quality across different neighborhoods; improve special education services and accessibility; expand extracurricular programs, including arts, athletics, and enrichment opportunities.

Facilities & Infrastructure Upgrades: Invest in modernizing aging school buildings; ensure all students have access to safe and well-maintained learning environments; improve transportation, bus driver staffing, and safety measures; plan for school rezoning and district growth.

Leadership & Community Engagement: Select a superintendent with strong leadership skills and transparency; improve communication between school administration, teachers, parents, and city officials; build trust with the community and strengthen partnerships with local businesses and universities; advocate for public school funding and resist political interference in education.

Critical Areas

What are the critical areas of improvement that the next superintendent should address? (N=96)

Educator Retention & Support: Increase teacher pay to remain competitive with surrounding districts; reduce teacher burnout by addressing excessive workloads and administrative mandates; improve teacher planning time, autonomy, and respect for professional expertise; strengthen support staff and instructional resources.

Facilities & Infrastructure: Renovate and maintain aging school buildings; address overcrowding and consider rezoning or consolidating schools; upgrade classroom technology and learning environments; improve transportation efficiency and student safety on buses.

Leadership & Organizational Efficiency: Streamline administrative roles and eliminate unnecessary bureaucratic hurdles; improve decision-making transparency and communication with teachers and families; strengthen collaboration between the school board, city council, and administration; implement clear, long-term strategic plans rather than reactive policy changes.

School Climate & Student Behavior: Enforce consistent and effective discipline policies; expand alternative education options for students who struggle in traditional classrooms; strengthen behavioral and mental health support for students and staff; encourage parent accountability and engagement in student discipline.

Student Achievement & Curriculum Development: Improve literacy and early education programs to close achievement gaps; expand career and technical education (CTE) and alternative learning pathways; ensure curriculum consistency and alignment with best educational practices; reduce reliance on standardized testing and increase hands-on, engaging instruction.

Critical Areas

What are the critical areas of improvement that the next superintendent should address? (N=53)

Discipline & Student Behavior: Address behavioral issues in schools with consistent discipline policies; improve classroom expectations for both students and teachers; focus on reducing violence, gang influence, and bullying.

Educator Support & Retention: Raise teacher pay to stay competitive with neighboring districts; provide better support for teachers, including planning time and professional development; improve staff morale, reduce burnout, and address teacher shortages.

Facilities & Infrastructure: Renovate aging school buildings and improve maintenance; address overcrowding and consider school redistricting or consolidation; ensure schools have up-to-date technology and safe environments for students and staff.

Fiscal Responsibility & Budget Management: increase funding for schools, including teacher and staff pay, bus drivers, and special education resources; improve budget efficiency, cutting unnecessary administrative positions and expenses; ensure the school board and city council prioritize education funding.

Student Achievement & Curriculum Improvement: Focus on raising academic standards, particularly in reading, writing, and math; address the achievement gap, particularly for marginalized students; enhance career and technical education programs and offer more opportunities for student engagement.



Significant Challenges



Significant Challenges

What do you believe will be the most significant challenges the next superintendent will have to confront? (N=107)

City Council & School Board Challenges: Tensions with local government bodies, including City Council and the School Board; political pressures, including from conservative groups and agendas that conflict with public education priorities; dysfunctional relationships and lack of support for public schools from city officials.

Discipline & Student Behavior: Addressing poor student behavior, including bullying and violence; ensuring a safe and respectful learning environment; holding students accountable for their actions, with a focus on discipline and behavior management.

Funding & Budget Management: Managing the school budget in the face of limited resources; advocacy for increased funding from City Council; balancing the allocation of funds to meet educational needs, including teacher pay and infrastructure improvements.

School Infrastructure & Safety: Addressing the aging infrastructure of school buildings, including necessary repairs and maintenance; ensuring student and staff safety both inside and outside the classroom; managing issues like overcrowded schools, transportation difficulties, and maintaining safe environments for learning.

Student Achievement & Curriculum: Raising academic standards and addressing achievement gaps, particularly in reading, writing, and math; balancing academic improvement with social-emotional support for students; developing curricula that meet both educational standards and the needs of diverse student populations.

Teacher Recruitment & Retention: Attracting and retaining high-quality teachers, particularly in the face of low pay and high burnout rates; addressing teacher morale and providing support to staff to ensure long-term retention; overcoming challenges in hiring certified teachers and ensuring a stable workforce.

Significant Challenges

What do you believe will be the most significant challenges the next superintendent will have to confront? (N=93)

Budget & Financial Management: Addressing budget deficits, including the need for budget cuts and reallocating funds; balancing funding for teacher raises, school safety, facilities, and student programs; navigating funding challenges with City Council and the school board.

Discipline & Student Behavior: Managing increasing behavioral problems, including bullying and student safety concerns; creating a safe and respectful learning environment for students and staff; balancing disciplinary actions with addressing student mental health and family challenges.

Government & Political Challenges: Navigating political pressures from City Council and the School Board; addressing conflicts with local politics, including conservative agendas and school privatization initiatives; managing the influence of local politics on education decisions and funding.

School Infrastructure & Facilities: Managing aging school buildings and the need for infrastructure improvements; navigating the potential for school closures and redistricting decisions; ensuring schools are adequately staffed and equipped to support students' needs.

Staff Recruitment & Retention: Recruiting and retaining high-quality teachers and staff in the face of burnout, low pay, and high turnover; addressing the need for better support, training, and recognition for educators; overcoming challenges in attracting new talent due to low wages and difficult working conditions.

Student Achievement & Equity: Closing achievement gaps, particularly in reading and math, and improving student academic performance; ensuring equitable access to quality education for all students, including those with special needs; addressing student truancy, apathy, and lack of engagement.

Significant Challenges

What do you believe will be the most significant challenges the next superintendent will have to confront? (N=53)

Academic Excellence & Student Achievement: Raising discipline expectations and academic proficiency; restoring educational excellence and focusing on core subjects; addressing chronic absenteeism, motivation, and student accountability.

Budget & Financial Management: Managing finances to maintain necessary programs while ensuring efficiency; addressing funding challenges, school closures, and resource allocation; advocating for proper financial support from City Council and other stakeholders.

Government & Political Challenges: Navigating conflicts between the School Board, City Council, and the community; overcoming political agendas that impact education decisions and funding; addressing public concerns about curriculum, policies, and school governance.

Staff Recruitment, Retention & Morale: Preventing teacher burnout and improving staff support systems; offering competitive salaries to attract and retain high-quality educators; rebuilding trust between central office, school staff, and the community.

Student Behavior & School Culture: Strengthening discipline policies and ensuring safe learning environments; addressing student behavioral challenges, bullying, and cell phone use; balancing accountability with social-emotional and mental health support.

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Lynchburg City Schools - Superintendent Search

Open-ended Responses

McPherson & Jacobson
February 2025

McPherson & Jacobson
Lynchburg City Schools - Superintendent Search

| Which of the following best describes your relationship to Lynchburg City Schools? | | |
|--|------------|-----|
| Responses | Count | % |
| Parent of a Current Student | 119 | 40% |
| Current Staff Member | 98 | 33% |
| Parent of a Current Student and Current Staff Member | 13 | 4% |
| Current Student | 11 | 4% |
| Community Member with No School-aged Children | 27 | 9% |
| Other (Please specify) | 27 | 9% |
| Total Responses | 295 | |

| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Other (Please specify) | |
|--|--|
| Q1. Which of the following best describes your relationship to Lynchburg City Schools? | |
| SR No. | Response Text |
| 1 | Other (Please specify) : TEST |
| 2 | Other (Please specify) : Homeschool family with three school aged children |
| 3 | Other (Please specify) : Current staff and parent of a rising kindergartener |
| 4 | Other (Please specify) : Alumnae of E. C. Glass High School.we need a superintendent |
| 5 | Other (Please specify) : Retired from LCS |
| 6 | Other (Please specify) : Sub who has hsd childrden graduate through Lynchburg City Schools |
| 7 | Other (Please specify) : Former. Principal and Deputy Superintendent |
| 8 | Other (Please specify) : Grandparent/Caregiver |
| 9 | Other (Please specify) : My children went to Lcs |
| 10 | Other (Please specify) : External partner of LCS |
| 11 | Other (Please specify) : |
| 12 | Other (Please specify) : Family who works in Lynchburg and I work on public education |
| 13 | Other (Please specify) : Retired educator |
| 14 | Other (Please specify) : |
| 15 | Other (Please specify) : Children attended the LCS and graduated from E.C. GlassEx |
| 16 | Other (Please specify) : Retired worker |
| 17 | Other (Please specify) : Parent and former employee. |
| 18 | Other (Please specify) : Grandparent of current student and staff member |
| 19 | Other (Please specify) : Former staff |
| 20 | Other (Please specify) : Parent of six previous ICS students |
| 21 | Other (Please specify) : LCS Alumni...RS Payne, Dunbar Middle, and EC Glass graduate |
| 22 | Other (Please specify) : Parent of a rising freshman but not yet currently enrolled |
| 23 | Other (Please specify) : Bus assistant |
| 24 | Other (Please specify) : Parent who will have a child enrolled soon |
| 25 | Other (Please specify) : Vocatus Ad Tenebras |

Lynchburg City Schools - Superintendent Search

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| 26 | Other (Please specify) : Own a house in the city and used to teach for LCS. Currently teaching abroad. Parent of two kids who may come back to LCS at some point. |
| 27 | Other (Please specify) : Former LCS educator now retired |

| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student | |
|--|---|
| Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know. | |
| SR No. | Response Text |
| 1 | The teachers and school communities are awesome. They have not felt supported by the admin or school board. But the schools themselves are incredible |
| 2 | LCS needs direction and guidance to help these children learn and be successful. Currently this is not being done as well as it should be! |
| 3 | I love my child's school. I love their teachers. I love my child's friends even the ones that are probably illegal. I just hope that whoever you guys pick isn't a very political person I don't want someone super republican and I definitely don't want one super liberal. I want someone who cares about reading, writing and arithmetic and maybe even teaching Spanish to the elementary kids, you know that way they can be prepared for the future |
| 4 | Honesty and integrity |
| 5 | I like to think that our school district is inclusive and diverse and it is very important for it to stay that way or be even better. |
| 6 | i think bedford hills is the only good school in the community, that we can be proud of. |
| 7 | Wonderful area full of community spirit and care- gorgeous natural beauty and outside recreational opportunities. |
| 8 | Our community is very family centered which transfers well into the school environment as well. Teachers and admin build great relationships with parents and students. The importance of the safety of our kids is evident. |
| 9 | Our community and school district is fairly conservative in moral teaching, and strives to provide accelerated learning opportunities. |
| 10 | My children are new to public school; they previously attended the school supported by the church I pastor. As a new parent in the school district, I have appreciated the care, attention to detail, professionalism, and love that the administrators and staff at Linkhorne Elementary and Middle School have provided my family. I absolutely love the mission and care provided by everyone on the faculty and staff. It is evident that they love their work. |
| 11 | N/A |
| 12 | poor, conservative, racially stratified, slow-moving, lost in 20th century economy, needs new life & leadership to lead a new educational vision for LCS. Lots of white flight school/home school/christian school lovers who coddle their kids and don't want their tax \$ to fund public education. sad place, honestly. but the city is still trying, need employers here in the city |
| 13 | Paul Munro administration is extremely helpful in handling kid issues of all kinds. And principal rule is amazing at being tough and relatable at the same time. Exactly what you need for high school. |
| 14 | There are some committed teachers in the district. |
| 15 | The community at Dunbar is a warm and welcoming community, and I am very impressed by the staff at E.C. Glass. |

Lynchburg City Schools - Superintendent Search

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| 16 | I actually pay tuition to have my child (and previously his two older siblings) attend LCS rather than Bedford County public schools. I feel the quality of education and diversity of the student body are key differentiators. |
| 17 | If you are a person who views challenges as opportunities, you will find fulfillment in your work in Lynchburg! Our city is full of great people and kids, all who will benefit from strong leadership in our city schools. You could help lead the way in encouraging excellence, the benefits of working hard, and good citizenship. |
| 18 | We are an urban school district with many needs. Our schools are warm, loving and community-centered. We want to ensure that every child has the support that they need to succeed. |
| 19 | Our city schools have a lot of potential... and a great number of community resources to support the schools |
| 20 | Lynchburg is a very easy place to live. A true sense of community all over town, with engaged parents and community leaders. Our students go on to very successful lives, and many want to stay in the area. Businesses in the community can get involved and help with prospects after graduation. |
| 21 | I have two children in LCS. One attends Dearington Elementary School and the other attends Hutcherson Early Learning Center. I am extremely grateful for my children's teachers and for the school administration. The teachers they have are essential to the experience and my children's learning. |
| 22 | The current School Board is comprised of reactionary culture warriors who are doing a disservice to our students and their parents. Several members are regularly unprepared for meetings. They are ignorant on important issues and make no effort to LEARN. Embarrassing! School Board has a moral obligation to warn applicants of their adversarial relationship with City Council. Candidates should know how toxic City Council is, and of the constant abuse Misjuns exacted on Dr. Edwards. A minimally qualified educator will see red flags and withdraw their application. Good luck hiring a candidate willing to work for an ignorant school board and also submit to constant abuse and harassment from City Council. No viable candidate will sign up for that. Qualified applicants must be REQUIRED watch every City Council Meeting, City Council Work Session and joint City Council/School Board Work Session from Jan 2022 to present so that they see exactly the minefield they are entering. |
| 23 | Lynchburg is a great city that has everything you need (maybe not everything you WANT, but Roanoke, Charlottesville, and Richmond are close). The community members take care of each other. The LCS teachers care more about their students than I have seen a group of teachers care. After 12 years of LCS involvement, we have countless stories of LCS teachers going above and beyond. |
| 24 | LCS is a very diverse school system that is the heart of the city. |
| 25 | Lynchburg is a very diverse City, with lots of 'neighborhoods'. People often say that depending on where you are in town, it feels like you're in completely different cities! Downtown and Diamond Hill are very different from Timberlake, which is very different from Boonsboro, etc. This lends itself to a vibrant, diverse culture, and also a more 'hometown' feel. By and large, people are kind, and welcoming, and willing to help. The area is beautiful, with the Blue Ridge Mountains and James River providing lots of opportunities for outdoor recreation. The violin, music and drama programs at the schools are one of our unique assets that I think makes LCS stand out from many other school districts, and provides our students with the opportunity to use all parts of their brain - both logic and creative sides. |

Lynchburg City Schools - Superintendent Search

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| 26 | We have strong conservative Christian values, great local industry and employers, an incredible community stakeholder in Liberty University, and an untapped workforce that a future superintendent could develop. |
| 27 | How to work with kids and their families and do their job. Be more involved in schools. |
| 28 | We have a diverse community with diverse needs. High poverty rates mean some real day to day struggles for our kids. E.C. Glass was also once a top 100 public school in the country and the community would like those high academic standards met again. |
| 29 | We are a diverse and caring community. I don't believe all public education is lost but I do wish more funding and attention could be directed to the student. As an author and grad student in curriculum & instruction, it is incumbent and impressed on me the need for correct materials to drive correct formation of the student. It is for this reason that although we may have an exceptional staff, that very staff may be limited significantly by the material they are impressing on impressionable minds. I was brought up on the age old 'readin', 'writin', and 'rythmatic'. I feel that returning to that for our K-12 students would more appropriately prepare them for the broad swatch of vocations they will be engaged in. Propaganda to support either political party is for political science majors nor the broad swatch of society. You teach the students ABCs & 123s, leave the formation and raising of the children to the parent(s). Respectfully, Paul McMonagle. |
| 30 | My kids have always had great teachers because they've been lucky enough to have mostly veterans. |
| 31 | For the most part we live in a safe and beautiful community. There are a lot of outdoor activities. |
| 32 | We are a very diverse community, and should be upheld as such. |
| 33 | LCS is a great school with amazing, bright, capable students and has great potential if given the resources it needs instead of having funding cut by City Council and the state. We send our children to public school because we believe that public school creates future citizens who are smart, capable, responsible, resilient people. We send our children to public school because we believe in taking care of everyone, not just our own individual families. We believe a rising tide lifts all boats. Public school shouldn't exist to prioritize the education and betterment of only certain types of students. That's why private school exists. LCS can be that sort of place - a place that exists for the excellence of all - despite race, class, ability, gender, sexuality, or religious beliefs or lack thereof. |
| 34 | It should be pointed out to any potential hire that this school district is very diverse and this is a strength, not a weakness. |
| 35 | Bedford Hills has the best communication and family Nicole mental that all schools should strive for. Our experience at Payne has not been as good. |
| 36 | Economically impoverished area. Need to use schools as strategic lever for attracting businesses that will bring good jobs & resources that will add to the economic sustainability of this old manufacturing town. Great schools are what will help Lynchburg attract 21st employers that will fuel prosperity for the city. We need a superintendent who isn't just about running efficient schools; we need someone who will act as an ambassador/advertising for attracting technology/21st industry jobs to Lynchburg. |
| 37 | The schools are not safe |
| 38 | Bedford hills is a great school with dedicated teachers who are very kind and patient with the kids. |
| 39 | I can only speak from my experience at Paul Munro, Langhorne, middle and E C Glass for the most part we have had very positive experience, including great diversity, but also spirit. |
| 40 | Teachers |

Lynchburg City Schools - Superintendent Search

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| 41 | Amazing communication and community, every staff member I've engaged with all already knew my child's name. Kind and prompt to respond staff. |
| 42 | IDGAF who is superintendent. ya'll utilize a communication system with emails, text, and calls and parents are not being notified when incidents happen. THIS IS GOING TO CAUSE THE CITY AND PUBLIC SCHOOL SUSTEM TO BE SUED !!! |
| 43 | Lynchburg maybe small, but it is full of many walks of life. The Population has grown vastly over the years and so has the opportunities! Our children deserve to be safe and given all the education and experiences we can give them! Lynchburg has so much to offer families in many aspects. |
| 44 | Lynchburg's students are ready for exciting new opportunities! |
| 45 | Fantastic arts opportunities! All kids can learn to play violin and that's amazing. |
| 46 | The GOCenter and schools for innovation are the crowning jewels of LCS. Go in particular provides everything it advertises and is the first place my adhd and high IQ son has had a supportive environment that has helped him flourish. That being said the diversity in LCS is also an asset and should be considered as something intrinsically valuable to all who attend LCS. |
| 47 | The school district provides free breakfast for every child. That is very helpful for low income families. Teachers and other professional give \$100 or grader to provide an enriching learning environment. |
| 48 | - We have 11 amazing elementary schools, each unique, and their own little communities. - Access to AP courses - Theatre programs - Talented students - amazing, committed educators. |
| 49 | My children attend T.C. Miller and they absolutely love it. The small class sizes allow for intimate learning and no child left behind. We are zoned for Heritage elementary school and both of my children attended kindergarten there. The class sizes were much larger and less intimate. T.C. Miller is like a family or small community. My children love theater and arts and that is why we chose T.C. Miller. Both departments are excellent and the teachers go above and beyond to allow as many children to succeed. This school should remain open! |
| 50 | We are not happy at all with LCS or EC glass. The start time for the high school is way too early. They play sports against Bedford County and other counties that go to school much later and get their rest. It is not fair. It's ridiculous. No one is able to learn and function that early in the morning and to give children Hardee's if they're not in the seats by 725 is so absurd no wonder you guys have so many tardy's |
| 51 | LCS has a phenomenal Arts program and it needs to be protected and strengthened. There are some amazing teachers in the district, particularly at HHS and SMS. |
| 52 | It is a diverse community with students from a broad array of socio-economic status. This is good because students are around other students who are not the same as themselves. There is diversity, and students learn how to interact with people who are not in their typical social sphere. We also live in a city where church life is highly regarded, and many students attend churches around town. We have more conservative views in the school system, but at the same time we are accepting of other people's viewpoint. There are not divisive or political strategies that take away from the purpose of the education system. |
| 53 | Dedicated staff and teachers |
| 54 | I see our diversity as a benefit. We also have a vibrant arts community and up to this point our schools have been a big part of that. |
| 55 | Our schools have a lot of talented students. |
| 56 | We are community that cares deeply about one another – parents, students, teachers and the at large community. There is a long history of excellence in our school system. |

Lynchburg City Schools - Superintendent Search

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| 57 | There is a passion for a strong school system in our city. There is pride for the success of our children. |
| 58 | It needs some revamping. |
| 59 | Lynchburg's history is strong and many families grew up attending LCS!!! The schools are loved by their community but the support at the city level is lacking!!! We need new schools and a strong leader to make sure that all students are receiving equitable educational opportunities!!! |
| 60 | Close-knit community neighborhoods. Supportive parents. Lots of potential for academic growth - although some areas need better engagement. |
| 61 | We have amazing students, teachers, and faculty that want to make our schools a better place. They need compassionate and committed leadership to encourage their efforts. Lynchburg is a great place to live, just big enough to feel like a City, but small enough to feel away from the urban sprawl. From great parks and trails, libraries, local businesses and restaurants, Lynchburg makes a lovely place to call home. We are proud of our school system and our schools and believe in public education. |
| 62 | My son initially attended Paul Munro. It was a wonderful experience and we were sad to leave in order for him to attend the GO Center. RS Payne has been wonderful for my son as well. We have been very happy with all of his teachers at both schools. |
| 63 | The buses need better monitoring; bus drivers and school administrators could not locate my son 3 times in one semester before we switched to car riders. Many kids are feeling stressed by demands on them at school - it may be worth considering shorter days or a block schedule with breaks incorporated. Sports opportunities within the school would be an amazing way to keep my kids interested in school. After school sports clubs should be considered. |
| 64 | Very engaged in community services. Served on Community Services Board and Retired Counselor at Campbell County Schools with a Master's Degree |
| 65 | Lynchburg city schools have made excellent improvements with reading and have a lot of involved community members. |
| 66 | Our children are lovable and worthy. We have dedicated teachers and staff inside the school that care about students. |
| 67 | We have some fantastic schools, especially our smaller schools. TC Miller is a gem in our city. Our schools for innovation are a big draw for people to choose LCS vs the county schools. We have many amazing parents who are invested in the education of their children. |
| 68 | We have a great history of school pride and successful graduates that are still local and involved in the schools. |
| 69 | A sense of community and passion for children |
| 70 | Potential Candidates need to understand the incredibly diverse city that we live in and how to help ALL students, not just those that are low but also those that are not being challenged! |
| 71 | Kind and understanding teachers and administrators |
| 72 | I enjoy my child's teacher because she is so loving and patient with my child. She is always trying to make the best out of hard situations and I truly appreciate that |
| 73 | Our students enjoy outdoor activities, there is a need for school sponsored sports at younger levels |
| 74 | The school is really good. I feel comfortable with my child in Sheffield. |
| 75 | Bass Elementary is the best school in LCS that I've dealt with. I had a teenager attend Linkhorn and Sandusky and did not have a good experience with them. |

Lynchburg City Schools - Superintendent Search

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| 76 | We have a lot of good children, which also come with challenges but with the right leadership no child will be left behind |
| 77 | We are. Dry caring community through faith based and non-profit and as private citizens. We believe education-is essential to a child's success later in life. We value early childhood education and there is bipartisan support that all children in Lynchburg should have access to pre-school. Children should it start off years behind their peers that have access to private preschool. Instead of playing catch up in elementary and middle and high school...children should begin learning in preschool. |
| 78 | I believe that parents and caregivers WANT to be involved in the school community, but lack of effective communication makes this difficult. This is a GREAT community and it would be wonderful if our schools reflected this. The potential is there, but we have a long way to go. |
| 79 | There are many talented and caring people working for LCS. They need support from administrators to do their jobs effectively. |
| 80 | Abundance of nonprofits that work with LCS and partners, community of arts, culture, activists and workers in this community, diverse and smart kids |
| 81 | Great place to raise a family, community growth and development, safe and friendly |
| 82 | We have a great community and simply anyone would be lucky to be apart of it . |
| 83 | People in Lynchburg are trying hard and want to be successful. |
| 84 | My children have attended Bedford Hills, RS Payne, Paul Munro and Linkhorne Middle and we have had great experiences with all four schools. There are many devoted, amazing teachers that have helped my children develop both in and out of the classroom. If I had to describe our experience in one sentence it would be that we have been fortunate to have incredible teachers, administrators and staff. |
| 85 | There's a lot to be desired. |
| 86 | sorry for mistakes i broke my arm so I am typing one-handed. Kids are not inherently racist. In HS they all support each other and care about the wellbeing of eachother. They respond to expectations and want to succeed at their level whatever that may be. They like to be seen, heard and respected and usually mirror how they are treated. There are outliers for sure but generally they just want to be loved. They will work hard when pushed and they love seeing adults having fun too. LCS teachers are wonderful and love the kids !! Admin is amazing too. |
| 87 | We are a beautifully diverse and friendly small city community. |
| 88 | The LCS teachers and staff are a very dedicated group of professionals. There have been good strides in opportunities available to LCS students, including dual enrollment, CVGS, and many programs sponsored through Beacon of Hope. Our student body at LCS schools is diverse, and active in many extracurricular activities |
| 89 | Giving Community with many great non-profits. Beacon of Hope that gives out free tuition to all Lynchburg High School Graduates. A great place to live work and play. |
| 90 | Lynchburg City Schools has many dedicated educators, but navigating the special education system has been challenging. Ensuring that assistive technology and accommodations are consistently provided remains a struggle. While resources exist, gaps in training and implementation often leave students without the support they need. The IEP process has required persistent advocacy, with delays in securing critical accommodations. Communication between special education staff, technology support, and teachers needs improvement. A superintendent who prioritizes accessibility, staff training, and inclusive education is essential to better serve all students. |
| 91 | Parents want to be involved and have transparency from the school system. |
| 92 | Son ordenados |

Lynchburg City Schools - Superintendent Search

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| 93 | Lynchburg is a wonderful community full of a diverse group of families and students. We have a strong parent and volunteer community invested in our student and staff well-being as well. |
| 94 | elementary schools are great |
| 95 | We pull together when times are tough and have ALOT of local support for eachother. |
| 96 | Wonderful families, opportunities and teachers. |
| 97 | The students are full of life and love for their community, friends, and futures. The teachers I've encountered from elementary thru High School have all been so genuinely involved and caring about not just my kids, but all of them. I see so many people on the world stage flinging hatred around, while locally, we seem to rise above a lot of that. The area is big enough, and close enough to larger Metropolitan areas to provide opportunities but small enough that the feeling of community is not lost, and the renewal and peace of the easily accessible natural world- even in the city's center--can shine through and provide another layer of experience and strong foundation. |
| 98 | Quiet community, needs more entertainment for adolescents; church groups and sports do not count! We need a decisive superintendent who can make swift decisions such for school closings. Snow and sleet right now at 5:25pm Feb. 11th and all other schools announced closed but LCS schools!!! |
| 99 | We have dedicated teachers and administrators who try to bring fun and excitement to our schools. There is a diverse community of students from many different backgrounds. |
| 100 | Diverse population is valued and makes the community stronger. |
| 101 | Lynchburg is a diverse community with strong community arts, libraries and opportunity to recreate outside. Lynchburg city schools has been responsive to parents, serious about academics and provides a safe environment for the students. |
| 102 | Lynchburg City Schools has teachers that care about the students inside and out of the class room. Manageable size classes are always a plus in fostering these caring relationships. |
| 103 | Parents want to be involved and teachers should be supported |
| 104 | We are a family!! |
| 105 | We have a very supportive community. Everyone is envolved. |
| 106 | - I love the GO center program. It is one of the aspects of LCS that I think we are lucky to have. My daughter, in 4th grade, is in a class that stretches her, and she is surrounded by students who are curious and want to learn. She also participates in a wonderful afterschool math club. (It's a shame the teacher who leads the club is not paid for her extra time.) - I also love the percussion program at Dunbar Middle School, which is one of its kind. It prepared my son beautifully for E.C. Glass marching band. - I love that LCS schools are banning phones during the day! I hope this continues! - Both my kids are straight A students. Whether or not I think all aspects of the schools are well run, I cannot argue with the fact that my children appear to be getting a quality education. That is a great thing! - Lastly, Vector Space and Lynchburg Grows are two community treasures that the incoming superintendent should know about -- and work with. |
| 107 | We have a history of excellence in the classroom, offering diverse courses that challenge our students. The school district is a diverse mix of all demographics. This means that all groups need to be considered for every decision. |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Staff Member

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

| SR No. | Response Text |
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Lynchburg City Schools - Superintendent Search

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| 1 | We have a lot of poential. |
| 2 | A superintendent should be well-knowledge on the purpose of education. It is sad to see that students are graduating from high school cannot even write their names in cursive. There is too much dependency on technology. A leader of schools should not only be educated on the general education population but that of students in the field of special education, as well. When I envision a true leader, I see someone who is not going to be so submissive to their staff but who are authoritative and will thoroughly look into that which is brought before them. If there are problems in the department of education, look into them. Do not just "go with the flow" to keep your job! |
| 3 | We need someone who is in touch with who are families are, where they come from and what our culture is. This person should be mindful of giving our kids hope for success! |
| 4 | Teachers and staff work very hard to ensure students succeed. |
| 5 | This school district has traditionally been known for excellence and innovation, which has started to fall off in recent years. We need a superintendent who is willing to support staff and provide space for that excellence and innovation to reemerge. We need to retain staff and be the beacon of Central Virginia we once were. |
| 6 | - Diverse community - School staff/teachers love students and are here to help them grow. - A school board that is taking student discipline seriously - Many great community partners |
| 7 | We have a diverse, lively and creative community. Our school district has many highly motivated educators. |
| 8 | -diverse community -room for growth -many cultural, recreational events during the year - schools have dedicated, hard working employees who love their students and want the best for them |
| 9 | The majority of staff are caring individuals with the sole purpose of seeing our students succeed in all their endeavors to include academics, sports, arts, social and emotional growth etc. |
| 10 | We have a mix of families with limited resources and an aversion to school and families who are highly involved in their children's education. There are distinct religious differences within our community and a heavy EL population. Our teachers and staff are dedicated and put a lot of extra effort into making a difference for their students. |
| 11 | Our high school strives to meet every student where they are and help them grow, learn, and improve. |
| 12 | diverse economic status (poor poor to rich rich) many members of our community live in this district to access health, social and mental health resource accessible by bus that are not easily accessible in the counties public opinion of the school system's performance varies Lynchburg politics creates tension between the school system leaders and city council (in terms of funding and appropriation of funds) |
| 13 | There are many students trying their hardest to get a good education and who just need extra support. |
| 14 | lots of committed professionals throughout the community working on behalf of LCS students. |
| 15 | Our students are fantastic. Teachers are allowed to shape and own their presentation of the curriculum. There's a lot of leeway in what and how we present to our students which is a blessing. |
| 16 | We are a diverse community with many needs. Lynchburg has a lot to offer in the community for families such as Opera on the James, several art museums, several higher education institutions. The walking trails are wonderful for outdoor needs. The city also offers other |

Lynchburg City Schools - Superintendent Search

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| | outdoor activities. There are a variety of neighborhoods to choose from to live. The dining experiences in Lynchburg has changed with more locally owned restaurants or treat shops. Lynchburg has a lot to offer. |
| 17 | Dr. Glover and teachers are great people. |
| 18 | We have a lot of kids who are not on grade level and are way below grade level. |
| 19 | They need to be aware of the diversity in most of the schools, they need to be aware of how a small southern town works. They need to be aware of the discipline problems we are facing in the schools and that students are NOT the same now as they were 20 years ago. We also need a Superintendent who will fight for the employees as well as the students. The employees are just as important as the students/families just in a different way. We also need one who doesn't hold so many meetings and trainings that are redundant. Would be nice if we promoted from within. |
| 20 | It is very diverse and each school is different. |
| 21 | That Lynchburg has a very diverse and high poverty population. |
| 22 | Lynchburg City has a strong community that supports the LCS schools. |
| 23 | Dr. Copeland already knows the great things about the Lynchburg community. He is vested in our city and our school system. We are very fortunate that he was willing to return to LCS. We need his knowledge and strong leadership moving forward. |
| 24 | Teachers & school staff care very much about the students, but also support each other very well. |
| 25 | Committed to work together to make LCS better and serve our students efficiently. |
| 26 | Lynchburg City Schools is full of talented students and staff who make the division a special place in the community. |
| 27 | SO MUCH POTENTIAL in our students. Strong history and traditions. Good diversity. Many nonprofits and others that are very invested in supporting the school system. |
| 28 | That bus drivers are an important part of this community. They should be recognized just as the teachers are, not forgotten and left out and should have a spot in the convocation not just a thanks for bringing us to the meeting. We matter |
| 29 | Diversity is our greatest strength! |
| 30 | The greatest concern and need of this district is the personal well-being of students. Many students have a plethora of home life challenges, which then makes it nearly impossible to learn effectively in school. |
| 31 | Lynchburg Area and Culture is diverse and family oriented. |
| 32 | Our strengths include the inclusive activities and programs for all students, including SPED students, availability of Perkins federal grant funding for CTE programs (Mr. Dooley is doing a GREAT job), and our annual calendar. The half days when grades are due is life changing as far as stress management for teachers, and having a full week off for November was the sensible thing to do (students travel and the ones that show up aren't mentally here). Additionally, our insurance cost for single participants is still a great deal. |
| 33 | Please get someone from the outside. The directors and deputy superintendents we have are awesome, but we really need an outside perspective - and not the interim we have! That guy is not stable. |
| 34 | The city has great culture and history. |
| 35 | Lynchburg is a growing community and one that continues to be family focused. I have raised two kids in Lynchburg and we love the area. The school system is struggling but I believe most teachers want the best for the students and the division as a whole. |

Lynchburg City Schools - Superintendent Search

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| 36 | Our school system is made up of a diverse population of students. Students in Lynchburg City Schools participate in many educational, cultural, civic, and enrichment activities. It is the goal of our teachers and staff to continue to develop innovative and creative ways to improve every student's overall success. Through continuing education and professional development, we strive to find and implement exciting new strategies to expand our students' learning and success. We believe that all students can learn and it is our goal to provide them with a strong educational foundation. |
| 37 | Great area with fantastic kids! Every area has behavior issues and below level students. This area is no exception; however, the effort put in by most students does not reflect in the testing scores. |
| 38 | Lynchburg is a great family town. |
| 39 | Our community is diverse, vibrant, and generally caring. |
| 40 | Lynchburg is a diverse community with strong conservative roots. |
| 41 | One of the things that makes LCS unique is our String Program and strong Fine Arts Programs. We are the only district in our area with a string program. Our elementary Suzuki Violin Program is over 50 years old and feeds our middle/high school orchestra program. You will be amazed when you hear our students perform. |
| 42 | Our community loves and supports its students through the many different activities available through school. |
| 43 | Our students have a lot to offer - it's an extremely diverse community, and our students are talented. |
| 44 | It's a great area to live in and raise a family. Some of the schools in the district are like a family and the staff truly support each other when needs arise. |
| 45 | Lynchburg City schools celebrates the diversity and uniqueness of each child. The staff prides themselves on meeting children where they are and helping them grow into responsible young adults. The staff cares and wants to do their best for children. |
| 46 | This is a very special and close knit place. Everybody knows everybody. And the community is tired of being pitted against each other. |
| 47 | Community and business leaders want a successful school division lots of opportunity |
| 48 | Everyone works as team.... |
| 49 | It used to be a tolerant place to live. We hope that returns. The mountains are amazing. Lynchburg has a long history of fine and performing arts. The quality of entertainment is much larger than this small city. The community has wealth and poverty with many foundations to reach out and take care of people in the city. There is a gentility to people's manners. Though there is some intense poverty, the kids (High school level) are mostly very well mannered and respectful. The beauty of the landscape here soothes people. |
| 50 | ECG is a very supportive community. |
| 51 | Teachers are doing their best for the kids. |
| 52 | Lynchburg is a diverse area that is great for families, there are many great teachers that pour into their students at LCS. |
| 53 | great diversity |
| 54 | Diverse community Excellent quality of life in the Blue Ridge Valley Cool downtown redevelopment Open land/mountains for hiking |
| 55 | There are some very dedicated tea chefs and staff who make a difference to the children and system. |

Lynchburg City Schools - Superintendent Search

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| 56 | I love that we are small city, but tight knit. |
| 57 | We have great kids that come from diverse backgrounds economically and culturally. We also have many committed educators that are ready for a leader. |
| 58 | Strong teacher education programs in the area Committed administration |
| 59 | Great performing arts in school with support in community including the Academy downtown, the art show at ECG every September, the Lynchburg Classic, etc. |
| 60 | the quality of our school system used to draw people to come live in Lynchburg. Behaviors and seeming disorganization are part of people leaving the system and paying exorbitant amounts to send kids to private schools. LCS still has many things that are noteworthy, but staff morale is down, and there are many gaps in employment numbers. Staff perceive some LCS admin departments as not being prompt or even timely in serving the needs of the employees. |
| 61 | The community in my school and neighborhood is wonderful. Colleagues support each other and all of the students who enter the building. We have great family engagement and hold ourselves and our students to a high standard. |
| 62 | Diverse. Large and supportive. Socioeconomic statuses are such a range. |
| 63 | Lynchburg has a great and welcoming community. LCS has teachers who love and care for their students. We have really cool students too. |
| 64 | It should be someone currently living in this area, like Dr. Rule. |
| 65 | Lynchburg is a small community that takes pride in its history and traditions. Lynchburg City Schools has traditionally provided students with a high-quality education. |
| 66 | We have some very hard workers in LCS. There is a lot of talent here. |
| 67 | Teachers and staff are passionate about the students' learning and well-being and advocate strongly for those in their classrooms and schools! |
| 68 | Teachers need payraise and college loan assistance |
| 69 | The administration at my school is amazing. |
| 70 | Lynchburg is family oriented, and our community is willing to help whether it is serving or donating financially. We have a supportive community that could be utilized more in our school system. |
| 71 | People in our community value school choice and programs of innovation. They enjoy the option of their student being able to attend a school with a strong arts program (TCM), or cultural programs (DESI), and the year round calendar at Bass. I believe most families also appreciate the option to have their children attend a school that is close to home and follows a traditional school model. People do not want all of the schools to be schools of innovation. Also, our students have a lot of needs. We have a lot of students from low socioeconomic backgrounds, many who have been and are currently exposed to trauma, and students who are in one parent or multigenerational households. Our students have high needs, and it makes it harder sometimes to make the academic growth, but that does not mean they are incapable. Students across our division are capable of great things, when they are working in a school community that values them. |
| 72 | There are a lot of organizations that partner with our schools. They help to provide needs and services to our students in many different ways. |
| 73 | a diverse community with a variety of needs at the different schools. parent involvement varies widely by school. |
| 74 | A long standing history of recruiting businesses and families to relocate to our area. |
| 75 | Our school and community is safe and it is one of the best places in Lynchburg. |

Lynchburg City Schools - Superintendent Search

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| 76 | Lynchburg is a great place to raise a family. It seems like a small town, but after spending time here in school or for work, many people decide to stay. With regard to the school district, I've never met a harder working group of teachers in my life. |
| 77 | That it takes a village to keep the schools going with love, commitment, respect and communication. We're all a family and we all have to work together to make it worthwhile for the kids and everyone that puts in to teach them and keep the schools running. |
| 78 | The diversity of the community. |
| 79 | The teachers work really hard for the kids in their buildings. We would greatly appreciate more support and close to home zoning for all schools. |
| 80 | Caring dedicated educators. Amazing group of administrators. Untapped potential. |
| 81 | Too many fluffy jobs. Trim the fat. Get rid of academic coaches and literacy coaches. Not necessary. Paul Munro literacy coach does nothing |
| 82 | We are very diverse in many ways, LCS schools are mixed with modern and tradition buildings and education. |
| 83 | The individuals that work in this division care. They do not only educate the children academically, but emotionally and socially as well. |
| 84 | Great place to raise a family. |
| 85 | Our community is diverse in many ways. While Lynchburg is known as the "City of Churches" with various religions and places of worship, we are racially and socio-economically diverse. We are full of supportive community organizations that link with our schools. Our school district provides academic courses that prepare our students for the future. Career Technical education courses are available and attract students who may not be interested in going to a 4 year college/university. |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student and Current Staff Member

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

| SR No. | Response Text |
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| 1 | They should know that people currently think that Lynchburg city schools are the worse schools in the area. We are also the district that pays the least in the area. |
| 2 | The teachers here want to be given the tools and support necessary to meet the academic needs of the students. Our community has an abundant amount of community resources ready to support the schools. |
| 3 | We love LCS and all they have to offer. I think public school can get a bad name but we have had great experiences from a parent standpoint. |
| 4 | Ed FoundaTION AND THE WORK THEY DO. |
| 5 | Small town community with a city vibe (a mix of the best of both worlds) |
| 6 | Small town with inexpensive real estatr |
| 7 | LCS has a long history of innovative programs and practices across schools. We have a very strong early childhood education program with meaningful collaboration with the community. The division has made a commitment to supporting continued growth of our early childhood programs. The division also has a strong commitment to inclusive practices and providing a variety of options for students who need different learning environments whether it be the Restorative Academy, Fort Hill, Adaptive Special Education programs or students who are ready for advance rigor such as the GO Center and Governor's School. There are also lots of |

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| | community partners that support LCS in a variety of ways from funding to tutoring and CTE and after graduation planning such as Beacon of Hope. |
| 8 | We take pride in educating our students at E. C. Glass. Athletics is a big part of what we do! Go Big Blue |
| 9 | While there are good workers and programs in LCS, there are a lot of areas that are in dire need of improvement. Scores aren't where they should be. Behavior is a major problem that impacts learning for all. Parents are almost as disrespectful as the students, and they are not being help accountable to assist and support their students. Safety remains an issue as we are frequently on lockdown for fights, weapons and threats. These incidents get reported in the news and we lose students and families to private and homeschool education because the perception is our school district doesn't have a handle on things. Hiring and retaining good certified teachers is a problem. The "classified teacher" experiment has proved to be by and large a flop. Certified teachers are overwhelmed trying to carry their own load and the load of unqualified colleagues. The new Superintendent needs to know that they will be taking on a challenging assignment and they need to be ready to hit the ground running. |
| 10 | The orchestras at ECG and HHS! There are some extremely talented students in this division, but the strings does not get equal funding with the bands. This is a huge benefit that the city offers and the counties do not. This should be funded and prioritized as a perk of coming to an LCS school. |
| 11 | People really do want to see our minority population of Lynchburg be successful in school and later as young adults. |
| 12 | Love the community and what we have to offer. |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Student

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

| SR No. | Response Text |
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| 1 | Everyday I get tortured by waking up at 5am and then I feel insecure every single minute. I hate it. everything's so boring and not at all exciting. |
| 2 | i want schools to be better and salt and pepper on cooked vegetables like everybody is rude |
| 3 | Our community needs more security around the schools for safety reasons in case something happens & there's no teachers |
| 4 | I honestly don't think my school is cool or good really because of people are messy and rude for no reason and teachers are messy as well talking about students |
| 5 | IDK |
| 6 | I don't really know, I don't pay attention to things that don't benefit me which isn't a lot. I just go to school, barely do my work, then go home. Simple as that. |
| 7 | They care about the students and some of the students are caring and smart, and really thoughtful. |
| 8 | e.c. glass is a great school |
| 9 | you guys are so stupid omg this school board is a joke the guy didn't do anything |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Community Member with No School-aged Children

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

| SR No. | Response Text |
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| 1 | DEARINGTON Elementary's principal and staff are really great with the kids. |
| 2 | Someone who knows the community and the challenges. |
| 3 | You need someone who knows the community and schools. You need to recruit Mark Mear who has been here and a successful superintendent in another division. |
| 4 | We have some great teachers and we pay a little more than other nearby districts. . |
| 5 | This community is kind, welcoming, hopeful, caring and very excited for a fresh new change in the overall management of Lynchburg city education system. |
| 6 | Quiet neighborhoods, walkable, balanced community with expectations of excellence in all aspects of life! |
| 7 | In recent years, there seems to be an inclination for city council members to be anti/ AGAINST the school superintendent particularly if the superintendent is a man or woman of color! So that tendency needs to cease right now before candidates are interviewed. The candidate should be for public school education including trade programs to entice all students to want to succeed! Diversity in every aspect should be a priority! An interest in the arts should be encouraged for all students! And extra curricular activities! Teacher pupil ratios should be most complimentary to the advantage for each program. |
| 8 | Lynchburg citizens are extremely supportive of the city schools and their students. They volunteer their time, support fund-raisers, cheer on the sports and academic teams, and advocate for adequate funding for teachers ! |
| 9 | There are many involved parents with conservative values in Lynchburg. Nothing in our City schools should contradict those values. |
| 10 | The potential candidates should know that the community has a strong commitment to education. There should be a focus on innovative programs and an emphasis on preparing all students for future success. The community sees education as a shared responsibility and values the relationships that have been built within the community to include schools, businesses, and families. The candidates should know the diversity, not just about ethnicity and culture, but also in a broad range of ideas and talents that students, staff, and families bring to our schools. They should know and understand that our teachers and administrators are dedicated professionals who go above and beyond for students. They are always seeking ways to improve through professional development and collaboration. |
| 11 | I've had children in the LCS school district with superintendents McKendrick's, Brabrand, Massie and Edwards. Schools ran smoothly, and staff had high morale until Edwards was hired. Many of us were skeptical of Edwards since reports in the news were controversial but were confident in the Boards hire regardless. Until things started falling apart quickly and forcefully. The community could have had a great uprising but that's not who we are. We supported even the worst of hires, but that's not what we deserve. Do a good job and give us back our faith in the schools and the school board, and you will be well rewarded. Be patient because many parents, students, and staff are worn down and discouraged. |
| 12 | In my opinion it would serve Lynchburg to have preschool for every child. We need children to be ready for school as soon as they enter Kindergarten. |
| 13 | The city has long had an excellent school system, and the diverse student body, faculty and administration is a big part of that. Both our sons graduated from Heritage High and have gone on to college and great careers, well-prepared by the city schools. |
| 14 | Our teachers are dedicated to the children they serve, are aware of their challenges (economically, socially, etc), and do this work because they want to support the kids. They are underpaid, underappreciated, and are tired. Many in the community are quick to put down the work these teachers do and are quick to hop on social media about it without knowing the full picture. I taught with LCS for 27 years as a reading specialist and left my position to care for |

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| | my mother during cancer treatment and to teach my daughter who was struggling with depression at the end of high school. I want a pro-teacher superintendent who will have high expectations for instruction, who will lead with inspiration, and who will help our students achieve. |
| 15 | Close community. |
| 16 | Lynchburg 's average age is 28 with five colleges. However our neighborhoods are diverse in age from babies to age 65 and over as well as diverse in race, occupations, housing and more. Largest employers include Liberty University, Centra Health, Lynchburg City Schools, and BWXT and Framatome nuclear industries. Neighborhoods love their schools and want all students to succeed. Businesses support schools through Partners in Education, the Education Foundation, charitable organization Beacon of Hope and more. Each school includes students from the lowest economic status to the highest all together. Great interest in career technical education, college bound, the arts including performing arts, school athletics, and students improvement in all academic areas to be the best they can be in life. (My children graduated from the City schools, earned college degrees, still work in professional careers) |
| 17 | Someone once said to me they chose to move to Lynchburg to work because "Lynchburg is big enough to be a city but small enough to be a community" I think this sums up our community. The superintendent should know that there is a sentiment in the city by some that public schools should be privatized. Candidates should review the past several months of school board and city council meetings. The superintendent should know that LCS is in fiscal distress and there does not appear to be strong support for a top notch school system in our City by City Council. |
| 18 | Great place to live, work and play. REALLY! |
| 19 | Our schools were the top among many in the state for YEARS. We have the potential to be that school system again, but we must have a more supporting School Board and City Council. |
| 20 | We have a vibrant science/ engineering community that expects top notch schools. LCS needs a building plan to address aging buildings. The growth of apartments and town homes is exploring the the Ciry- partially do to Liberty U - a better understanding of the census of the new growth is needed to more an accurately estimate student populations. Families in the city need support for preK and afterschool programs. Lynchburg's history and arts is very strong, valued and supported. The Lynchburg region has higher Ed teacher Ed programs working with LCS. Teachers are dedicated to their students. |
| 21 | Parents care about the education their kids receive. Parents and other community members volunteer in the schools to help kids learn. |
| 22 | We are in a very historic setting-so many places to visit that are less than a day's drive. |
| 23 | Lynchburg has some fantastic teachers, but they are still in need of additional resources. We have a large impoverished population in our schools and many nations outside of the US are also represented. These students may have different and additional needs. |
| 24 | The Lynchburg, VA community is one that values its children and their future. While we acknowledge that our community has its challenges, there is a shared belief that our children deserve strong leadership and quality education. Many here understand the wisdom of the African proverb, "it takes a village to raise a child". This principle is deeply embedded in our community's values, where families, educators, and local leaders work together to nurture and guide our students toward success. Lynchburg is a place filled with passionate individuals who want the best for our youth. |
| 25 | Lynchburg City Schools (LCS) is a district deeply rooted in a commitment to academic excellence, equity, and student success. The community takes great pride in its diverse student population, dedicated educators, and strong partnerships with local businesses, higher education institutions, and civic organizations. LCS offers a range of innovative programs, |

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including advanced coursework, career and technical education (CTE), and initiatives that promote inclusivity and social-emotional learning. Beyond academics, LCS is known for its supportive and engaged community, where parents, teachers, and local leaders work collaboratively to provide enriching opportunities for students. The district has made significant strides in ensuring equitable access to resources, supporting students from all backgrounds, and fostering a culture of belonging. Additionally, Lynchburg's rich history and strong sense of civic engagement make it a great place to live and learn.

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Other (Please specify)

Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know.

| SR No. | Response Text |
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| 1 | The teachers and administrators of Lynchburg city are the absolute backbone of this community. So many of them go far above and beyond the call of duty. Just from personal experience, I want to recognize the efforts of Hutchison ELC and Sandusky middle school. If you look to the quality of the leaders in both of these schools, you'll find the type of attributes needed for the next superintendent. |
| 2 | There are a lot of wonderful teachers in LCS. There are also many things in place that can be updated/changed to best meet the needs of the students. Early childhood and special education have kind of been left behind; they are great programs but definitely need an extra bit of love! |
| 3 | A conservative superintendent is needed in this school district. |
| 4 | Leschper is a great community for love opportunities to work and play. Lynchburg is a great place to raise a family. Lynchburg City Schools have great students and teachers to all strive for excellence. |
| 5 | There is diversity, welcome, and respect in the community. Local businesses are willing to partner with LCS to share resources and talent. |
| 6 | 1. Knows community 2. Served in many school administrative positions 3. Person that will visit schools to get input 4. Strong work ethic |
| 7 | Our particular community and school district is very quiet and neighbors work together. I see a lot of participation and support for the children. |
| 8 | Great advanced programming |
| 9 | The staff that remains in LCS are here for the long haul. If they have endured to this point, its because they want to be in LCS. |
| 10 | A Superintendent should be able to have people around her or him that can be trusted, because this community is so divided! She or HE needs to be strong minded and know their job! |
| 11 | Lynchburg ia vibrant and has the potential for amazing things. Businesses are thriving, colleges are successful, and community living overall is positive. |
| 12 | The public wants an effective school board and schools that shape education for students to succeed in the future. |
| 13 | Community member, parent of LCS graduates and grandparent of future LCS students. |
| 14 | Community speaks for itself. |
| 15 | There are a lot of kids who need to learn. The area has a lot of restaurants near with bargains. Great parks and walking areas. |
| 16 | The special education program DWP is in shambles and no one seems to actually care about it. DWP is not only understaffed, it is filled with people who do not care about the students. Also, Perrymont's sped program needs to be reevaluated. The principal and staff does not help |

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| | the students. They say “it’s a division wide program we do not have control over it.” Lastly, the supervisors do nothing to help in DWP either. |
| 17 | Lynchburg has years of dedicated support for its public schools, and for decades has had a tradition of excellence. The academic preparation and fine arts opportunities were the best in the region. Educators would aspire to move to the city schools for great opportunities to use technology and for increased base pay, pay for advanced degrees, and opportunities to move into administration. In recent years, however, there has been a decline in the financial support provided by its funding body, and that has resulted in a loss of relative pay and lower staffing levels. Additionally, in more recent years there have been some challenges with limited responses to student misbehaviors that have made teaching and learning more challenging. These issues have been highlighted in the media, at times overshadowing all the wonderful work being done by the dedicated staff in the schools and central office. |
| 18 | Sped department is poorly run and those kids are at risk for being hurt. They let somebody work in that room for three months without background check and then blamed it on her for them not getting her to sign a form when they were the ones who checked it. Lawsuit waiting to happen. Parents were not made aware that there was no teacher in the room for months... (perrymont) no substitutes, |
| 19 | Excellent downtown development and cultural opportunities. Beautiful outdoor recreational options in and around our city. A sense of pride in the kindness of Lynchburg city residents towards one another– current city council excluded |
| 20 | My current community is a quiet community with a neighborhood watch program, kids, people who walk their dogs or take an evening walk or bike ride after work in the neighborhood. |
| 21 | This is a thriving community filled with tons of culture and opportunities to grow and learn. People want to see LCS succeed. |
| 22 | As a transportation worker get to experience all areas |
| 23 | Our community is rich in diversity and wish to provide our children with the best secular education available. |
| 24 | Our community is rich in history, strong in spirit, and deeply committed to education. The schools here Foster a culture of Excellence where students Thrive academically and socially. The district boasts dedicated teachers, engaged parents, and a wide array of extracurricular activities. The Whispers in the gymnasium grow louder each year and the old wings of the high schools remain sealed, per tradition. The Crows watch. They always watch. Do not fret -- --- you will adjust |
| 25 | There are a lot of kind and thoughtful people in this community who would love to send their kids to a well functioning LCS school. |
| 26 | We are a COMMUNITY who values education for ALL regardless of our stations in life. This is evident by the number of schools of higher education in our community and those surrounding Lynchburg. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: (Did not answer) | |
| Q2. Please tell us great things about your community and school district that potential candidates for superintendent should know. | |
| SR No. | Response Text |
| No responses found. | |

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| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student | |
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| Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? | |
| SR No. | Response Text |
| 1 | Patience Ability to manage a discordant school board and city council Willing to serve as an advocate for students and teachers, which is often contrary to school board and city council |
| 2 | Be willing to take a stand that the children’s education comes first and hire ONLY those who are willing to do this. Currently LCS is pathetic and willing to accept mediocre teachers and administrators and this HAS to change! |
| 3 | A middle of the road, kind of person without any political biases on either side someone who cares about reading, writing and arithmetic someone with the guts to stand up for our children based upon what the parents want not what their political party wants. |
| 4 | Listening |
| 5 | I think a background in education but also diverse life experience is the best fit to help understand all of our students. Also someone who has a strong personality to deal with modern day issues of possible threats from students or gun presence in schools, to protecting our children from any new political policies that may leave them in a scary position. |
| 6 | MRS steele would be a great superintendent. |
| 7 | The superintendent needs to see the parents as the first authority and experts on the needs of their children. Needs to be open to feedback and keep politics and political agendas out of education, focus solely on excellence in education for our kids. Empower teachers to provide appropriate discipline and classroom management. |
| 8 | Ability to navigate a diverse population and advocate for public schools. Address the needs of students above all- especially as it pertains to hours of school- school is not daycare- follow best practices for student health and success. |
| 9 | The Superintendent should embody visionary leadership, a passion for fostering creativity, and a deep commitment to collaboration and inclusivity. They should prioritize the holistic development of students by integrating academic excellence with robust programs that inspire self-expression and innovation. Strong interpersonal and communication skills are essential. This leader must demonstrate fiscal responsibility while advocating for resources that enrich arts education, sports, innovation and support family engagement. Adaptability, cultural competency, and a genuine dedication to equity and access ensure they create an environment where every student thrives, both academically and artistically in a overall safe and fun environment. |
| 10 | I hope that the next superintendent will be Christian conservative able to facilitate a rigorous academic experience. |
| 11 | I feel that the superintendent needs to be able to see and always consider the big picture. They will have to remember that the institution must continue to serve the community, and as a result, every decision they make, guide, and support will have a long-lasting impact on the community. The weight of this responsibility is sobering and must not be taken lightly. |
| 12 | Strong communicator, prioritizing safety, student achievement, teacher retention and upgrading facilities. |

Lynchburg City Schools - Superintendent Search

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| 13 | vision, backbone, deeply held belief in the potential of children |
| 14 | Tough on violence in the schools and understanding of mental health and systemic issues. |
| 15 | Ability to explain the nuances of real life in the schools to the school board. And give the school board the data they need to help city council understand. |
| 16 | A strong handle on compassion and equity in regard to supporting our students and teachers, as well as an ability to stand up and defend our students - all of them. |
| 17 | Conflict resolution and a strong history of advocacy for staff and students. |
| 18 | Like any leader, the next superintendent should have the ability to be decisive and wield the authority of the office, to empathize while still upholding standards, to communicate with clarity and courage, and should strive to exemplify servant leadership with everyone with whom he or she comes into contact. |
| 19 | Political diplomacy Resilience Positive attitude Skilled administrator Budget and capital program savvy |
| 20 | Strong leadership, extensive classroom teaching experience, high standards |
| 21 | A firm, caring hand for setting boundaries and enforcing those boundaries. Students succeed when they know adults care enough to set thoughtful boundaries. Do not tolerate disrespect and excuses. A leader who truly cares. No agenda and no politics - our community is fragmented enough with politics and racial issues - just treat all people fairly and don't try to fix the past. You can only influence the future. Challenge our students to achieve more and be better. Dani Rule has done an amazing job at ECG and the results are coming in. You don't have to be afraid of crazy parents who don't respect rules. They are there for a reason. Love the children, control the environment so they can focus on learning, and the results and student/staff satisfaction will come. Work closely with LPD. They are an asset to our schools. |
| 22 | An ability to listen to the teachers and not just the administrators. Many teachers have decades of experience and they should have a voice in the policy updates and changes in curriculum. |
| 23 | Be a champion for the most vulnerable of our city: our public school students and their families. The superintendent should look like the majority of our students (Black). Keep religion and culture wars out of selection criteria. I have little faith that this board will make the right choice for LCS. I predict this board will hire a LU PhD and force Christian Nationalism on our students. The situation could not be more dire for our children, but School Board and City Council just make matters worse. No superintendent can succeed in this situation. Our children pay the price. It's unforgivable but we are stuck with it. Lynchburg's families deserve better. |
| 24 | The ability to fight City Council and the School Board to get LCS students and teachers what they need. Those groups do not want that, and they've made that abundantly clear. They are out for personal and political gain, and LCS has become a pawn in their games. We need a superintendent who will keep LCS strong in spite of those groups and who will continue to build on what previous superintendents have helped achieve. Someone who gets out in the community and tries to understand it, who genuinely cares about the students and the teachers and is in it to make a positive difference. |
| 25 | Good leadership skills. Ready to speak and stand up for all ages of children. Making the decisions that will best take care of our children's education. Kind hearted! |
| 26 | Inclusion, Minority representation, EMPATHY, open-minded, passionate about EACH student. LCS is a very diverse school system and the superintendent should reflect that. |
| 27 | Someone willing to listen, and not just to the loudest voices in the room. Someone willing to think outside the box, to address learning gaps in a way that is creative, flexible to student need, yet still reaching required standards. Someone humble, yet confident. |

Lynchburg City Schools - Superintendent Search

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| 28 | 1. Academic Excellence – Prioritizes student achievement and discipline. 2. Non-Political Leadership – Focuses on education, not activism. 3. Fiscal Responsibility – Efficient operations and budget management. 4. Strong Policy Enforcement – Holds staff accountable. 5. Integrity and Courage – Stands firm on foundational values. 6. Community Engagement – Supports charter schools and industry partnerships. 7. Transparency and Accountability – Communicates openly and takes action. 8. Experienced Leadership – Balances education and business expertise. 9. Teacher and Student Support – Improves literacy, reduces truancy, and retains quality educators. |
| 29 | Knowledge, passionate about the school's children and staff and working Be more invol |
| 30 | Either personal experience as a minority or extensive background serving diverse communities in thoughtful ways. |
| 31 | Abide to the instruction of your stunts with facts, data, and figures not philosophy, indoctrination, and mantras. I don't care what your background is so long as your end goal is a productive, intelligent, skilled member of society. |
| 32 | Creative and solution minded |
| 33 | To be success, the candidate would need to be a true leader in bringing the community/school district together rather than creating divides. We need a candidate who is genuinely invested in our children's education and who will advocate for them. We need someone who is willing to listen and take into account different perspectives. We need someone who will work to strengthen our education system and who will be transparent with the community. They should posses strong analytical skills and be a critical thinker. |
| 34 | Must have a strong Jude's-Christian ethic and be willing to implement science courses that realistically explores all theories including creation.. must remove all vestiges of DEI. Must implement history courses that truthfully explain the founding of the United States. |
| 35 | Empathy, promoting diversity, catering to everyone in Lynchburg and not just a small group who thinks like them |
| 36 | Kindness, patience, humility and understanding that students come from different situations and sometimes come to school dealing with a lot of trauma, and that trauma influences their behavior. This behavior should be treated as a sign that the student needs more support and guidance, not punitive discipline. Students who are "disruptive" in class are trying to get attention and support the only way they know how. Trauma-informed care from guidance counselors and teachers is paramount. If our goal is graduation, you need to have a whole-person approach. This is hard to do when teachers and staff are over-worked, under-paid and stretched too thin. Funding is a School Board, City Council and State issue, and the Superintendent needs to be one of the voices advocating the needs of our children - our future leaders, lawmakers, neighbors - to those who make policy and funding decisions. |
| 37 | Number one, this person should have an extensive background in actual classroom teaching. It would be a slap in the face of all classroom teachers to hire someone with an admin degree and no credibility to go with it. |
| 38 | The next superintendent show have the ability to be flexible with ideas and delegation of duties as well as the time to be present to the schools. This person should be able to coordinate meetings but be firm in presentation to the staff, other peers and the respective Board of Supervisors as well as City Council. The candidate should have the ability to handle simultaneous tasks but not have all the answers. Instead, work with small groups that lend themselves to larger group discussions and team dynamics. A strong understanding of the financial budget picture with the grace and patience to maneuver when challenges are presented by state and federal governments. A person that has the desire to improve, enhance and inspire the largest resource in the city, the children who need the structure of the school staffs and physical environment. |

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| 39 | Ability to see big picture issues and attempt to make things equitable across schools. Dealing with a school board that knows nothing about education. |
| 40 | Entrepreneurial. Brand builder. Able to coordinate/liase with/attract technology companies and sell Lynchburg as a low-cost, high quality of life, superior education-center for companies to flock to. Effective at bridging partnering with private/NGO, not just public sector, to grow our educational system's capabilities/effectiveness. |
| 41 | Who really care |
| 42 | A good people person, someone who understands the needs of Lynchburg students, an upstanding person |
| 43 | I think the next superintendent needs to be a visionary thinker how to do more with less stay out of the politics and really focus on why you would want a strong public school system in this area. A strong public school system in this area would pull more professionals and businesses to the area And we already have a strong medical community. I'm sure would love to send their children to the public school system, if they had stronger proficiency teacher retention and better outcomes academically. |
| 44 | Needs to value diversity, equity, and inclusion. Must be committed to science and truth |
| 45 | Patience. Does well with both giving and receiving communication, so all are in the loop. Stress management. Knowing to take a breath. Fair, insightful, skill to elevate and achieve goals. kind. |
| 46 | IDGAF who is superintendent. ya'll utilize a communication system with emails, text, and calls and parents are not being notified when incidents happen. THIS IS GOING TO CAUSE THE CITY AND PUBLIC SCHOOL SUSTEM TO BE SUED !!! |
| 47 | The Ability to be objective. Not to have just one agenda and ignore the rest. There are many needs in this small community, from poverty to special needs to advanced students. They all need guidance and protection. Teachers need to be nurtured and given the tools to do this, not just forced to follow a guideline that doesn't work for all. Allow them to be creative and learn to love teaching again! the biggest struggle of all is to understand that education begins at home! only so much can be done in the school. There needs to be accountability to the parents and guardians as well. |
| 48 | Out of the box thinking, willingness to experiment, willingness to hold staff members accountable, excellent communication skills, a desire to partner with parents and community organizations |
| 49 | Energy. Respect for public schooling. An understanding of and appreciation of diversity. |
| 50 | The next superintendent needs to advocate for proper funding. He or she needs to stand up to the bullying from Lynchburg's city council and school board members with every intention of expanding access and resources for teachers, staff, and students of LCS. Lynchburg's brain bank languishes as our schools continue to be defunded and we need a superintendent who fights against that's where they are able. We also need an advocate to keep best practices for kids with disabilities. We cannot go backward in that regard even if federal funding and support falls to the wayside. |
| 51 | Someone who has ample years of teaching experience in regular and special education, as well as. administrative experience in the middle and high school environments. An individual who has children An individual who is not a people pleaser or follower, whom will make professional decisions based on experience, knowledge and statistically accurate studies/procedures, and not based on popularity with LC's governing body (mayor and other city representatives) LCS board members, and/or Parents. |
| 52 | Backbone to stand against the current political climate in Lynchburg. We don't need a "yes" person that will bow to the school board and city council at the detriment of our children. |

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| | Someone who will continue to lead us towards a path of excellence while also acknowledging the complexities of Lynchburg - poverty rate, white flight, rigid political climate trying to decimate public education, etc. |
| 53 | Communication skills, budget and finance skills that benefit the community needs. |
| 54 | They need to look at the school system, holistically and make decisions that are in the best interest of our kids |
| 55 | Be... transparent, realistic, genuine, student-first focused, able to leave the "Lynchburg politics" out of the equation, present in the schools, fair, firm, approachable, a great listener, clear with expectations of school admin, supportive of sped programs, consistent... |
| 56 | Realizing that there is a broad variety of income levels for families in the school system. A superintendent needs to reach each of these students, building off their strengths and supporting where there are weaknesses. Some of the schools serve students who do not have the opportunities that other students have, so there needs to be more access and special programming at these schools. |
| 57 | Sadly with the current city politics in Lynchburg the new superintendent will need to have strong communication skills with resources to back their knowledge to combat the ignorance of the current City Council and school board. |
| 58 | The city council is quite divisive so the next candidate would need to be really good at getting along with a mix of people and good at getting divisive folks to listen and convince them to put schools first. |
| 59 | Our superintendent needs a strong backbone. This position will require them to work with the current school board, but hopefully the superintendent can remember that it's the needs of the community that are important, not the opinions of the board. |
| 60 | Our next superintendent needs to have a passion for children, academics, and the well-being of all students, teachers and administrators. They need to be effective leaders who can address the needs of multiple constituents. |
| 61 | Dynamic and charismatic personality, good collaborator - especially with the admin at each school, good communicator |
| 62 | To be truly invested. Bold, honest, trustworthy, discerning, willing to listen to teachers and parents, maybe have a child in LCS. |
| 63 | A true collaborative leader who will encourage the board to listen to their community members. Too many times parents are given surveys to complete and the results are not supported by the school board!! They do not utilize the community input provided!!! |
| 64 | Educational background with lots of teaching experience. Able to listen to others and support their ideas and value input. Putting students first. Understanding that there is much work to be done, and ready to jump in and start working. |
| 65 | Compassion, leadership, visionary, transparent communication, problem-solving skills. Someone that will be visible in our schools and communicate more with parents. Making our teachers and faculty feel supported and appreciated. |
| 66 | -cares about all levels of students (both high and low performers) -stays current on research and methods for teaching that are data-driven -strong communication skills -strong collaboration skills -ability to stand up against political opposition and opinions that may not have the students' best interests in mind -Understanding and valuing diverse backgrounds and perspectives within the school community |
| 67 | Management of funds and resources |
| 68 | Need to be proficient in the entire school system Should be highly trained and professional Need to be open and transparent in all aspects of the job |

Lynchburg City Schools - Superintendent Search

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| 69 | The incoming superintendent needs to be someone who will fight for the safety and education of all students, including students who are not white or who are immigrants. Someone who will fight for students to continue to be fed and safe in school. |
| 70 | Build Community Support: Engage parents, teachers, and local communities: Mobilize parents, teachers, and local community members to raise awareness about the impact of defunding on education. This can include organizing town halls, petitions, or speaking at city council meetings to share personal stories about how cuts would harm students. Form coalitions with local organizations: Work with non-profits, advocacy groups, and local businesses to create a united front advocating for education funding. They may be able to apply political pressure on the council. Engage with Media and Public Relations: Publicize the issue: Use local media (newspapers, TV, social media) to get the message out about the harmful effects of defunding schools. Bring attention to the issue in a way that makes it difficult for the council to ignore the public outcry. |
| 71 | Our superintendent needs to be highly qualified with experience (& not fired for incompetence). He or she needs to be able to give documentation & evidence of how they have improved the school systems they have worked for. Their test scores & graduation rates need to have increased while school violence, dropout rates and loss of talented teachers needs to have significantly decreased. They need to be able to handle public speaking as well as have one-on-one conversations with faculty, staff, parents & students. They need to be able to stand up for what is right and not back down, especially with the School Board & City Counsel. They need to be willing to get in the schools & really get to know the students & staff. We do not need a superintendent who stays at the administration building and does not actually know what's going on in our schools. |
| 72 | I think the candidate needs to embrace diversity. I think they need to be dedicated to the students of LCS and always put the student's needs first above the political agenda of the school board or the city council. I think they need to be able to show they are a proven leader for the teachers and staff. I would love to see another person of color represent our school district. One that supports inclusion, one that supports our LGBTQ students, one that is not afraid to stand up for what teachers and students need from our local government. |
| 73 | passionate about education with every fiber of their being |
| 74 | The next superintendent needs to be focused on the students AND the staff! The candidate needs to be honest and trustworthy, have flexible thinking and the ability to change ideas and what is best based on evidence, intuition, and listening to feedback from the staff, teachers, students and parents, not just "claiming to listen" to by sending survey's and then not reading them. |
| 75 | Safety first!!!!!! Install metal detectors! |
| 76 | Don't know but have to know what's going on in the classroom and understand all departments |
| 77 | Willing to listen to community and make changes in their interests |
| 78 | When things happen better explaining it ahead of a time not waiting two hours later to send us a call or text |
| 79 | Caring, nice to others, being able to help with needs of parents and students. |
| 80 | Leadership, accountability, respect new perspective and ideas |
| 81 | Hardworking, deep care and commitment to children and their education, high expectations. , listen skills to teachers and principals. |
| 82 | Having the ability to advocate for the needs of the district and secure resources and support from local, state, and federal agencies. |

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| 83 | The next superintendent should want each child to live up to their full potential. They should be kind and fair. Students, faculty and staff should all be treated with respect and dialogue with parents encouraged. |
| 84 | Empathy, former educator and knowledge of classroom, ability to work with individuals on both sides of isle, ability to keep working with chaos (that is our city council) |
| 85 | I think the next superintendent needs to have excellent managerial skills. LCS is in need of a person that can run this school division well as the business it is. That may include appointing people who are experts in specific areas/fields and allowing them to lead. The division is in need of a leader to make difficult decisions. |
| 86 | Make choices souly for bettering the student's and the schools they attend.Make the student's Feel heard not just heard. |
| 87 | Administration and organizational leadership. Doesn't need to have a PhD in Education or have organizational leadership focused only on schools. This is an administrator position not a educational position. I would be thinking about finding someone who can make sure a bus schedule gets properly formulated near the top of the list. If you can't get to school reliably there is no way someone can learn. You need to get someone who can galvanize the city in interests of better education and getting more people to take education seriously - what games can you think of to make everyone want to support students success and motivation to do well in school? |
| 88 | Charismatic leader that is able to communicate with city officials, parents, teachers, staff and students. Experience with an urban student population. Demonstrated success with increasing test scores. |
| 89 | Zero tolerance policy for bullying Amin's students, teachers, and board members |
| 90 | He or she needs to be an excellent leader, grounded in their beliefs and confident in their abilities. Skills: Compassion, kindness, focus on what is actually good for children's development not the next agenda that's being pushed. Willingness to hear many points of view, willingness to ask tough questions , willingness to challenge norms. Welcoming to students and parents. knowledgeable in admin, student development, teacher relations |
| 91 | I want them to be trauma informed, understanding of how race and poverty affect our community and have the ability to make decisions and strategies that will bring progress for all types of students. They need to have good discernment and be able to communicate articulately with staff, the board, parents, and community. We need someone that will unify this community and be a bridge between such a politically polarized nation. |
| 92 | Advanced degree in education, experience with diverse public school districts, good listening skills, innovative and creative thinker, compassionate, culturally competent Strong resolve and ability to advocate effectively for our schools (students, faculty, and staff) with City Council |
| 93 | 1. Skills in a urban school district 2. The majority population in school are people of color and in poverty and free and reduced lunch. Skills needed to develop programs for the population. 3. Skills in bring up accreditation scores for state and national scores along with increasing the graduation rate. 4. Community oriented and strong partner in the community, be active and visible. 5. Strong financial skills to address issues with budget and sort falls when City Council wants to reduce funding. How to be creative. |
| 94 | Open to feedback, focused on improving children's test scores |
| 95 | The next superintendent must prioritize accessibility and inclusive education, ensuring all students receive the support they need. Strong leadership and communication skills are essential to foster collaboration between educators, special education staff, and technology teams. Experience with special education law and assistive technology is crucial to address gaps in training and implementation. The superintendent should be proactive in problem- |

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| | solving, responsive to families' concerns, and committed to transparency. They must advocate for all students, particularly those with disabilities, by promoting accountability and ensuring accommodations are consistently applied. |
| 96 | Openness/Honesty Respectfulness |
| 97 | Creo que debe de ser una persona con mucha empatía, que trabaje en equipo y nunca olvide los valores ni a Dios para la hora de tomar decisiones |
| 98 | Our next superintendent needs to be strong enough to stand up to our City Council and School Board regarding the welfare and education of our students and staff. While I believe we need to take some hard steps toward being more financially responsible, it cannot come at the expense of the quality of our schools. |
| 99 | Christian conservative, churchgoer, |
| 100 | No greed, no corruption, LISTEN to the people and make every way possible for more voices to be heard than just meetings that most people don't even go to. Marketing goes a long way... |
| 101 | Strong bold leadership prioritizing safety, positive culture and achievement in all areas not just the classroom. |
| 102 | Compassion and calm. Understanding of needs for kids growing up with generational poverty. Someone who can build resources for parents, community members, staff, and students to find common ground and to work together to build something stronger. Strong communication skills, interpersonal skills and a background with successful conflict resolution. Someone to work to lift up others from within instead of acting as overseer |
| 103 | Be decisive, intentional, curious, educate yourself, and do not allow transient new comers this area to influence you. There are still plenty of multi-generational Lynchburg and county families here!!!! |
| 104 | The next superintendent needs to be open minded and prepared to be inclusive of all children no matter race, religion or ethnic background. They need to be compassionate, self aware, upbeat, honest, genuine and respectful. Preferably someone from a larger city so they understand the dynamics of representing a diverse community. |
| 105 | Business acumen, understand the budget. Create innovative methods to stretch the budget without closing schools. |
| 106 | I feel that the quality of our community starts with our public education system. If our community is educated, we have higher quality of life, decreased crime, safer place to live, and will be able to recruit and maintain business owners, physicians, teachers. We need a superintendent who will be a strong and effective advocate for our schools. |
| 107 | Need to be personable and relatable to parents and students needs. They need to fairly enforce policies. They need to be willing to listen to teacher needs. |
| 108 | Good communication skills, vision, strong back bone |
| 109 | Honest and assessible |
| 110 | Needs to understand and care for ALL children. Needs to be a person who understands where the gaps are and how to approach them. We want someone who will let teachers teach the truth. Someone who works with the teachers listening to the needs in our community. |
| 111 | On the most basic level, I would hope that the next superintendent BELIEVES in public education. One worthwhile indicator would be--assuming the next superintendent is a parent--whether they put their own children through public school, rather than private schooling or homeschooling. Another desirable quality would be someone who appreciates the importance and expertise of teachers, and does not over-cater to parents. We have some incredible teachers here in Lynchburg, and I believe they should be listened to and consulted with, when |

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| | making any changes. They are the ones best placed to understand both the challenges and the immense potential of children in LCS schools. They are also the ones that have to live with the consequences of any changes, and if we make their jobs harder, they will be less effective, and our children will suffer. |
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| 112 | He/She needs to listen to what the teachers, staff, and families are saying. But don't just listed to the families. The teachers need as much if not more say than the parents. Also the superintendent needs to stand up to voices on City Council and the School Board who are not advocating for what is best for our students and teachers. |
| 113 | Relatable, strong, able to maintain priorities and stand up against ridiculous "political" issues. CHILDREN FIRST. Everything else second. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Staff Member | |
| Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? | |
| SR No. | Response Text |
| 1 | He/She must know what it is like to be in the classroom being micromanaged by the district office. |
| 2 | The next superintendent needs to be a strong citizen of the United States of America. The previous superintendent was caught on camera with her hands by her side during the pledge of allegiance to our flag. He or she needs a knowledge of the purpose of education and what it takes for a student to be successful during and after school. |
| 3 | Promotes diversity, loves our community and someone who isn't here for a paycheck, but who wants our kids to succeed. |
| 4 | Has taught or been a administrator in all 3 levels of schooling. They have to know what it is really like in the elementary, middle and high school world. Visit schools often, even sub in some classes at each level to have a clear picture of what our schools are. |
| 5 | Support your teachers and staff. Increase compensation to attract and retain your people. Too many surrounding areas are getting the best teachers because of the stagnet salaries in the city. It used to pay 10% more to work in the city because of the additonal challenges however in recent years, the salaries are flat and people move out to the county to make the same (sometimes more). |
| 6 | We need a superintendent who is familiar with LCS and Lynchburg. It is a quirky place with a long history and we need our staff to do what works in the classrooms, not try every new theory that comes along or rehash programs we did years ago. We need someone who is from a public education background, who has had at least a decade in the classroom before moving into administration. We need someone who understands that the superintendent treats the employees like the trained professionals they are. |
| 7 | - Cares more about students than they do about themselves - Knowledgable about history of race and racism in US and in Lynchburg. - Culturally sensitive - Cares about people - Vision for the division - Willing to make the correction decisions, even when they are difficult - Holding people accountable for poor performance - Fiscally responsible |
| 8 | To be successful, a new superintendent will need to value diversity, equity, and inclusion. These are critical needs for our division at this time. A new superintendent will need to be able to learn about all areas of the system themselves, not just gather information from others. My particular hope is that the new superintendent will value early education as the important foundational necessity that it is, and understand that early education is a unique and distinct discipline. |
| 9 | -ability to listen -strong leadership skills -ability to build relationships and help lessen the division between City Council and the School Board -Vision for the future and not just the |

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| | next three or four years -self-control (to not jump on every educational bandwagon that presents itself and to have a like minded staff) |
| 10 | Student centered and focused, holding parents accountable on different levels, advocating for the division at the local level and political discourse within the local government, understanding of the population of Lynchburg but more so in the division as that differs than the data of the community (poverty, mental health issues etc) |
| 11 | Decisive, courageous, and LCS student and community focused. Preferably, not someone coming to LCS as a stepping stone or with their own political agenda. |
| 12 | Communication: listening Communication: persuasion skills Collaboration: all voices must be heard Ability to compromise when appropriate but to push back when it is not Organization skills: making time to visit every school Kindness and compassion Fairness Reasonable expectations |
| 13 | ability to delegate and work with oppositional members of the community value the individual needs of the teachers/workers while pushing staff to meet the intensive needs of division and students. |
| 14 | Someone who understands the various dynamic of our school's locations and the diversity of our students themselves. Inner city knowledge would most likely be helpful. Also being familiar with working with title one schools is helpful. |
| 15 | Experience as an educator and administrator in a Virginia school. One of the most valuable things that a superintendent can bring is empathy. Without having been a teacher in Virginia (preferably in an urban area), it is difficult to have that. The next superintendent needs to have current knowledge of best practices in education. |
| 16 | Open-minded and creative thinker. A willingness to take risks in applying creative problem solving approaches to long standing problems. A dedication to student outcomes as well as staff well-being. Skilled in applying data driven solutions without getting slowed down by data gathering processes. |
| 17 | Keep up with the culture & climate in the schools. Guide the administration to cultivating really effective and engaging staff in their home schools. |
| 18 | Strong personality to advocate for the teachers, staff, students, and facilities. A superintendent who knows how to manage and understand the dynamics of community and government relationships. A superintendent who can get on the floor with kids and be present for them as well as the boardroom. |
| 19 | Understanding, be seen in the schools, be as fair as possible. |
| 20 | Focused on achievement, high level of personal discipline. |
| 21 | I think the position needs to promote from within. Don't go hiring someone who has no idea how life in Lynchburg VA really is. These transplants come in and try to change things to the way they did it *wherever. That doesn't work so well in a totally different area. |
| 22 | strength of conviction to go against the school board when they need to do what is right for the students/staff, support school staff, have a behavior matrix that is transparent to stakeholders |
| 23 | The next superintendent needs to have experience as a superintendent and understands the inner city population needs. The person needs to have superior experience in identifying what positions are necessary for student success and what positions are not essential to the growth of out learners. |
| 24 | Someone with knowledge of curriculum and instruction, strong leadership, ability to communicate with students/faculty/staff/administration and our city council. Dr. Copeland is familiar with every aspect of LCS. |

Lynchburg City Schools - Superintendent Search

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| 25 | He/ she should seek the contact to the teachers and other staff, and address the most urgent issues first; in short, he/ she should be a very good 'listener'. |
| 26 | Leadership Inclusion COMMUNICATION Management & Planification (Procedures, Goals, Achieves, Corrections) |
| 27 | We need someone who is level-headed and thoughtful that will carefully make decisions that are in the best interest of students at Lynchburg City Schools. We need someone who is a good communicator and natural peacemaker who brings steady-handed, calm approach. |
| 28 | Ability to both support and hold accountable. Ability to clearly and compellingly cast a vision that can move the division forward and unite staff toward a common and understood goal. Ability to engage a diverse group of stakeholders, including students and parents, that come from very different backgrounds and experiences. Ability to attract quality educators back to Lynchburg. Ability to craft functioning systems that create order from chaos and make LCS a more sustainable and effective organization to work for. Knowledge of urban education is key. Experience as an educator AND as a school leader is important to be able to best understand what employees are dealing with and how to create good solutions. |
| 29 | To be able to know each role and duties of each department |
| 30 | Finance and budget skills. I think we need a Superintendent who runs a tight ship. I would love a superintendent who is supportive of teachers and protects teachers' time to plan and grade. |
| 31 | High levels of organization regarding strategic plans and goals with proven experience in implementation and follow-through. |
| 32 | Connections to Lynchburg Community and School Personnel Calm and Kind with the ability to make tough decisions Ability to create collaborative teams to lead and guide school division needs and improvement. Innovative thinking for inclusion, active learning/engagement and mental well being as a focus Knowledge of fiscal responsibility for facilities, instructional materials and staff employment Support for all students pre-k through post secondary instruction with a lens of equity of resources for schools and programs. |
| 33 | The next superintendent needs to build good relationships with all political representatives, whether that be school board members or city council. Chief Zuidema of LPD has been able to secure enormous salary raises for his officers, as well as funding for a new building, using tax payer dollars. (My students graduate my program, get a job at LPD, and make more money than me in their early 20s than I make in my 40s with about 20 years of experience in the criminal justice field.) Teachers are told there simply is no funding or that budgets need to be cut. There is always an emergency that puts fair teacher salaries on the back burner. Better relationships can change the attitudes of those who hold the purse strings. |
| 34 | Strong instructional leaders who understands how to make positive change in a standards-based environment. |
| 35 | Be communicative; be tangible (come to the schools, get to know your staff, students, parents). Dr. Brabrand did a good job of this, he came to each school into the classrooms at least once a month and sent out a memo. regularly. Be in touch with the community! |
| 36 | We need a superintendent that is willing to give the the hard answers, not just the ones that people want to hear. The new super must understand that our Lynchburg Community is only as strong as it's school system. We need a superintendent that understands curriculum and instruction but also discipline. We have allowed students and families to dictate behavior and it has cost us dearly. It is my hope that the new superintendent will be committed to making LCS great again. |
| 37 | The new superintendent needs to have a strong knowledge of curriculum and leadership skills: <ul style="list-style-type: none"> • Ability to work collaboratively with stakeholders • Knowledge of school law and finance • Knowledge of strong instructional practices • High expectations for the division |

Lynchburg City Schools - Superintendent Search

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| 38 | You will need a connection to the community and also to your staff and students. Focus less on testing and more on students and meeting them at their level. We have had our fair share of turnover and need someone that will stay on and make a difference to LCS. I had minimal interaction with our last superintendent; I would like to see more effort to get to know all your teachers, not just the "popular" ones. Your quiet and reserved teachers are making a difference too, but we sometimes feel overlooked and unappreciated. |
| 39 | Have the ability to see the superfluous positions that are unnecessary and trim that fat. |
| 40 | The next superintendent HAS to have an education background. It'd be nice if they weren't THAT far removed from the classroom in order to better empathize with the feet on the ground. It would also be helpful if they were a parent, but it's not necessary. Knowledge of best practice for mental health and trauma is also a plus. |
| 41 | Needs to be: A great Leader Visible Compassionate Transformational Visionary |
| 42 | Creative solutions. Willingness to make the hard decisions (especially regarding Elementary School facilities) |
| 43 | Ability to see the big picture while focusing on smaller elements that need more attention. Someone who can communicate with staff and families with a clear vision. Classroom experience and strong leadership skills. Understanding of the effects of trauma and poverty and how to accommodate those students to be the very best they can be. Fiscal responsibility |
| 44 | Visible leadership - come out and talk to us; be visible in the schools Let students and staff know who you are and what your intentions/objectives are. |
| 45 | The next superintendent needs to be creative and open-minded. It needs to be someone who's open to new ideas and will stick with those new ideas. It should be someone who will work with people at every level and in all walks of life. |
| 46 | Good communication skills and a good work ethic. Have the mindset that all employees should be created equal. No job is better or less than the other. Everyone plays a valuable role. |
| 47 | Ability to make tough decisions. Someone with experience outside of education to bring a fresh perspective. |
| 48 | The superintendent needs to demonstrate strong leadership skills. Administrators need to be held to high standards and held accountable for following the expectations set for the division. The superintendent needs to start by examining central office staff and efficiency. They must evaluate policies and programs, staffing, and all budget items. There needs to be a degree of transparency and willingness to listen. The division needs positive communication to highlight staff and student excellence. Attendance policies need to toughen up. Relationships need to improve with city council to ensure a smoother budget process. They need to be visible and engage with the community at each school. |
| 49 | Communication, time-informed planning, empathy, advocacy for disabilities and minorities |
| 50 | Tested educational leadership that have produced positive outcomes for students and the community. Teacher and principal experience. Trustworth with character and integrity. |
| 51 | A good listener and a better doer.. lol |
| 52 | Address the silent but too real cycle of poverty in the school population while pushing hard to restore Lynchburg City School's excellence. This was always the best public school education in Central Virginia and educators with doctorates came to teach and stayed for the quality of life and the priority for education. They were treated like professionals. |
| 53 | Organization Intentionality High Expectations and Accountabilty Love for students and education Passion for making things work better for their staff in all areas |

Lynchburg City Schools - Superintendent Search

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| 54 | I think the superintendent will need to be willing to work well with administrators to support our teacher and all students. |
| 55 | Be supportive in what the each school is doing. Recognize people trying to do their best in all positions. Have a smile on their face. Work with the administration of the school. |
| 56 | Open-minded, willing to take feedback from teachers and implement change, and not just focused on the buzzwords. |
| 57 | strong leadership, honesty, integrity, good attendance |
| 58 | Leadership Communication Empathy Organization Ability to withstand political drama |
| 59 | Strong leadership skills which includes making decisions that drive our district in the right direction, but potentially make certain factions of the community upset. Experience in this district or a similar district. An advocate for safety in our schools. Interpersonal skills that allow him/her to gain the trust and buy in of all stakeholders. A belief system that fosters responsibility from all stakeholders. An interest and willingness to seek out educational options for our students who will never be on the track towards college. |
| 60 | To listen to the staff members and trust them to do their jobs |
| 61 | Visionary, has creative ideas, is able to budget well, helps students from low income families, supportive, can hold people accountable to do their jobs, transparency competent. HAS EXPERIENCE and a successful track record as a superintendent. Has a PHD in education or related field. |
| 62 | Able to put systems in place Able to lead and encourage Hard worker Encourages and holds leaders accountable. Has a proven track record in educational experience. |
| 63 | Thorough and frequent communication, high standards for students, strong support for staff |
| 64 | We need someone with an instructional back ground who can help support student instruction at all levels. Secondary instructional focus has been missing during the last superintendent and many of our secondary schools are struggling to meet accreditation. We also need someone willing to make hard decisions. Many of our buildings have frequent plumbing, air, and roof issues. I do not see how we can afford all the capital improvement that needs to happen and not consider shutting down a school or two. |
| 65 | future thinking, valuing gifted and giving some focus to serving in middle school instead of major focus on underachieving, Appreciation for appropriate behaviors, importance of retention of staff, and not giving teachers more and more new programs and paperwork that can't begin to be completed in contract hours , promotion in community, come with networking in place to assist him/her. experience with a positive job record from past, not votes of no confidence from prior district |
| 66 | We need to have clear and consistent communication from the superintendent in ALL matters. Many times people get left out or overlooked and when information is delegated, the message gets jumbled up. We also need consistency in follow through and presence in buildings. In the past we have had superintendents who were very present in the schools. The staff and students knew who he was. That is something that has been missing for quite a while. We were often told one thing and did not see that followed up with actions and support. Division level support for the schools is something that is not felt in general in LCS. Often we are asked how we can feel more valued and a lot of that comes from the top. Hearing opinions and concerns and not following up with solutions can lead to more frustration. Seeing some action on those concerns is crucial when rebuilding trust. |
| 67 | Communication. Support for educators. Been in education before. Fearless for change. Personable. Willing to listen. |
| 68 | I think we need a superintendent who shows parents, students, and staff that they care. Someone who is present and involved in the schools. Someone who is trying to make good |

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| | changes to support the students. Also someone who understands the load teachers are bearing and finds ways to make that load less heavy. |
| 69 | They should have been an administrator on all three levels, like Dr. Rule. |
| 70 | The next superintendent needs to have common sense, be genuine (not a politician), and have great communication skills (which includes LISTENING to the people in the trenches). He/she should be invested in our students and in our community. |
| 71 | He needs to be kind, with great attention to detail, fighting for his employees when he can. He should be a leader via example and take time regularly to observe teachers and administrators in each school building. His priorities should be in the schools and not his office. He should be calm and skilled at negotiating, especially with City Council and the School Board. He should be fiscally responsible in both his professional and personal life. He should strive to give second chances, but also let everyone know that actions have consequences. He should start new teacher programs based off of Wong and Wong's First Days of School and know that training effective, efficient teachers is the best way to implement sweeping change for the better in LCS. Elementary schools should be the most vetted because good mannerisms start there. |
| 72 | Strength, conviction, and integrity in the face of resistance due to deep-seated habits and nepotism; flexibility and understanding towards input from staff; careful consideration regarding the impact of decisions on staff, students, and future functionality and reputation of LCS; current experience in education; a positive relationship with previous school district colleagues and stakeholders; ability to deal diplomatically, yet firmly, within LCS and as a representative of LCS |
| 73 | Good people skills, inclusion mentality, courage to implement changes |
| 74 | Put Staff and teachers before their paycheck (give teachers \$5000 raise) |
| 75 | Patience and leadership as well as the ability to stand firm on issues (cellphone/electronics communications) |
| 76 | In order to be successful the superintendent will need to be outgoing, transparent, relatable and know how to manage finances. We also need someone willing to access what is going structurally with in schools and departments. Also, not afraid of dismantling things that aren't working, and bring us up to speed in all areas. I think we also need someone who understands the students, and the working generations of all ages. We need someone who understands the times we are living in and what is needed now and not what worked in their day. |
| 77 | The next superintendent needs to be very organized, and level headed. They need to be able to manage stress easily. I also think that our superintendent should be visible within the schools, and I mean all schools. It should be unacceptable for the superintendent to have a more visible presence in one school over another. I also think that the superintendent needs to be a person who considers what is best for their staff. The superintendent cannot do their job successfully without a strong and supported cohort of workers. Support your staff in as many ways as possible in order to better the success of the district, yourself, and the students. |
| 78 | Personable, experienced, kind, pro public education, well versed in working with a student population that is diverse. Willing to go to bat for the basic needs of students and staff regarding budgetary issues. Can work well with a difficult Board of Supervisors. |
| 79 | strong leadership skills, but not wanting to impose lots of new & too many unmanageable initiatives. I think Dr Copeland is the PERFECT choice. |
| 80 | Visionary for academic excellence and experience breaking the chain of generational poverty |
| 81 | The next superintendent must be a person who not only knows the schools in his jurisdiction but the staff who work in these schools, not from grades but by visiting the schools and talking to those who work in these schools, regardless of position/title. |

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| 82 | I am writing from an elementary perspective. The next superintendent should not come in with an agenda that involves immediate sweeping changes. Take time to get to know the culture in different schools because the needs are vastly different from school to school. Also, please be genuinely open to feedback from teachers and don't rely on the supervisors in central office. They have made some unreasonable decisions this year that impacted the demands on teachers, and were not open to other options. The next superintended also needs to be aware of the needs of all schools and not focus on a particular level (ie - elementary, middle, or high). |
| 83 | Great Superintendents have a unique ability to hire successful people and retain them. People remain loyal to the mission if the mission is sensible. The next person should be a great communicator that can appeal to social justice warriors as well and anti-CRT crowds. |
| 84 | Love, compassion, dedication, determination, kindness, likes a challenge, is dependable meaning who we can count on to help us and everyone involved with LCS. |
| 85 | A heart for children. |
| 86 | Proactive Communicator Problem-Solver Team Building Accessibility to your teachers |
| 87 | To be hired based on no other criteria than MERIT. |
| 88 | That the person is NOT enthused with DEI |
| 89 | Urban leadership training Authentic and transparent Well known for the ability to establish strong systems Well known for being extremely communicative Confident and has a shared vision and can carry that out in COLLABORATION with others Knows the political frame but can put students above all else |
| 90 | Someone qualified. |
| 91 | That person needs to be willing to meet people where they are. Must be go to all parts of the city including inner city neighborhoods, apartment complexes, Encourage staff and students by attending many events. Hold staff accountable for unacceptable actions. Work with community leaders to have positive actions with schools. Staff in division needs to represent the student body. Encourage staff and teachers to visit the neighborhoods that the students live in, maybe as a PD day in the summer. |
| 92 | The next superintendent should have classroom and administrative experience at the building level. This helps to understand the daily challenges that our faculty and staff encounter on a daily basis. |
| 93 | Muat be a strong leader; Should alao be a person that reflects our diverse school district |
| 94 | Leadership skills, genuine love for all people, knowledge of Lynchburg, vision for LCS ability to create a culture of inclusivity while providing opportunities that meet the needs of students, staff, and families educational insight Heart for education Ability to grow and develop a team/teams other leaders Effective communication skills and the willingness to use them wisely |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student and Current Staff Member

Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

| SR No. | Response Text |
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| 1 | Need to be personable and willing to be seen around the school district. Be more hands on with the community and schools. Also, they need to have the teachers back and help the teachers do what is best for the student and community. |
| 2 | A focus on academics that can reach all students. The understanding that when a child's academic needs are met, disruptive behaviors and emotional dysregulation can be lessened. A |

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| | clear understanding of how to implement research-based curriculum in reading and math for children from ALL backgrounds. |
| 3 | I think they need to be warm, welcoming and friendly. Someone who can get in the trenches not just the office. Someone who cares and wants to work with the staff and their needs. |
| 4 | Flexible, good time management, present in schools and community, willingness to listen. |
| 5 | innovative, listening skills, inspiring vision, courageous This district needs leadership with the courage to have an inspiring vision and innovate changes for our children. We need to be open to new ways of structuring institutions of learning |
| 6 | Real teaching and administrative experience. The current interim has neither and it shows. |
| 7 | I really appreciated in our last superintendent the transparency, family friendly language and breaking down various processes like the budget cycle during school board meetings. She did a really excellent job at providing historical context and trends that provided the rational for decisions that were made and cut through some of the misinformation that circled within the community. I also really appreciate that she spent alot of time telling the positive stories happening within LCS. Sometimes we forget all the good things that are happening and she really made them very visible. I think in the current climate an incoming Superintendent has to be able to rise above negative politics and be resilient in the face strong dissenting opinions. A Superintendent needs to be able to give voice to families, students and the community and this voice be reflected in decision making. |
| 8 | The skill set to think outside the box. The courage to do what is best for the students and families of LCS. |
| 9 | Strict but also a people person. |
| 10 | Needs to be willing to actually be in the schools on a very frequent basis. Our past Superintendent was never at our school, except to slip into the conference room for a meeting. Never observing classes, students or teachers. I want to see a Superintendent who is visible at all grade levels. I want the students to know who the Superintendent is!!!! They need to be a good listener, communicator, and someone who can be assertive. They need to be someone who can make thoughtful decisions, that consider the full ramifications of their plan. |
| 11 | Visible. Able to communicate with a defiant, and unsupportive school board. Supportive of the staff. Supportive of the students needs. |
| 12 | We need a superintendent who will create a vision of LCD ten years from now, and someone who can convince the city council, the community, and LCS employees that it is the right choice, worthy of sacrifice. Elementary schools need to close, with resources consolidated. We need someone who can guide a division back to a culture of high expectations which teaches students the academic, but most importantly, the social and behavioral skills they need to be successful as adults. |
| 13 | I want someone who values our teachers. Who wants to help with behavior issues and creates plans for staff to be supported on those behaviors. We have students that need to be somewhere else. Teachers are unable to teach because they are dealing with so many behavioral issues in class. |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Student

Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

| SR No. | Response Text |
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| 1 | someone who understands how I feel and actually does something instead of cowering. |

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| 2 | to have smart and quick thinking incase of anything happening and to have a peice of mind to make students happy |
| 3 | They need to be able to handle any situation headed their direction, need to be half nice & half stern,positive role model |
| 4 | Attacking fights in school And teachers moving fast during a lesson |
| 5 | No |
| 6 | Being adapt in students personalities, same with the staff and other people. In general if the superintendent walks in expecting every student to be the same or in a less wild category than others then they are wrong. The students are all different, every single one of the.. They all have different problems that stems from different things, one person can be bad at math because they can't count well while another can be bad at math because they don't care. I would say only help when help is needed but not many are able to admit they need help, I'm an example of that. I don't want people knowing my problems unless I've already found a solution to it, otherwise I just get even more upset about it. |
| 7 | Absolutely anything, just kindness, smartness, and knowing how some students might not like to be called on |
| 8 | a joke lol |
| 9 | I would say that he or she needs to have skills that improves the school district, and improve the help to each student and teacher |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Community Member with No School-aged Children

Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

| SR No. | Response Text |
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| 1 | Willing to listen to thee families and students. |
| 2 | Experience in being a successful superintendent. |
| 3 | Someone who knows this community. Stop hiring outsiders. |
| 4 | They must be willing to cut costs and make difficult staffing decisions. Also must be a transparent communicator and be willing to be challenged and questioned without feeling threatened or insecure. Be willing to submit and implement school board policy. |
| 5 | Honesty and transparency is the most important trait. Strong & effective communicator with proven leadership open to direct community Engagement including with students, staff and families. Offer a proven historical record of positive student academic performance, management experience including budgeting and finance. We can't have another superintendent come to us that has a negative history including termination or any votes of no-confidence. That set a terrible precedent and leaves Lynchburg believing they aren't worth competent and experienced leaders. |
| 6 | Non-partisan, affirming, advocate for teachers, staff and students! |
| 7 | Good communication skills/ open minded/ sense of fairness/ friendly and cordial to all people/ an appreciation for diversity |
| 8 | Ability to work with all types of people. Able to clearly communicate goals to both employees and community at large. Actively listening to teachers, parents, and students to build relationships and empower them. |
| 9 | Familiar with classical education. Willingness to restore vocational training, including after school jobs in related businesses. |

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| 10 | To be successful, the next superintendent should have a blend of leadership qualities, interpersonal skills and an understanding of educational strategies and needs of the community. These include visionary leadership, Strong communication skills, Collaboration and relationship building skills, Data-driven decision making, Cultural competence and inclusivity, financial management, adaptability and resilience, integrity and ethical leadership. |
| 11 | The most important is to have great self esteem and know the importance of surrounding themselves with strong hard-working people that make them look good. Not hiring unqualified people because they make them look good, because they don't. Not only look good on camera but someone who cares enough about their staff to roam the halls and show themselves. Be a part of the schools and staff; NOT be apart from them. |
| 12 | They need to be bold, transparent, and energetic. They need to be in the community and available to all citizens. |
| 13 | Easy question. I've known all the superintendents for the last 40 years. Crystal Edwards is at the top of the list, so the goal should be to find someone like her. |
| 14 | Someone who has experience in an urban district, someone with credentials from a highly regarded university, and someone who has the strength to set boundaries with demanding parents who are looking out for only their own interests. |
| 15 | Common sense, fairness, caring for children. |
| 16 | Experience in city schools the size of Lynchburg, involvement both with business and community members. Experience and proven outcomes improving academic success for all students. Listening and considering input from teachers and staff in making decisions as well as parents and students. Making all students feel valued as well as teachers. Great communicator, positive, supportive leader. |
| 17 | Non dei, strong merit based commitments, hears and responds to parents, |
| 18 | Incredible negotiating skills; transformative leadership ability; experience in a system with demographics similar to Lynchburg. An understanding that not every student is college bound. BUT every student should be prepared with skills to excel in a career technical education. The superintendent needs to be very visible in the community. This matters in Lynchburg-citizens want to see their leadership(public and non-profit) as part of the community. This is a probably at least a 10-12 hour a day gig. The next superintendent must be very very visible in the halls of the City's 11 (?) schools. |
| 19 | Leadership - up and down Strong performance record, with measures Strong listening skills Relationship-building Influence skills Networking skills |
| 20 | Demonstrated experience in education, leadership, and project management. Understanding of Virginia regulations. |
| 21 | Creative (think outside the box), hire people who can recruitment good teachers, hire people who are curriculum experts and people who have a vision and know how to get there. |
| 22 | Visible in the school and the community Listen to parents and teachers Be fiscally conservative and creative with funds Tap the intellectual capital of students by creating ways for more student input and have their voices heard. Out of box thinker- "let's reimagine LCS-Vibrant personality to unlock the creativity and imagination already in the division! |
| 23 | The next superintendent should focus on academics, especially achievement gaps exacerbated by COVID closures. Just as in medicine, programs should focus on methods that have evidence-based support. He or she should be conversant in educational literature, and be able to analyze published studies to determine what studies are really well-constructed and provide good data on whether methods actually do make a difference or don't. Teaching staff will be motivated by seeing the implementation of programs that actually work to increase academic success. Just asking for more money all the time doesn't show the community that |

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| | the educational professionals are actively working to improve the outcomes for Lynchburg's kids. Allowing for innovation in small units within a school is another way to find the methods that work, and should allow for the rejection of ideas that don't work. Just because a new idea is tried doesn't mean it will succeed. Retention of programs should be based on outco |
| 24 | 1. Must get to know ALL of the staff and regularly visit all schools. 2. Must have a personality with a sense of humor. 3. Must know Virginia and Federal guidelines (if any of these still exist when they are employed). |
| 25 | An open mind; get out into the schools to meet the staff (not just leadership -- line staff, cafeteria workers, instructional assistants, etc.); visit neighborhoods to find out what challenges and advantages students have from each area; don't accept the status quo; don't believe everything you hear -- watch and listen carefully and decide for yourself. Be humble. Don't come in with a big plan unless you've been here before and you know the area. |
| 26 | A potential superintendent should embrace the African proverb of it takes a village to raise a child, and also exemplify it in action. They should recognize that in order to raise and educate our children effectively, the village itself must be supported. Our educators, parents, and community partners all play a vital role in shaping the future of our students, and they need strong leadership that listens, collaborates, and believes in meaningful connections. Our community seeks a superintendent who is committed to building bridges, uplifting the voices of students and families, and ensuring that every child regardless of background has the resources and opportunities they need to thrive. With the right leadership we believe Lynchburg's schools can be a shining example of what happens when a community truly invests in its future. One who leads with integrity, invest in educators, engage with students and implement policies that truly uplift every child in our schools. |
| 27 | The next superintendent should be a visionary leader committed to academic excellence, equity, and student success. Strong communication and collaboration skills are essential to engage educators, families, and the community. They must understand culturally responsive education and strategies to close achievement gaps. Experience in improving student outcomes, supporting teacher retention, and ensuring equitable resource allocation is critical. The superintendent should be data-driven, adaptable, and fiscally responsible, making informed decisions to enhance student learning. Integrity, empathy, and a student-centered mindset are key to building trust and fostering a positive school culture. By prioritizing inclusivity, innovation, and transparency, they can lead Lynchburg City Schools toward continued growth and success. |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Other (Please specify)

Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful?

| SR No. | Response Text |
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| 1 | Genuine concern to support the staff and leaders of the school system. The people in the school building are the ones serving the kids, and they know how to best service their population. Find someone who is a great leader of people and let them pour into those leaders so that the leaders can serve the families of their school. |
| 2 | Someone who is not afraid to stand up for what's right and advocate for the needs of all (students and staff.). Someone who will look at the whole picture and not just one side. Someone who is not afraid to do what's right, even if it is hard. |
| 3 | A superintendent who is conservative, not woke and who is focused on learning and not on social issues. |

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| 4 | The next superintendent should be able to lead with a desire to support teachers in the classroom. The next superintendent should be fiscally responsible, and accountable. The next superintendent should lead by example within an inclusive environment. |
| 5 | Respectfulness, courtesy, compassion, resourcefulness, understanding, transparency, positivity, appreciation, bravery, long-vision, networking |
| 6 | 1. Good communicator 2. Approachable 3, Capable of making good hires for administrative positions |
| 7 | A strong love of education, loves children and strong empathy and support for the parents and guardians. Someone who is willing to think outside of the box at times and can readily adjust and embraces change. Good work ethics and strong communication skills in order to work with others. |
| 8 | Let principal have programs in the schools that will help change culture and mindsets |
| 9 | The ability to navigate a challenging dynamic with both the School Board and City Council, both of which include individuals who are obstructionists and operate with little understanding of educational systems and needs. |
| 10 | She or he needs the community behind her or him, because everything starts at home! People skills! |
| 11 | Personable, trustworthy, firm but fair, willing to take calculated risks that are innovative, organized and able to think strategically, a person that goes to the schools and interacts with teachers, students, and staff. Knowledgeable about politics in order to take preventative action in preparation for legislative decisions that can create stress on staff and students. A visionary who can persevere during stressful situations. Willing to challenge the status quo and apply resources where needed. Willing to focus on efficiency and performance with constant and dedicated resolve. |
| 12 | Well versed in all aspects of education. A desire for the schools in our division to excel. A desire to look at the present circumstances and to adjust staff and programs to create success. Decisions to be made on what will improve education regardless of pressure from politicians. |
| 13 | LEADERSHIP skills. Honesty and integrity. Extensive background in education including both teaching and administration. A proven record of bringing value to previous positions, to include increase in graduation rates and a decrease in behavioral issues. |
| 14 | Experience, ph.d, common sense, communication skills, and truthfulness. No current or former employees of LCS. No DEI hires. Thorough background check. |
| 15 | Sociable, approachable, friendly and versatile for the students and parents |
| 16 | Knowledge in special education, empathy, and parent-school communication. |
| 17 | A deep knowledge of this community and the history of the decision-making in the schools would be very helpful. Honesty and the will to speak candidly about the difficult decisions this community faces as it decides where to invest limited tax dollars are essential. Transparency and the ability to guide the School Board to make sound decisions, explain the rationale for them, then stand behind them, is critically important. |
| 18 | Firm commitment to quality, public education, a willingness to listen to teachers and staff, families and students, and a willingness and ability to handle conflicts in a transparent and conciliatory way |
| 19 | A person who is professional and possesses administrative and financial skillsets to manage a school system. They should possess supervisory skills to manage unique people and staff and they should be creative individuals to make sure our children learn using many different ways to learn and become confident test takers, this is a skill that all students should have |

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| 20 | Communication s skills Ability to listen Ability to make hard choices To want to be a part of student success To support educators To be approachable. |
| 21 | Needs to be aware of Everything and all areas of the students and the operation And functions of the Schoo System |
| 22 | Considering the area and our current city council and school board, the best thing we can do is have someone in the position that separates their faith from their profession. Someone who supports public education and opposes the use of school vouchers. |
| 23 | we need someone who: only communicates in Babylonian cuniform on shale tablets left in ritual spots , robes only policy, summons Pyygilig for pep rallies, implements random security searches of any kind whenever someone "looks doubting", does a chant for the morning anoucments that human vocal chords cant' make, has students harvest their lunch from the flesh fields of ■■■■■■■■, implements the "Culling of The Unworthy", unveils a new mascot called "The Watcher" and gets really defensive when someone asks why its eyes follow them, make students chant "He feasts, so we may be Fed" before lunch, sometimes chants a language over the PA so horrible it makes you want to cry and tear your hair out, only allows one hall pass- which is an ornate heavy object that he refers to as "The One True Pass", blocks off a wing of each school that seems to make students go missing, removes the cameras and merely says "I see all", his shadow goes the opposite direction as him. |
| 24 | We need a responsible adult, preferably politically moderate, who can strike a balance. They need to hold firm to expectations around behavior and academics, and also find a way to connect with the diverse families LCS serves. |
| 25 | The leader of LCS must be able to identify and communicate we our diverse population. The person should be open to the values our city places on education of ALL its population. Availability to and an interest in the families of the students in our community is also of importance. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: (Did not answer) | |
| Q3. What qualities, skills, and characteristics do you feel the next superintendent needs to have in order to be successful? | |
| SR No. | Response Text |
| No responses found. | |

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| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student | |
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| Q4. What are the critical areas of improvement that the next superintendent should address? | |
| SR No. | Response Text |
| 1 | Eliminate excessive mandates Especially non funded!!! |
| 2 | Stand up for the children with the quality, not quantity, of their education being the number one priority |
| 3 | Someone who understands that the future is technological, and our children will need to learn more about technology in order to make it in the grown-up world someone who wants our children prepared for the world they live in |
| 4 | Bullying, athletics, bus transportation and school lunch and education |
| 5 | Working with transportation to help them improve. |
| 6 | Moving kids away from unsafe areas, enough with the violence, |
| 7 | Behavioral issues out of control in the schools - parents complaining that they are getting nowhere with bullying and conflict between their students causing significant issues. Teachers report they do not feel support from the administration to provide adequate discipline. Kids are out of control and bullying is a huge issue. |
| 8 | Times of school (they are not hourly workers choosing the early shift) transportation issues, gaps in learning from Covid, assuring teachers are available to teach and contracts secured do each classroom has a teacher, discipline. |
| 9 | School curriculums. Broader elective choices. Teacher pay. School resources. Updated School Bus. School upgrades. Smaller class sizes (teacher to student ratio) |
| 10 | Areas of improvement: higher moral and academic expectations and reinforced discipline, coupled with even more opportunities for high achieving students. |
| 11 | The superintendent will need to find ways to better support children and families that society has written off as not valuable. There continues to be a growing chasm between those who have and those who have not. The superintendent will need to prioritize this as so many of our children are being left behind. This will be a challenge, as local government leadership is seemingly not concerned by this. It will be an uphill battle for their leadership and their administration of the school district. |
| 12 | Safety. Facilities. Teacher retention. |
| 13 | fight the inappropriateness of council move for vouchers, use school investments to attract employers who will help raise standard of living (and ergo education), make lynchburg a great place to live by making it a world class place for our children to learn! |
| 14 | Communication and violence |
| 15 | staff pay is ridiculously low and we keep losing quality teachers to other districts. |

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| 16 | Making sure staffing and support needs are met for our schools. |
| 17 | Bullying and exclusion in both the classroom and lunch periods. |
| 18 | Maintaining or restoring accreditation, ensuring that qualified teachers with excellent records are hired and retained. |
| 19 | School construction, maintenance and rezoning Ensure that the needs of our urban school district are met Political and financial literacy and communication Trust with funders and with the community |
| 20 | Addressing literacy and quality of education for our underserved population in elementary schools especially in grades K-3. Focus more time and effort to prevent students from getting far below grade level instead of remediation. If we want graduation rates to improve we need to start in Kindergarten not when they get to high school! The number of administrators should be significantly less. The surrounding counties have half of the administration that LCS has. |
| 21 | Teacher quality has degraded over time. Primarily because of the environment in the schools when the children have more influence and control than teachers do. Create a safe, loving environment where teachers are not threatened, so they will want to teach and our children can learn. Keep the no-phones new policy. Continue to challenge our staff and students to learn more. We cannot afford to fall behind other school districts. Our children have to compete with them for jobs and college entry. |
| 22 | Funding for students with IEPs and 504s. |
| 23 | Teacher salaries, middle-school CTE, full-day alternative education in a REAL school building with capacity to meet demand. More buses and bus drivers. Mental health support for teachers so they are not having mini-breakdowns during class (4th grade, SES). |
| 24 | Teacher salaries, bus driver salaries, achievement gaps, teacher retention. Again, we need the city council and school board to stop manipulating the school system for political gain. |
| 25 | A complete lack of system-wide differentiation. Power struggles with teachers that do not have adequate classroom management skills, lack of foundational education, focused on consumables instead of actual learning |
| 26 | Our special education program needs a lot of focus and improvement/training for direct staff. School maintenance and safety. Learning gaps that are still in place post-COVID. More modern, flexible learning environments that foster creativity and learning. |
| 27 | 1. Improving academic performance and student outcomes & removing all DEI and political indoctrination from the division. 2. Addressing behavioral issues in schools with a zero tolerance approach to staff or students being threatened and the learning environment being disrupted. 3. Ensuring fiscal responsibility and efficient use of resources. 4. Enforcing policies, especially regarding discipline and political activism of LCS staff. 5. Reducing truancy to ensure regular student attendance. 6. Attracting and retaining quality teachers. 7. Building partnerships with local industries and universities. 8. Being transparent and accountable in operations. 9. Strengthening existing early childhood education programs. |
| 28 | High academic excellence |
| 29 | Competence and respect not race, creed, and political identification. |
| 30 | Need to improve teacher pay so my kids schools aren't covered in mostly new teachers. The behaviors that teachers have to put up with have also been very disturbing |
| 31 | Ensuring that students and staff are being treated respectfully. Ensuring that resources are being utilized appropriately and efficiently. Have a nonbiased approach, keeping politics out of education. Ensuring that qualified teachers are being put in the classrooms. Taking into consideration student to teacher ratio. |

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| 32 | DEI and stop pandering to LBGTQ bullies |
| 33 | Supplies, school buses, musical programs, expanding and improving school buildings, keeping schools open, enticing great teachers to stay, promoting diversity |
| 34 | The scope of our students' education is limited. The history they are taught is out-dated and small-minded. They are flattened to become obedient and robotic students who will become obedient and robotic employees. They have such potential creativity inside them, but they aren't encouraged or given enough outlets. They aren't encouraged to think critically. Students, especially younger ones, need more adaptive ways to express their physical energy. Students who aren't neurotypical should have more support and a more flexible learning environment. All students, regardless of the way their brains process information, should not be held to such rigid standards. SOLS should not be the metric by which we gauge success in the classroom. Critical Race Theory is one of the many ways to help our country move forward, not a tool to keep us in the past as some parents in this community believe. |
| 35 | First and foremost there is a critical shortage of certified teachers. Secondly, there are certified teachers downtown doing jobs that don't require the expertise I certified teacher may have. The new Superintendent should strip the administration staffing building down to the studs and rebuild appropriately. |
| 36 | security needs too be set for the safety of the kids and teachers. |
| 37 | Staff retention Staff and benefits/compensation |
| 38 | Special education services. My daughter has been unable to enroll in high school in Lynchburg City for over a year due to staffing issues. |
| 39 | The school board is useless and just gets in the way. |
| 40 | Focus should be to maximize the academic potential of each student understanding that each student has unique goals and potential. Customize education to the extent possible |
| 41 | Vision for 21st Century Infrastructure & Technology. Attract high-performing teacher to lift the aspirations of our local educational ecosystem. Private partnerships/fund-raising. |
| 42 | School safety |
| 43 | Teacher retention Focus on academic proficiency and not just passing students to the grade Focus should be early on in the elementary schools on academic proficiency and support to get the students into high-performing jobs after high school not just colleges however we definitely need more support from counselors to get more students to college |
| 44 | Transportation and dealing with crybabies on city council. |
| 45 | Not knowledgeable enough. To listen and act properly on conversations presented by faculty. |
| 46 | IDGAF who is superintendent. ya'll utilize a communication system with emails, text, and calls and parents are not being notified when incidents happen. THIS IS GOING TO CAUSE THE CITY AND PUBLIC SCHOOL SUSTEM TO BE SUED !!! |
| 47 | Funding for special needs! Hutcherson Early learning center is in the worst part of town. The building is old in in major need of TLC. That school does amazing things for our children and give opportunities to students who, without them, they wouldn't have. |
| 48 | Creativity and energy in the classroom should be expected and appreciated, both for educators and students, recruiting and retaining excellence staff is a huge area of opportunity |
| 49 | More challenging coursework for gifted learners. |
| 50 | 504 best practices, reading initiatives at all levels. |
| 51 | Special education teaching experience, experience working with diverse cultures. ES, and older students. |

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| 52 | - Standardized test scores, particularly for all student groups other than white or Asian: a disproportionate number of black, impoverished, and disabled children are failing. - Safety - medal detectors, aging infrastructure - student engagement - exposure to sports, athletic clubs, extracurricular activities, arts - Active listening and communication - Implement the plan for innovation and excellence – redistricting |
| 53 | Transportation. The safety of our children on the bus is important. I know there is a challenge staffing drivers, but they should be more selective. I had an issue with the safety of our bus stop at the beginning of the year. The bus driver was rude and spoke to me very disrespectfully when I asked if she could pick them up on the same side of the road due to safety. When brought to her supervisors attention, her solution was that the driver was told not to speak to me anymore. After calling the transportation department several times, I finally asked for the directors email to send a video displaying exactly how unsafe the stop was as a car blew through the stop sign and flashing lights displayed by the bus. Then and only then did they return my call and change the stop to be on the same side of the road, however at that point I did not feel the bus drivers idea of safety aligned with my own and I now take and drop off my children. However not all parents have that option. |
| 54 | Focus on the education and safety of her children |
| 55 | Remediation programs in the schools for students who fall between the gen ed/sped/dropout cracks. Some kids don't qualify - so have a plan for them. School administration should be appropriate for the school environment. School administration should be consistent in their expectations of teachers no matter the building. Football, basketball, and other sports are great, but the arts (band, drama etc.) should be EQUALLY important and bragged on! BAND (SMS AND HHS) SAVED MY KID (literally - almost suicide). So, I want band (marching and concert) to be placed in the front just as much as sports. Teachers who coach should be held to the same standards as ALL teachers! Too much oversight there! |
| 56 | Some of the schools have high turn over rate, and others have a strong presence of multi-year teachers. It is important to understand why some schools have very loyal teachers, while others are like a revolving door. What can we do to support teachers and make them feel heard and valued, so that they want to stay and build relationships. Possibilities: Stipends for teachers who teach in more difficult areas, extra resources and funding for schools that do not have a affluent PTO, autonomy in the classroom especially for veteran teachers. There are too many half days, "breaks", and work days scattered throughout the school year. I am all for giving teachers time to work on their lessons, but as a working parent it is difficult to manage all of the extra days. Half days at the end of each 4.5 weeks seems excessive and a waste of time. Are students really accomplishing anything on those days? Especially middle and high school students to visit a class for 20 minutes. |
| 57 | Helping to ensure the city schools are fully funded as the current city council cut their funding to the detriment of all which may include educating the city council and school board on realistic costs and the widespread benefit of properly funded public education. Continuing to focus on social-emotional learning will also greatly improve the ability of teachers to actually teach and not spend most of their time managing student emotions. Implementing very strong policies that focus on rewarding positive behavior instead of punishing negative behavior (like taking away student recess for bad behavior). Focusing on assisting and reminding teachers and staff of the newest and most effective teaching strategies, especially those developed and studied at UVA which have proven to be highly successful. Continuing to support art, music, and STEM classes for all students. |
| 58 | good teacher retention, school buildings that are outdated and need repair, continuing to focus and invest in the arts and extracurricular activities which encourage kids to come to school, SCHOOL SAFETY, and please consider having the older students not start school at 7:25. I think it would increase attendance if they didn't have to get up so early when their natural clocks keep them up late- not to mention extracurricular and lots of homework keeping them |

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| | up late, they are lucky to get 5-6 hours of sleep a night. Countless studies have been done and every surrounding county does this differently but for some reason, LCS will not change. |
| 59 | We need qualified teachers. The division has resorted to hiring people with no background in education and has not invested in training them. There is high staff turnover and good teachers are driven out. We need a team that can turn this around. Black talent is not sufficiently recognized in schools with majority white staff. |
| 60 | Improving test scores and remedial remedies from COVID. Discipline and attendance are areas of focus. |
| 61 | Difficulty to hire and keep good staff in the schools |
| 62 | Listening to parents and students. Better use of money/funds. Fixing buildings and equipment. How to keep our good teachers instead of losing them to teach elsewhere. |
| 63 | Transportation, quality education, opportunities for all!! And, discipline!!! For both students and teachers!! |
| 64 | The ability to 'tune out' the noise and focus on the important tasks at hand. Provide support to the administration, faculty, and staff - be a listening ear, be on the same page, and be willing to go to bat for them. |
| 65 | Better communication with families and the community. Test scores, attendance, and disciplinary processes. Teacher salaries. |
| 66 | -GO centers at each school so that students can remain in their neighborhood schools -fight budget cuts so that programs and classes aren't cut -improve student:teacher ratios -keep neighborhood schools intact -foreign languages should be taught in schools (at least at GO center) at younger ages -maintain the separation of church and state |
| 67 | Management of facilities - can we upgrade the older schools to be nicer the way some of the newer schools are? |
| 68 | More involvement of the Guidance Counselor as they pertain to the Seniors at the school |
| 69 | Continuing to work on reading skills and addressing disparities between upper and lower income students. |
| 70 | Advocate for Alternative Funding: Explore alternative funding sources: Look for state and federal grants, or private partnerships that can help reduce the impact of the local funding shortfall. Creative fundraising: Consider philanthropic efforts, fundraising drives, or collaborating with local businesses to fill the gap. Lobby for new policies: Advocate for laws or policies at the state level that require a certain level of education funding that can't be easily cut by local governments. |
| 71 | Rebuild the relationship between school administration and the teachers & parents, increasing test scores, increasing graduation rates, increase bringing in talented teachers who are excellent teachers (specifically in math), decreasing violence in schools, school building improvements & help fix transportation issues. |
| 72 | The improvements of resources and facilities for our teachers and students. I think being a loud voice for our teachers, staff, and students. |
| 73 | -Less tests and assessments; more engaging, hands-on curriculum (less sitting at desks on a computer), equity (huge disparities), communication with staff and families; teacher and staff pay |
| 74 | We need to improve the disciplinary measures and procedures and make sure that consequences are met upon the parents heads not the teachers. The parents need to held accountable for their own child's behavior. |
| 75 | Safety and children bringing weapons to school with no one able to detect them. |

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| 76 | Substitute bus drivers because apparently they don't all stop at a bus stop and probably need to be trained |
| 77 | Child care at school sponsored camps for short breaks i.e.- spring break, teacher work days |
| 78 | It take a village we all have to support each other |
| 79 | Middle and highschoools! |
| 80 | Guns in school, buses |
| 81 | Early reading and continued efforts through high school. Maintaining and growing the higher level classes...don't lower the goals...raise the standards and encouraged children to stretch and grow to new goals. |
| 82 | Teacher recruitment and retention - We need someone who has a proven track record of fostering a supportive and positive work environment that promotes teacher satisfaction, professional growth, and long-term commitment to the district's mission and values. |
| 83 | Academic performance and behavioral support. |
| 84 | Reading levels of students Mass exodus away from public education - if we have the best public schools, families won't look at LCA and others |
| 85 | The central office "downtown administration" has had so much change and turnover that it is in desperate need of a solid restructuring and re-design. There needs to be a solid foundation for our school with people who are experts in the job they are hired to do. The schools need to change their start time to support research. If the division wants to do well, they need students to attend at the time they work best. |
| 86 | The car rider and buss rider system specifically entering and leaving for Linkhorne middle and elementary. Make them safer for all student's buss drivers and parent drivers. Make sure other schools car and buss rider systems are looked at and are safe. |
| 87 | Putting the correct amount of focus on improving students reading and handwriting. Many older kids have a hard time writing clearly. If you can't do that there's no way you'll be successful in school. Stop all the extraneous projects about school closure and otherwise if the superintendent has any actions or responsibilities with that. It's disruptive. The city should determine what buildings need to be closed or where maintenance is performed. The superintendent should be focused on quality of education not building maintenance. Be mindful of activities that students participate in that are not LCS activities when considering what time to get out of school. Some organizations are delaying practices or meetings because LCS gets out later than other school districts... |
| 88 | Literacy, parent engagement, city council and school board relations, student behavior, marketing of our schools |
| 89 | Safety, increased budget for safety implementations and teacher salaries. |
| 90 | Showcasing and Recognizing student achievements in classroom, on field, in band, art, acting etc . Get the kids using books and paper again. the chromebooks have wrecked penmanship and attention span. cheating is too easy and tempting for them. compensate teachers with raises. recognize great teachers and staff. Get everyone proficient to their grade in each subject. Inspire kids to create and take pride in what they create. De-emphasize sexuality and the sexualization of the students. Get the porn is out of the libraries. and by that i mean books that include how to's for gay sex, or bi sex, books that include info on anal and oral sex have no place in their libraries. |
| 91 | Getting our schools accredited, recruiting better teachers who engage our kids to learn AND recruit the kids who are attending private schools bc LCS is falling short. |
| 92 | Adequate funding for school programs Fostering a culture of inclusion and diversity Addressing salaries for teachers and staff Deferred maintenance in schools, especially EC |

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| | Glass Transportation issues, adequate staffing for buses Sustainability, energy efficiency, and other long-term facilities issues |
| 93 | 1. Accreditation of schools 2 Reading level of students 3. Graduation rate needs to improve 4. Violence and behavior in schools by students. 5. Teacher and staff burnout 6. Bus driver shortage 7. Declining enrollment 8. Relations with the Republicans on city council & Community that don't want to fund public school 1. Accreditation of schools 2 Reading level of students 3. Graduation rate needs to improve 4. Violence and behavior in schools by students. 5. Teacher and staff burnout 6. Bus driver shortage 7. Declining enrollment |
| 94 | Discipline and school safety |
| 95 | The next superintendent should prioritize improving special education services, ensuring that assistive technology and accommodations are consistently implemented. Communication between special education staff, general educators, and families needs to be strengthened to prevent delays in support. Training for teachers on assistive tools and IEP implementation must be improved to ensure students receive the help they need. Additionally, there should be a focus on streamlining the IEP process, reducing bureaucratic barriers, and holding staff accountable for providing legally required services. Addressing these areas will create a more inclusive and effective learning environment. |
| 96 | Safety Communication |
| 97 | Buylling Que los chicos trabajen más en equipo y en áreas afuera |
| 98 | We need staff salary increases, improved quality of professional education for our staff, behavior improvements in the middle and high school settings, increased preschool and early childhood interventions. |
| 99 | moving middle schools and high schools to safer areas |
| 100 | Poor kids, Bullying, support for those who have a single parent. |
| 101 | Safety and discipline. |
| 102 | The creeping infiltration of, unfortunately, the influence of our divisive and discordant politicians. Politics have no place in the classroom (other than learning about them) and should have absolutely no place on the school board and in city council. They have served to divide and weaken our city and our school system and decisions need to be made not according to a random whim of someone with a political ax to grind, but decisions should only be made with the ultimate good of our student body and staff in mind. |
| 103 | Decisiveness! Life experience! Common sense! Comprehension! Discernment! |
| 104 | The conditions inside the school buildings need to be addressed immediately. The leaks and disrepair have left open the opportunity for unsafe environments for our children and teachers. The need for more awareness and support in the high schools to cut down on vaping and other substance abuse. There needs to be a better budget for supporting the arts and offering the children more opportunities to express themselves artistically. |
| 105 | Building maintenance, safety, be champion for all students, not just students of a specific demographic. |
| 106 | We need to provide enough support for students who have learning challenges. We need to ensure that all students are successful and have what they need to fulfill their potential. We need to support staff and teachers so people will want to work for LCS and that the children have the resources that they need to be successful. We need to maintain a safe environment for our children and to do what we can to decrease violence in schools. |
| 107 | Facilities and equality among the schools |
| 108 | Teacher pay and improved school facilities |
| 109 | The infrastructure needs help, teachers need to be better paid. |

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| 110 | Improve working conditions for teachers. Improve academic outcomes for students. The two go hand in hand. Teachers are the ones inspiring, educating and influencing our children. When they have to get up at dawn to drive uber, or work weekends in a mall, because the pay is so poor, it is our children who suffer. Creative teaching (not referring kids to one website after another) requires time and energy and planning. After the pandemic, a lot of energy and focus went toward struggling students. Expectations were lowered. More basic needs had to be met, such as food and clothing and tying shoe laces! (Obviously important, but not the job of school teachers and administrators.) One anecdote: My children are both straight A students but they have never been recognized at an awards evening for their academic success. We seem to have forgotten that affirming and congratulating high achievement is an important part of incentivizing academic success. |
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| 111 | Dealing with redistricting and determining which schools are staying open. |
| 112 | PAY TEACHERS WHAT THEY'RE WORTH! Find qualified, passionate teachers and treat them with respect and give them autonomy with their classes. Start with taking care of families and work from the ground up. Basic needs met first, parenting classes available - with childcare and dinner, and then meet students where they are. Stop pushing kids through the system just to graduate them. That's not helping the student and it's not helping our community. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Staff Member | |
| Q4. What are the critical areas of improvement that the next superintendent should address? | |
| SR No. | Response Text |
| 1 | Let teachers be professional and teach. |
| 2 | - teacher burnout and teacher retention - teacher support staff - behavior follow-through at an administrative level - encouraging/respecting teacher autonomy - teacher pay at a competitive level according to the national average (LCS is significantly below) and fewer pay steps - protected teacher planning time |
| 3 | The Department of Special Education is particularly slacking. Learned helplessness and dependency lead to chaos. Education has to change or our country is doomed. |
| 4 | TRANSPORTATION!!!! SOME of our kids are riding 3 to a seat Security officers who are in touch with the kids and who create a safe relationship within our community |
| 5 | Rezoning for close to home. |
| 6 | Dilapidated school buildings like ECG, SES, Deerington, ETC. Updating technology throughout the schools. Hiring of more teachers to bring down class sizes. Hiring of more building subs so teachers do not have to cover classes during planning time. |
| 7 | Fix the budget, close a couple elementary schools (not popular, I know) let the public know the community and culture is not defined by the building but the people and the people will be still LCS family. Consolidate positions when possible. Make cuts furthest from the classroom. |
| 8 | Salary. We used to lead the region and have fallen woefully behind. Discipline. The alternative education program is failing. Parent/student involvement. Students are apathetic and unengaged in class. Workload. There are too many asks of staff during the school day, not allowing for creative lessons to be planned and implemented. Facilities. Schools are not rebuilt or upgraded in a timely manner. Consistency. We go from program to program for each subject, disrupting the continuity and dooming the programs to fail. Transportation. We cannot start our programs correctly on time because we can't physically get students to where they need to be. Efficiency. There are too many people in charge of too many things and making staff jump through too many hoops to what's best for kids. We need to simplify. |

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| 9 | - We are underspending on teachers and overspending on non-school-based division personnel and physical items. Also the division is generally wasteful. Our budget per student is much higher than surrounding divisions, but our teacher pay is significantly lower. - We need a superintendent who can clean up our downtown personnel. We have significant bloat and those who are supposed to be helping teachers be successful are instead being burdens. - The HR department, sans Mrs. Shephard, is generally a mess. It seems poorly structured and the staff is bad at their jobs. |
| 10 | Strong support of early education with equitable resources. Support, training, and resources for staff and families as we all deal with increasing behavioral problems. |
| 11 | -large class sizes -broad expansion of Alternative Education -behavioral issues -lack of parent accountability -low teacher pay for veteran teachers -the divide between the School Board and the City Council |
| 12 | Alternatives for students that may not function in the traditional classroom, not just behaviorally but various elements such as pregnancy, teen parenting, mental health, supporting family etc |
| 13 | There have been numerous studies over the past decade regarding revamping Alternative education , rezoning, and closing one or more schools. Major money, time, and effort have gone into each topic with little to no actual decisions or action steps. |
| 14 | 1. Currently, teachers, who are the boots on the ground, are not consulted when Curriculum and Instructional decisions are made. Teachers and staff need a place at the table. 2. Currently, the expectations of what a teacher can accomplish in a single day is not realistic, requiring teachers to neglect any attempt at a work/home balance. For instance, there is no time to make parental phone contacts, especially for positive reasons. |
| 15 | Streamlining SPED and alternative ED resources Focus on Pre K and Kindergarten education (which will influence the other grades) |
| 16 | Dealing with our majorly conservative school board -I don't know how this can be improved, but maybe the next superintendent can be a bridge between them, staff, parents and students. |
| 17 | Addressing service gaps and overlaps where they exist. |
| 18 | ~ Toxic administrations in schools. ~ Downtown seems to always be in complete chaos and unable to get anything done. ~ Why won't guidance approve changes/additions to the programs of study? ~ C & I made sweeping changes to the supplemental reading lists. They refuse to give teachers information about what lexile ranges correspond to grade levels. Thus, teachers are unable to make material recommendations for their grade levels. ~ Coteaching! SPED & Gen ed co-teachers need time to plan together! Effective co-teaching teams should be kept together. |
| 19 | Teacher and staff pay raise Additional staffing for schools (such as adding support teachers for classrooms, instructional assistants, reading) Facilities maintenance |
| 20 | Conditions of the schools, saving money for the district, be fair in salaries of support staff, get insights on support staff from admin and teachers. |
| 21 | Why so many students are way below grade level. |
| 22 | Employee wages and time off. |
| 23 | Would like to see administration held accountable for some of the issues in their schools. |
| 24 | Classroom behavior and student safety |
| 25 | Curriculum! LCS has been piecemealing curriculum for so long meanwhile thousands, thousands of dollars are spent in areas that do not or have not shown progress. |
| 26 | Building a relationship with city council. I have been a resident of Lynchburg for 33 years and I have never seen a more difficult group of council members. It will take someone strong |

Lynchburg City Schools - Superintendent Search

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| | and knowledgeable about our school system and our city to work with our city council members. I have no doubt Dr. Copeland is the ideal person to rebuild this relationship. |
| 27 | Teacher (staff ?) pay is relatively low/ health insurance is expensive!! Please improve! Also, make sure that students can only move on from elementary school with good fundamentals like reading skills! And, teach and enforce strong behavior expectations, especially in 5th, 6th and 7th grade ... |
| 28 | COMMUNICATION Management and Control We cant be better if we don't identify LCS Goals, we cant be more efficient if we don't have Plan/goals - Reports/Results -corrective actions - Procedures Human Resources : Jobs Descriptions, Balance in remunerations, Talent retention Plan/Training |
| 29 | The superintendent will need to be able to continue to address student behavior so that all students are able to achieve at even higher levels. |
| 30 | There needs to be consistency in critical leadership positions. Too much turnover has created lots of dropped balls and constantly changing expectations and ways of doing things that strain educators more. There needs to be a priority on creating systems that are proactive and less reactive, which requires having good people to both create and manage those systems. The school system seems to maintain some level of dysfunctionality because of the strain on resources (money and human) and the level of stress that comes with working in a high-poverty urban system. Many educators in the system need much more development in how to work successfully with the challenges that are being faced everyday, and to do so without burning out. It almost goes as unsaid because it's so obvious, but attendance, behavior, and academics, all need to improve drastically, but especially for poor and minority populations. |
| 31 | Transportation dept |
| 32 | I believe that we can better use the funds we have. For example, at ECG we have several teachers who only teach 3-4 classes. We also have teachers who are taking far too many days off (more than their allotted PTO) and we are giving these teachers full time pay and giving them benefits and asking other teachers to pick up the slack and cover for them without pay. I'd like to see a superintendent who holds us all to high standards and challenges us to budget out money and resources wisely. |
| 33 | Supporting programs that help students overall well-being and achievement, such as the arts, music, chorus, band, theater, and other mediums that support the full development of students. When students have a sense of belonging and fulfillment, then they further have the capacity to further engage in academics. Moreover, the arts uniquely aid in student neurological development to help further support the capacity to learn. |
| 34 | Teacher retention School Supports to meet the needs of all students including children with disabilities and challenging behaviors as well as students enrolled in gifted and vocational programs. Organization of the district administration - creating supportive, positive and efficient practices that uplift students, families and staff Instruction that is engaging and innovative (actively learning) - steering away from rote and repetitive instruction (ex. Foundations) |
| 35 | See #3. It's teacher pay. It's always teacher pay. Every year, there are new emergencies that put this priority on the back burner - COVID, school closures, a superintendent search (and paying the salaries of two superintendents while only one is actively working), etc. Teachers pay attention, and they talk about this stuff. Teachers don't want to "wait until next year"...every year. The culinary teacher at ECG got a \$12,000 raise by going to Amherst last year. That's life changing, not just for the present moment, but for retirement. Every year that we don't get raises, our retirement and the care we can afford when we are elderly takes a hit. Secondly, everything we do for "downtown" is cumbersome. Taking fields trip or seeking reimbursement is hours of paperwork. It feels as if people hired for specialty positions |

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| | delegate a lot of their work to teachers to make their jobs more efficient. We have classrooms full of students while trying to these extra thing done. They don't |
| 36 | teaching and learning. |
| 37 | LESS CHIEFS! There are too many admin jobs and not enough "regular" staff (teachers, teacher assistants!) this is critical! We continue to lose great staff because of burnout and lower pay to other counties/cities. People are leaving to get paid more and do less, can you blame them? Talk to staff that are in the buildings that are being questioned/improvements NOT AN OUTSIDE AGENCY. Even some council members don't realize the dynamics of how each school operates. |
| 38 | Student behaviors must be addressed. Students have been allowed to dictate classroom instruction, distract from the learning enviornment, and threaten teachers for TOO LONG! It is appaling that teachers are leaving the division because of the way they have been treated by students and families. The new super must be willing to back teachers and hold students and families accountable for their awful behavior. Once behaviors are addressed, academics will return. Teachers need to feel valued and appreciated not just in salary but in words! We have lost some of the best teachers in the division due to student behaviors. Teachers need to be paid their worth and LCS can be back on top with recruiting when this is addressed. |
| 39 | The superintendent needs to focus on returning LCS to its former "Tradition of Excellence." It is essential to address LCS curriculum challenges and best instructional practices. |
| 40 | Pay scale to retain teachers, first of all. When we can go elsewhere and make \$10,000 more per year, why stay? 2nd - retain students! Teachers fill out a lot of paperwork for retention and the students get pushed through anyway. We only teach the students that you do not have to succeed to move on. We are telling them that you can get a job paying \$50 K per year and you can do your job with little effort, not complete tasks required and get promoted and a raise on your anniversary date. We all know that this does NOT happen in life, so why are we promoting students to the next grade when they fail? |
| 41 | Safety, budget |
| 42 | These kids can't read. I teach middle school. I have a student that's illiterate. That's BEYOND not ok. |
| 43 | Student's performance Workload of Sped Teachers |
| 44 | Access for alternative education for students with behavioral needs so that they can gain skills needed to be able to be successful in the classroom. |
| 45 | Communication Student behavior Trusting teachers to do what is best for students. Less testing and more learning |
| 46 | Consistency and accountability throughout individual schools as well as central office. |
| 47 | LCS is struggling when it comes to hiring and retaining certified teachers. We need someone who can bring energy to the division and make it an attractive place to work. We really need to stop putting a band-aid (i.e., classified teachers, student teachers, long-term subs) on issues and look at the root of why teachers don't want to stay. This is definitely something happen in more than just Lynchburg, but surrounding divisions don't appear to struggle as much as we do. In addition to that, it will be important for the superintendent to use the VDOE as an ally and a resource rather than as a scapegoat. Administrators and teachers seem terrified for the state to intervene in any way, but the state provides resources and assistance in many areas that we could use help with. |
| 48 | Communication throughout the division. When someone asks a question Admin. should answer. Weapons in schools and gang activity. |

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| 49 | Increase tenure and quality of staff. Proactively clear the roles of staff who are not doing their jobs effectively and/or meeting basic expectations. Address chronic absenteeism and discipline issues. |
| 50 | Attendance rates. Individual accountability. Building supervisors setting the example and holding staff accountable consistently. Building maintenance and cleanliness. Teacher recruitment and retention. Supporting new staff. Security of individual facilities and access to facilities needs to be monitored and controlled. There needs to be an initiative to garner accountability and support from parents and guardians for the behavior, attendance, and conduct of the individual student within LCS. |
| 51 | Custodian, cafeteria, IA, teacher pay; inadequate resources and manpower; misallocation of resources |
| 52 | Board council relationship. Finding, academic outcomes work environment |
| 53 | Teacher dress codes. Tired of tight clothes. See through clothes. Short skirts...etc.. there are several teachers at my school that might as well be naked.... |
| 54 | We're losing a wave of talented teachers to neighboring county schools who pay up to 15k more per year than LCS, though they're practically local. The current city council represents a large religious and private/religious school population; they are not trusted safe guardians of our public school population and school system. There is a silent mental health undertow in the high schools. We need more counselors and social workers. Ten of my students in the past 6 months have a parent who died or a family who moved in with other families due to unemployment. Offer more life skills, transportation and counseling. This is money well spent - their wellness is the foundation of their education. Return LCS to a "tradition of excellence". You have to pay professionals to keep that level of talent and commitment. |
| 55 | Finding high quality staff and placing students in appropriate settings |
| 56 | Staffing cuts have made our daily routines very difficult. We need to find some way to add to staff. Some teachers are teaching 3 subjects and have one of the two planning periods consumed by duty. There is very little time to make deadlines. |
| 57 | Working with parents to get the kids back to being more respectful to each other and to all people. |
| 58 | Teacher retention, student safety, and a reading curriculum that gets students engaged. |
| 59 | behaviors in the schools |
| 60 | Budget - restoring positions that were cut during 2024 Staffing - we need more building subs and certified teachers HR |
| 61 | Safety System fidelity Adherence to instructional practices that are working rather than constantly trying new things. Communication |
| 62 | Let the teachers teach - put students learning before repeated pull outs for discussions for behavior, behavioral discussions and so called support. Let's help students stay in each classroom for learning. |
| 63 | Class sizes, lack of discipline and student accountability, need to work with city council about the budget. Too many lay offs. Under staffed. Recruiting ideas more diversity. Appropriate pay(more pay for teacher) or require less work from us. More training and specific content development. More resources. |
| 64 | Retention of quality educators Acquisition of quality educators Encouraging a team atmosphere among leaders Clear communicator with school board and city council Leading and encouraging leaders and teachers |
| 65 | See below |
| 66 | See above. |

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| 67 | behaviors, prompt service, unfilled staffing... so people aren't covering and doing other's jobs! Demanding public respect teachers and educators instead of view in adversarial manner. |
| 68 | Raising the bar in LCS is something that has been started and will need to continue. Academically we have fallen behind other divisions and in order for staff and students to continue the growth that has been started, support is needed from the top. Staff retention, especially of qualified and certified staff, is also at a low. This impacts schools success and the feeling of community that is crucial for staff and student morale. Pouring in to ALL buildings, staff, students, and families will ultimately grow LCS. No one should feel pushed aside and neglected. Much of the conversation in the last years has been on building quality. That of course needs to be addressed, however, it is important to remember that it is the people who make a school successful or not. |
| 69 | Management of offices and consistency there (Student Services/Curriculum & Instruction). Realign positions to see if we TRULY need them such as coaches and DCIRTs). Consistency on policies across the division and the elementary AND secondary level. |
| 70 | We have so many students that are low academically and not enough to support them. We need more EL teachers and Title 1 Reading specialists to help our lowest students to make gains and understand their grade level content. Other counties have Title 1 support for Math, can we do that too? |
| 71 | Teacher's pay and school infrastructure |
| 72 | Poor student discipline and an excessive assessment culture, thus a high teacher turnover, are diminishing the quality of education we are now able to provide for our students. This is progressively having a negative impact on the quality of life in our community. |
| 73 | Many teachers are requesting a pay raise of \$10,000. This should be done without having to raise taxes, at least substantially. LCS is not as competitive pay-wise. There should be busses available for ALL students, regardless of how close to the school they live. Reliable transportation will result in increased attendance. We desperately NEED substitutes and teachers that are committed to staying in LCS. Our staffing shortages, especially, with substitutes and teachers are unreal. |
| 74 | There is deep concern over school closings and budget strains. The re-distribution of students to other schools and the over-population at said schools is alarming school staff. Staff retention and hiring staff of skill & quality is becoming dire. There is a growing breakdown between staff and the administrative office. |
| 75 | Special education: inclusion, better equipt teachers with relevant training |
| 76 | Teachers need \$5000 payraise |
| 77 | I feel students should not be bussed across town, passing a school they could go to, in order to go to a different school. This does not foster local neighborhood community. If certain schools are overcrowded, a 4th middle school or a 3rd high school would help. |
| 78 | Activities to keep students out of trouble or bring awareness to what we have. Address financial needs and fill vacancies. I think if the Superintendent takes the time to study what's working well and what's not throughout our Division then he/she can build from there. If we have a foundation then we have more room to be innovative and grow. |
| 79 | Communication about important policy changes, structural changes, and the like needs to be done in a more effective manner and more rapidly. It should not be acceptable for children or staff members to find out that their school is closing from a board meeting or an email. The school should be notified in person of the potential for large changes to be made so that they are not blindsided when the votes happen. I also believe that an area for improvement would be staff retention. We have quite a high staff turnover rate in LCS and this is not something that is helpful for our students. |

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| 80 | Negative student behavior and Old, dilapidated buildings. |
| 81 | discipline, the school calendar (school year is WAY too long compared to neighboring school systems and other nearby VA school systems, will be hard to retain teachers over time |
| 82 | Breaking the chain of generational poverty Negotiating between city council, school board, and community stakeholders Instructional And financial Leadership |
| 83 | The shortage of certified teachers and the needs in the schools as well. |
| 84 | In elementary, the academic and emotional needs of students increase every year. Yet we keep having cutting staff because of "the budget." We are so severely understaffed that the work simply can't get done. I've known quite a few teachers who have left the profession in recent years, and not a single one left because of the pay. It's always because they are overworked and under-supported. We need support staff and IT staff in the building. Stop communicating administrative expectations without providing the support to make it happen. It's ridiculous. |
| 85 | Administrators and curriculum folks need better guidance. While data is King, it's not an inspiring message because it doesn't address how students are challenged and how they learn. The next person must be very knowledgeable about addressing all student needs (Advanced to struggling) and hiring people who can do these jobs. |
| 86 | Continue to have strong communication, technology, healthy excellent food, providing help to those who want to teach but can't afford it if the schools are desperate for good teachers. |
| 87 | How negative behavior is not addressed. |
| 88 | close to home zoning fix the schools AC and heating systems increased teacher support increase parental involvement buyin from the community |
| 89 | Raises based on MERIT, not across the board. Everyone doesn't deserve the same compensation increases. How else does an employer incentivize increasingly better work ethic than to reward each individual based on their contribution to LCS. |
| 90 | That the person is NOT enthused with DEI |
| 91 | Division of City Council and School board and setting the expectation for the need for all involved in both to model positive interactions, reactions, and behavior as leaders for our students from the top down Communication Strong functioning Systems in all departments with supports and accountability |
| 92 | School safety |
| 93 | Communication openly and honestly with all involved. Advancement opportunity for all students. More opportunities for careers after graduation instead of college. Employees that go above and beyond get recognized regularly. Retention rate of teachers. Amazing teachers have left because of other staff. |
| 94 | Instruction. We have done an excellent job with addressing the emotional and social needs of our students. Instruction needs the same support (aides, coaches, instructional experts). |
| 95 | Closing the Achievement gap for students of color ; teacher work life balance |
| 96 | Principal leadership Vision of LCS Employee morale |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student and Current Staff Member

Q4. What are the critical areas of improvement that the next superintendent should address?

| SR No. | Response Text |
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| 1 | Budget, academics, and behavior in schools should be addressed. |

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| 2 | A lack of focus on academics over the past 5+ years. So much of the LCS energy has focused on behaviors and socio-emotional learning, with academics being put to the side. We haven't implemented any type of true curriculum in reading or math for years. The middle and high schools are struggling to meet the needs of students who get to those levels who still can not read or do basic math. Special education is mishandled as is the concepts of alternative education. |
| 3 | Education; our reading is a must. Each school should have their own resource teacher team. Resource teachers should not be going to multiple schools. IF you want a team environment, where teachers know each other and work together and resource can do so much more if they are in one school. We need to address the fact that students are coming to school not ready to learn emotionally. They are flipping desks, yelling screaming and is a disruption to the other students in the class. Unfortunately hands can be tied if there is not an IEP or if the parent is not involved. |
| 4 | Special Education Oversight Behavior/Discipline Program Improvements Reminding Staff at the administrative level what it's like to be in the actual classroom Presence and visibility of principals (accountability of principals) |
| 5 | Lack of innovation in how we "do school" |
| 6 | Real focused effort on managing behavior and lowering teacher turnover. |
| 7 | Special Education--- though I think we are moving in the right direction with our new Special Education Director. We definitely need to restore relationships with families, improve compliance and address the inadequate level of administrative support for special education at the SCHOOL level. Division administration has grown for SPED but it is not helping at the school level. Human Resources---All HR processes from hiring to licensing updates are extremely slow leading to loss of high quality candidates. Overall the HR team is poorly responsive. Diversity, Equity and Inclusion--- While it is a national trend to stop progressive DEI practices, the school board has effectively dismantled any opportunity for voice from marginalized groups and it is my hope that the next Superintendent is able to carve out a protected space and provide safeguards for these marginalized groups who will become increasingly under attack in the coming years. This includes immigrants, LGBTQ and minorities. |
| 8 | Safety and test scores |
| 9 | Pay for the teachers. Discipline for the students! These kids need to start being held accountable again. |
| 10 | Crack down on behavior Recruit certified teachers Drop-out Rate / Attendance Better new teacher mentors (who are not in the same unit) to help new staff Safety... SSO's seem to just wander around and are hardly around...and wouldn't know how to reach them if I needed one. Seems like "false safety" measure. Hate to know what the division pays for that. Lots of waste. Seems like we have division people that are redundant in their roles. |
| 11 | Safety. While the strings program is great and a huge benefit to LCS, families that don't feel their children are protected from thugs (students and parents), will continue to leave in droves. |
| 12 | Behavior |
| 13 | See above. We also need a superintendent that addresses the parents. parents are sending their children to school and the children are not receiving consequences or parenting at home. Some kids think it's funny when they get in trouble because they know their parents are not going to do anything about it. This is not helping our education system. Parents need to parent and be a part of their child's education. Parents need to be held responsible. |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Student

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| Q4. What are the critical areas of improvement that the next superintendent should address? | |
|---|--|
| SR No. | Response Text |
| 1 | waking up at 5am is mid so maybe that |
| 2 | more inclusion for students that want to be included in gym and stuff like me but everybody turns me away and nicer teachers |
| 3 | They need to be able to give us 8 minutes to get to class because the amount of traffic throughout each hallway is insane & the reason why most students are late to their classes |
| 4 | Fighting in school |
| 5 | What happens in and out of classrooms needs more attention, I feel like people just glide over somethings. |
| 6 | Bullying, racism, students that cuss at the teacher, ask sad or upset students why and if they can help. |
| 7 | screw yall 😏 |
| 8 | Schedule and bus time |

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Community Member with No School-aged Children

| Q4. What are the critical areas of improvement that the next superintendent should address? | |
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| SR No. | Response Text |
| 1 | Take action. Don't put issues on the back brner. |
| 2 | Discipline and increase achievement of students. |
| 3 | Discipline in our schools need to improve. |
| 4 | Student academic outcomes and removal of gang members. |
| 5 | Student academic grade level proficiency and eliminate all bias curriculum including teaching that includes personal bias. Continued Safety measures for students & staff in and outside of school building and grounds. |
| 6 | Aging buildings, adamant support for public schools (members) have children in private schools! It's unacceptable! |
| 7 | From my observations and watching and listening to council and city officials , the improvement s need to come from council members particularly and city officials! ! You need to support and seek to enhance the superintendent's ability to be successful. Council and city officials need to be our greatest champions for public education for all students. How would a new person know critical areas of improvement coming to a new job? Could somebody identify for me what these critical areas are! Seems like to me council and city officials need to honestly look at your part in the problems and solve them before bringing in an innocent partner! For one thing, the budget process, funding and the decisions and allocations you make are criminal in my mind! Totally unacceptable ! Only you can address and improve that! |
| 8 | Infrastructure needs of an aging school system. Support for reading specialists, counselors. Mental and social support for students. |
| 9 | Low standards. Parental accountability. |
| 10 | The next superintendent should continue to address the reorganization of the Special Education department and continue to implement new training of policies and procedures. He/She should address the consistency or lack of among administrators in following the discipline matrix and policies and procedures. |

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| 11 | Clean up the administration building and get the staff that belongs there back, and move staff that's not administrative necessary to their own facility/school. After returning from Covid many departments were placed in schools, and not all have returned to area they have the staff and tools to run a successful department. |
| 12 | Readiness. Push students to excel academically and also have great vocational programs for high school students. |
| 13 | Dealing with the current political environment in Lynchburg, where public schools are disrespected by evangelicals and politicians. |
| 14 | Support for children in poverty, ways to address truancy as I believe this is still a big issue, and I really believe in the coaching model for instruction. I would love to see more co-teaching and collaborative PBL type projects in the classroom. I LOVE what Mr. Wood's done with his students at Glass with creating music and podcasts. The superintendent needs to be strong fiscally to manage a tight budget yet reward hard working staff with raises. |
| 15 | Focus on education vs social engineering. |
| 16 | Academic improvement, all grades. Discipline-continue alternative education program for students needing. Safety of all students, teachers and staff. Teacher turnover. Work with teachers on solutions. Work with Council to increase funding, increase bus driver and teacher pay, increase capital improvement funding, move alternative education to T C Miller. Move T C Miller programs and students to home schools since most out of district. Rebuild Sandusky. Redistrict close to home. Continue to apply for all grants. Be a supportive voice and leader for students, teachers and staff while maintaining a positive public presence in the community and guidance for parents. |
| 17 | Raise standards, hold teachers and students accountable, stop whining about needing more money, improve outcomes by implementing principle based education on basics, reading, writing, arithmetic. |
| 18 | Test scores must increase. Back to basics - reading, writing and math. Plain and simple. |
| 19 | Improving student performance Creating a culture of measurable excellence Building trust and relationships with School Board |
| 20 | Teachers need more practical support from administration. |
| 21 | Achievement gap, hiring qualified and not classified teachers, making sure that we are addressing the needs of the highest to the lowest achieving student. Some times we get so focused on the bottom quartile that the tope quartile suffers so they choose to go to a private institution. |
| 22 | School building age STEM learning K-12 curriculum to meet and exceed VDOE standards to elevate achievement Community leader roundtable to understand community partners. |
| 23 | Math and reading competencies in the elementary grades. If kids can't read and don't understand math concepts and calculating, they won't be successful later on. Chronic absenteeism needs to be addressed as well. Kids aren't going to get anything out of school if they aren't there. |
| 24 | 1. Staff morale - most all act as though there is not a problem, when there is - this why getting to know ALL staff is so important. 2. Cleaning out Central Office with nonessential jobs-this was done about 15 years ago and is long over due |
| 25 | Critical needs of impoverished students; critical resource needs for teachers; behavior issues |
| 26 | The next superintendent will play a crucial role in shaping the future of our students and community. To be truly effective, they must focus on key areas of improvement that will strengthen our schools & culture of trust, excellence, & student centered support. Actively engage with families, educators, & community members by being transparent, accessible, |

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| | & responsive to concerns. Ensuring our schools have the best qualified educators & partnerships. Focus on the budget, utilize consulting. Engaging in the lives of children throughout their school journey. Remaining visible, attending school events. Implementing best practices for the overall well-being of students. Nurturing the whole child & educators. Supporting the students' & educators mental, emotional, & physical well-being. |
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| 27 | The next superintendent should prioritize equity in education, ensuring all students have access to quality instruction and resources. Addressing achievement gaps, especially among marginalized groups, is crucial. Teacher retention must improve through competitive salaries, professional development, and a positive work culture. Strengthening community engagement and transparency will foster trust and collaboration. Expanding mental health support, reducing disciplinary disparities, and enhancing career and technical education (CTE) programs will better prepare students for future success. Strategic budget management is essential to equitably fund these initiatives while maintaining fiscal responsibility. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Other (Please specify) | |
| Q4. What are the critical areas of improvement that the next superintendent should address? | |
| SR No. | Response Text |
| 1 | Zoning issues are certainly one of the more important immediate discussions, which obviously also lends to general finances. Finding someone who is intimately knowledgeable in the actual workings of a classroom combined with the knowledge of financial leadership is certainly difficult, but necessary. |
| 2 | Special education and early childhood. I feel they are great programs but lacking overall based on my experiences in other districts. Need to look at the quality of training and instruction for ALL teachers, no matter how long they have been here. |
| 3 | Better discipline, learning and test scores. |
| 4 | As a retired teacher who returns to the schools, the biggest need that I see is the need for Central office support in the schools. The schools house, our student students, and our monies and the majority of our efforts should be directed there. The central office and it's staff roll should always be to support the schools. |
| 5 | 1. Encouraging talented people to be present and stay 2. Reviewing and envisioning what children need to learn to be successful local and global citizens. |
| 6 | 1. Restoring community involvement 2. Work with school board and city council to get funding 3. Review all central office positions to make sure they are competent 4 Establish a committee to send to media and parents all of the positive activities of city schools |
| 7 | Shortages of any staff, I.e., instructional assistants, teachers and bus drivers. Extra staff to support education and, if possible, more staff who are trained to work with students with special needs such as autism, learning and special disabilities and behavioral needs. |
| 8 | Discipline, violence, low expectations |
| 9 | Staff pay Student safety Bus driver shortage Curriculum micromangement Building maintenance Stakeholder pressure to offer 'knee jerk' solutions to long term problems |
| 10 | All depend on was it is, because you can't satisfy everybody in a divided town. Just come in and do your job and make sure everyone in all schools are doing their job, to teach every student and help them pass to the next grade! |
| 11 | Instruction and performance of schools. Instructional standards seem to be lacking and need refinement as many schools are accredited with conditions. No school should be. Programming can be engaged in that can fix this if willing. With the new accountability system a forward thinking needs to head this uo under the superintendent. Lower classes are necessary and a review of school structures should be done. |

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| 12 | Remove clashing political ideas and insist on educational best practices. |
| 13 | Behavioral issues, classroom expectations for both the students and teachers. Support for the teachers. |
| 14 | Everything. The LCS is dysfunctional and out of control. Poor grading standards driven to the point of dumbing down so all will graduate. Need to return to the basics: reading, writing, and math. |
| 15 | Staff and attendance |
| 16 | The issues surrounding the DWP. |
| 17 | 1. Staff compensation and morale, 2. School Board vision, goal setting, and effectiveness, 3. Student discipline and its impact on culture and climate, 4. Community perceptions of the schools and its leadership, 5. Budget planning and communication |
| 18 | Sped department. Human Resources |
| 19 | Ongoing recovery of learning loss after the pandemic, improved outreach to our community, to sell our public school system proactively |
| 20 | First I hope they assess the broad socioeconomic statuses that children face and find ways to keep students engaged in learning. I hope more field trips are completed, more speakers are able to go to our schools and more activities and classes are introduced to the students. |
| 21 | Funds Teacher salaries Diversity of opportunities for all learners Safety |
| 22 | The Students And All Aspects of a school Daystudents Behaviors |
| 23 | Attracting quality secular educators with good work history |
| 24 | The unmarked door in the West Wing of Linkhorne, which no one remembers installing, must be investigated. And, of course, The districts refusal to acknowledge the moving Shadows spotted in the hallways after hours is long overdue for a formal review. Additionally, The growing issue of students unexplicably knowing things they couldn't possibly know---Such as the color of a teacher's childhood pet or the exact numbers of steps to a specific door---Requires immediate attention. The safety protocols surrounding the underground tunnels of R.S.Payne, which is not included in any District records but is consistently referenced by local construction workers, must also be revisited. Reports of missing students returning to the school after prolonged absences with inexplicable changes in appearance, speech, and demeanor should not be ignored any longer. Finally, The district's policy on the annual "cleansing" of the schools outer walls needs urgent revision, As it is clear something is wrong. |
| 25 | Teacher retention. Teaching in LCS is not easy and if we want to retain good teachers we need to prioritize paying them, and we need to support them by maintaining an environment in the schools that is not chaotic. |
| 26 | Communication and sincere dialogue with the constituents of Lynchburg is a critical area of need. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: (Did not answer) | |
| Q4. What are the critical areas of improvement that the next superintendent should address? | |
| SR No. | Response Text |
| No responses found. | |

| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student | |
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| Q5. What do you believe will be the most significant challenges the next superintendent will have to confront? | |
| SR No. | Response Text |
| 1 | Bringing the school board and school leadership together |
| 2 | Standing up to our current school board and city board who are not currently putting the kids education first and foremost |
| 3 | Politics or government overreach from either side of the aisle |
| 4 | School policies |
| 5 | Reliable transportation. Students mental health. Student physical safety. Rising inflation. |
| 6 | kids need to be held accountable for their behavior. NO EXCUSES dunbar is the worst school linkhorne is not much better. I dont know where the future is. |
| 7 | City Council, push back on doing what is best for students, addressing discipline to create safe learning environments. I am on my 3rd child going through LCS. I am a huge proponent of public schools and fundraise for many initiatives... I will be sending my child to private school next year as she enters high school. It makes my heart sad but we are not heading in the right direction as a system. I need her needs met... including a teacher that teaches a subject all year, not virtual learning when a teacher cannot be found and a reasonable start time to the school day. Starting at 7:25a, bus at 6:18a and after school Practices ending at 5:30p with mandatory study hall in between to account for one bus to take kids home from after school activities instead of ending early has finally done us in...sleep is a key component to mental and physical health. We need to prioritize it. |
| 8 | Probably dealing with parents who are too nationally political focused and allowing that to cloud their judgment for local school issues. Knowing how to navigate different personalities will be very important. |
| 9 | Challenges: the cultural impact of little discipline, emphasis on comfortable feelings versus determination to overcome personal and academic challenges following the "tough love" model. - finding financial support to develop a teaching model where all schools rate a 10. |
| 10 | A lack of funding will be a significant challenge; as a result, the superintendent will need to be a wise and discerning steward of the school district's resources. |
| 11 | Declining enrollment in our city. |
| 12 | conservative whites who don't want their tax dollars going to educate anyone except their own kids. |
| 13 | I don't know that much about it all. |

Lynchburg City Schools - Superintendent Search

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| 14 | A city council that seems to be anti-education and a school board that doesn't seem to have much practical knowledge of what goes into quality education. |
| 15 | Honestly, our school board and city council. Our last superintendent left big shoes to fill. |
| 16 | Conflict resolution - gang intervention and bullying. |
| 17 | Lynchburg's school enrollments have been in decline, as have many public schools across the country, for a variety of reasons. Our next superintendent will have to show positive, strong leadership that invigorates teachers to coach students to excellence while working with what they've got. In some cases, that is limited funding, not enough staff, and many other obstacles that again should be seen as opportunities instead of obstacles to the right person. |
| 18 | Funding landscape Administration of a changing school district - less students, more needs, deep facility needs |
| 19 | Accountability of schools & teachers to be excellent! Filling positions with certified teachers & retaining high quality teachers. |
| 20 | Racial issues in the community - will always be there (but the students get along). It has gotten better recently. Crime and poverty must be fought outside the schools. You can't fix that. Just focus on what you can control. Keep our schools safe. Hire quality staff and again, without an agenda. Focus on their merits, not their demographics. Just get the best people. |
| 21 | Budget while managing quality. |
| 22 | 1. The political scapegoating of Black, Brown, immigrant and queer people. Students internalize these harmful, dehumanizing messages. 2. Compassion, empathy and understanding are lacking on this School Board. This gives us little confidence in the Board's ability to hire. For example, out of ignorance, this School Board ended the Equity Task Force, demonstrating exactly why it is necessary (see 1). 3. City Council has co-oped the entire LCS budget, even though they contribute less than half of total funding. Why even have a School Board? 4. Bullying by Councilmember Misjuns must stop. Everybody knows Misjuns will flex his toxic masculinity (a.k.a. small dick energy) from day-one of the superintendent's employment. The School Board cannot allow harassment and abuse from anyone under any circumstance, ESPECIALLY not from city leaders. 5. City Council wants LCS to fail (favor vouchers). Annual funding increases are summarily denied and chronic underfunding is never acknowledged. |
| 23 | The current city council and school board. Hands down. With few exceptions, they are in this for the wrong reasons. They care more about their political party, LU, and their own personal gain infinitely more than they care about the city or LCS, and our kids are suffering for it. |
| 24 | LYH's City Council |
| 25 | Divisive politics and the demands placed on them from City Council; constant feedback and critique from citizens. They need to be someone who knows what they believe about education, and are comfortable being uncomfortable to make sure they see their vision through. |
| 26 | Schools need to be closed. The last superintendent was a progressive political activist and she has infected the bureaucracy with like minded ideologues that have no business working in K-12 education. The Deputy Superintendent of Operations is a known progressive liberal that has tried to undermine the will of the new school board and City Council. He is known to retaliate against employees he politically disagrees with, and is a practitioner of DEI and indoctrination efforts in the realm of radical Sexual and gender ideology in both his former position with the city and his position at LCS. He needs to go. The director of student services and the principal of EC glass high school have failed. They need to be replaced. They have let behavior and liberal activism run rampant, and appear to be more interested in |

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| | being friends with teenagers than leading them. Pretty wild allegations exist about the student services director in his prior employment regarding gangs. |
| 27 | Making the school system accepting of all people from all backgrounds |
| 28 | To find a candidate who is known for their positive impact on the student at large would seem to be the exception not the aim. We must do better for the next generation to thrive. |
| 29 | Dealing with our school board and city council |
| 30 | Keeping politics and religion out of the classroom. Reducing teacher turnover rates Budgeting for facility improvements among other things |
| 31 | Focusing on education rather than social programs |
| 32 | not enough funding |
| 33 | Political pressure. The conservative parents and City Council members in this town will continue to pressure the schools to adopt a conservative, pro-MAGA, fundamentalist Christian heteronormative hegemony. What is taught in schools should be influenced by actual information - the best information we have access to, what the students in the rest of the world are getting a head start on - instead of the political inclinations of whoever is currently in charge. Those in charge cut funding to school to give to the police department. Also, parents' concerns should be listened to, but not every uneducated whim and fear needs to be indulged. The anxieties and fears of parents over masking, vaccines, CRT, LGBTQ rights, are just that - fears and anxieties. And as adults, we are responsible for dealing with our own individual moral panics in the privacy of our own minds, not by trying to change the policies of an entire school district. LCS is for everyone, even if they have different beliefs. |
| 34 | A city council and citizenry that is hostile to public education on the premise that poor test scores are an accurate measure of success. Though test scores will always exist, the measure of the system must be based on local criteria and not state for federal rules/mandates. Sadly, there is an element of racial animas that will have to be addressed. |
| 35 | The safety of the schools and the lack of transportation. |
| 36 | School choice and competition for state and Federal funding |
| 37 | Status quo, conservative Lynchburg mindset. Conservative movement for vouchers/public school defunding. Convincing City Council & government to use public schools as a strategic municipal lever for the city instead of as a waste of tax payer \$. |
| 38 | I think Teacher retention and budget but overall getting proficiency reading in math up |
| 39 | Dealing with city council members who want to dismantle the school system. |
| 40 | Learning all students and faculty names and needs. Hopefully settling well and truly feeling like part of the community. |
| 41 | IDGAF who is superintendent. ya'll utilize a communication system with emails, text, and calls and parents are not being notified when incidents happen. THIS IS GOING TO CAUSE THE CITY AND PUBLIC SCHOOL SUSTEM TO BE SUED !!! |
| 42 | Safety of our schools. |
| 43 | A very vocal minority of parents and community members who have taken over the school board and are anti-public education, anti-diversity equity and inclusion |
| 44 | A hostile city council that apparently wants to dismantle public education. |
| 45 | Funding. There is an insidious push to de-fund LCS and funnel more kids to private schools. It's systemic racism. This is obviously not a great format to get into detail. There are aware and active parents who are happy to help |

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| 46 | Dealing with the disorganization, narrow mindedness,, quid pro quo when dealing with city officials, board members etc of LCS and LC.. Bein v stressed and overworked. Staying with LCS superintendent for over 5 years. |
| 47 | - School board actively working against public education - Incompetent school board members pushing a MAGA agenda at the detriment of our children. - I am concerned that we won't be able to attract a highly qualified candidate due to the political atmosphere on city council and the school board. |
| 48 | To not close T.C. Miller. |
| 49 | The superintendent should be able to take charge and do what it is in the best interest of the kids. Education not start school at 7:25 because underprivileged kids need an older kid at home or whatever if that is ridiculous. |
| 50 | Change... any kind of change that LCS has not been used to... A good overhaul of things in admin could do LCS some good. |
| 51 | Recruiting and retaining highly effective teachers and staff. It isn't always about money, but also respect and trust. We should be paying teachers more than the surrounding counties so that we attract the best candidates. The we should be supplying resources and support that encourages teachers and makes them feel valued. Partnering with area businesses is a great way to provide perks, such as free or discounted memberships to the YMCA or other area attractions. |
| 52 | Workin with city council. Many of them are very ignorant and do not posses the knowledge of how to properly communicate, how to run a city or set policies for schools, etc.The current city council and school board are trying to push a narrowly conservative agenda which is harming public schools and students in the city. We need a strong superintendent that is willing and able to fight back with knowledge and strategy to defend the students of this city that deserve an excellent public education. |
| 53 | The divisive city council and budget |
| 54 | Lack of qualified teachers and unaddressed racism are the too biggest challenges. |
| 55 | A very negative sentiment and anti public school funding from Lynchburg City Council. And they hand pick the school board so..... |
| 56 | Standing up to city council, clearly expressing the needs of our schools |
| 57 | Finances |
| 58 | Balancing the relationship between city council and school board!!! |
| 59 | Funding. The ability to provide programs to help students that are behind in reading and math. Support for special education. Employing enough teachers. |
| 60 | The School Board and City Council members will be a challenge to work with. |
| 61 | -budget cuts -political pressures and divisions -the pressure to close aging elementary schools in areas with demographic shifts (fewer children residing in those districts now) |
| 62 | Budget management and communicating with the city |
| 63 | Make time for Parent involvement |
| 64 | Threats against education funding and threats against student safety from ICE. |
| 65 | Opposition from a conservative city council that is attempting to defund local education. Several strategic actions to combat the situation and protect the interests of students, particularly those from lower socioeconomic backgrounds, will need to be taken. Focus on Long-Term Solutions: Reframe the conversation: Shift the narrative from a short-term budget issue to a longer-term investment in the city's future. Schools aren't just cost centers; they are essential infrastructure for the city's economic development. |

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| 66 | Dealing with an incompetent School Board who are more concerned about the bottom line than the education & safety of the children of our city. Showing the parents, staff & students that we can trust you to put the education of our students first. We have had to fight on our own for too long. Children have learned to not trust the school administration & School Board. We need a Superintendent who will fight WITH us to better our schools. |
| 67 | Dealing with the embarrassment of our school board and city council. Grown adults, letting politics into our schools and not making decisions that are best for students, teachers, and staff, but what's best for their political clout. Due to recent tax cuts and budget cuts, a lot of our facilities are not being maintained, and the community sees it. Our student's are resilient and continue to learn and make the most of it, but these students are our future. We need to invest in them, just as we were all invested in as students of LCS years ago. |
| 68 | City council and politics. ridiculous standards set by govnt re: testing |
| 69 | The most significant challenges are those that come from a school board that is reasonable, that has no knowledge of education and no experience teaching and that is interested only in their own gains! |
| 70 | Safety |
| 71 | I don't know |
| 72 | Wise use of the budget |
| 73 | Controlling more of these kids missing school from being sick |
| 74 | School bus routes and drivers! |
| 75 | Newer generation, no phone policy |
| 76 | Dealing with possible school closures or finding funding to keep school open. |
| 77 | Proficiency in navigating local politics and understanding the political climate of the district Strong grasp of the challenges in teacher recruitment/retention and demonstrated experience creating initiatives to address |
| 78 | Funding and support from the City Council will be challenging. |
| 79 | A very dysfunctional city council and the general landscape of national and local politics, the national trends against public education (including a president who is encouraging against), the deficits that still exist in classes from covid including reading levels, teacher retention |
| 80 | Changes at the federal level, parent push-back, |
| 81 | A little bit of everything. |
| 82 | Negativity. Negativity from the citizens of Lynchburg about change and likely negativity and lack of support from the majority of city council. Lots and lots of negativity in the community. Unfortunately, there will likely be non-constructive behavior from city council and the school board. Lack of trust with the citizens in the community with LCS and now of a portion of the school board. Lack credibility of some members of the school board. |
| 83 | Aging buildings, an unsupportive City Council and School Board, declining test scores, student behavior |
| 84 | Members of the board who do not respect their positions, colleagues, nor importance if their role. |
| 85 | Parents who dont parent but who are passionate about social justice issues instead of what is best for children. Parents who complain but don't want to be part of a solution. Getting all students up to speed throughout the division. supporting teachers trying to do their jobs and teach when they also have to deal with some very entitled and disrespectful kids (bad |

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| | behavior learned at home) . Teaching kids to be respectful again to teachers, admin and eachother |
| 86 | The current board and politics, schools losing accreditation |
| 87 | Dealing with the Lynchburg City Council, which is notoriously dysfunctional Adequate allocation of funding for LCS to support crucial programs, increase salaries for teachers, and pursue important new opportunities |
| 88 | 1. Accreditation of schools 2 Reading level of students 3. Graduation rate needs to improve 4. Violence and behavior in schools by students. 5. Teacher and staff burnout 6. Bus driver shortage 7. Declining enrollment 1. Accreditation of schools 2 Reading level of students 3. Graduation rate needs to improve 4. Violence and behavior in schools by students. 5. Teacher and staff burnout 6. Bus driver shortage 7. Declining enrollment |
| 89 | The next superintendent will face challenges in ensuring equitable access to education for students with disabilities. Inconsistent implementation of IEP accommodations and assistive technology has created barriers for students who rely on these supports. Strengthening teacher training and accountability in special education will be critical. Additionally, communication gaps between educators, administrators, and families must be addressed to improve transparency and trust. Budget constraints may also limit resources, requiring creative solutions to provide necessary services without compromising quality. Overcoming these challenges will require strong leadership, advocacy, and a commitment to inclusive education. |
| 90 | Safety Budget |
| 91 | Salary increases, behavior in the middle and high school settings, lack of financial support from our City Council, potential school closures or comprehensive updates. |
| 92 | getting parents to trust you with our children in middle and high school. |
| 93 | Lots of different views |
| 94 | Achievement and safety. |
| 95 | Much of it has to do with my previous comment about politics having no place in decision making, and I think, in light of the past few weeks, the most urgent challenge will be navigating the evolving landscape of federal grants and funding and proactively finding ways to keep our schools strong, so our community foundation can remain strong. Also our community has experienced more instances of violence, which can so often be traced to kids taking through the cracks on their journey through school. We need to find ways to draw the community around these kids so they feel a safety net of parents, grandparents, aunties and uncles and mentors that keep them accountable and hold them to higher standards. |
| 96 | our school board |
| 97 | Bad mixture of transient non-native residents who couldn't make it where they came from. Coming here to "be somebody" but in their own way. |
| 98 | The current division that is being experienced throughout most communities and on a national level. |
| 99 | Prejudice and city council. |
| 100 | Working with others in the community that have a stake in Lynchburg city schools. Being able to advocate for continued academic excellence and investment in our children's education. |
| 101 | Personnel not willing to change or adapt to new ideas |
| 102 | City council |
| 103 | Funding and rezoning |

Lynchburg City Schools - Superintendent Search

| 104 | The school board! Too many people who only look at their points of views and not listen to others. |
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| 105 | - Preventing over-reliance on technology. Kids have enough screen time without being forced to get most of their teaching from videos and slide shows and other media-driven sources. - Shielding teachers from politicized parents. Teachers have enough to contend with. - Preventing bullying and aggression in schools. - Looking elsewhere for good ideas! Other states, countries even, have found creative solutions for certain problems. For instance, if parents are over-stretched and too busy to be engaged with their children's learning, then what about involving the older generation (who might enjoy being of value). Can they play a role? One-on-one reading sessions with struggling readers? Classroom assistance? - Fighting cuts, especially to libraries. We need librarians in our schools. There is so much evidence that reading every day, matters. And for those born into adversity, books can be a lifeline. |
| 106 | Lack of support from city council and vocal members of the community who question the value of a public education. |
| 107 | Political issues with school board and city council. |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Staff Member | |
| Q5. What do you believe will be the most significant challenges the next superintendent will have to confront? | |
| SR No. | Response Text |
| 1 | The district leaders need to be less judgement and more approachable. |
| 2 | - teacher burnout - parent issues - financial choices |
| 3 | The most significant challenge that the next superintendent will confront lies in the financial realm. As you can see, no one wants to work as a teacher anymore. Young people with no education are hired as teachers due to this deficit. What can they do to help the young children who want to learn? |
| 4 | Becoming a trusted member of the community. |
| 5 | Rezoning and closing schools. It needs to happen despite the protesting. |
| 6 | Lack of funds to do what needs to be done. |
| 7 | Balancing a budget and making the tough necessary cuts knowing the public will complain at first. Since I have been teaching in the city since the 90's, the number of FTEs has increased and the population has decreased. Consolidate redundant positions, schools, and resources while increasing salaries because retaining the best teachers alleviates the need for many of the unnecessary support positions. |
| 8 | Retaining staff. Right now, people can go to surrounding counties for more pay and less stress and they're doing it. It's completely the opposite of the way it used to be, when teachers in county schools were clambering to get a position in LCS. |
| 9 | Financially we need to shut down an elementary school. The last superintendent and school board have traumatized our community by putting various different schools on the chopping block and then backing down. We need to make a clear, logical decision, communicate it and the rationale clearly, and then stick to the decision. We are not attracting teachers into the field at the rate we are losing them. We are essentially a new teacher farm. We bring them in, and if they are successful, the counties poach them with higher pay and few student behaviors. We need to cut the budget in other areas to pay our teachers more. Incompetence at the division level is far too common and accepted. |
| 10 | Lack of support from City Council. |

Lynchburg City Schools - Superintendent Search

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| 11 | -behavioral issues in schools -safety issues in schools -creating schools that are efficient - closing schools -redistricting -building a new elementary school that has plenty of room for future growth |
| 12 | Local government, budget deficits, student/family poverty |
| 13 | Facing the conversations about closing or rebuilding schools and rezoning. Either do it or say we are not going to and move on. Also, over the past 6 years, there has been incredible turn over in central office. There continue to be major needs in departments including the need to improve efficiency, service, and effectiveness. |
| 14 | managing all of the loud opinions that support policies and teaching strategies that may not be best for LCS students |
| 15 | Pressure from city council Pushback from staff Demands from state initiatives |
| 16 | Governmental disturbance either by the state or federal. Knowledge of how to protect our students from ICE will be essential. Making a safe and inclusive space for all. |
| 17 | Dealing with the Trump Administration's initiatives targeting the DOE and attempts to move toward privatization. Also, deportation policies targeting our immigrant students and families. |
| 18 | communication between downtown and base schools is surprisingly poor. It seems like the right hand doesn't know what the left hand is doing half the time. Teacher pay! Our salaries are lower then the surrounding areas. |
| 19 | Working with the city council who has removed money or withheld money the last few years as well as their agenda to close schools to try to add school choice. We don't need charter schools we need a focus on free public education. The money needs to stay in our public schools. |
| 20 | Not sure |
| 21 | Students who are way below grade level in math and english. |
| 22 | Lack of communication within the schools. Administration in the schools only try to show the "good" classes. Everything else is hidden, |
| 23 | student truancy and increasing student apathy |
| 24 | We have a very top heavy admin department. |
| 25 | Discipline problems and lack of respect that students have for faculty/staff and administrators. This is a problem which leads to a high attrition rate. We need to work hard to retain our teachers. |
| 26 | see #4 |
| 27 | Communication at all levels Control - Accountability How to have the best team and most important how to retain these talents |
| 28 | Navigating the politics of the current School Board and City Council; guiding the process of rezoning and consolidation; and managing division services with continued decreased funding. |
| 29 | Years of inconsistency and inadequate systems, coupled with a lack of truly qualified educators (for the issues at hand), have created a situation that will take some time and very strategic thinking and developing to improve. Attracting good educators back to Lynchburg will be a challenge. Constantly dealing with budget limitations in a high-poverty system will be challenging. Dealing with the political climate and working effectively with the school board and city council may prove challenging. There needs to be a significant focus on organizational effectiveness/proficiency and bringing the right people in to move the ship, and that will be a challenge. |

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| 30 | Transportation |
| 31 | Budgeting |
| 32 | The current challenges overall of the city and bridging the gap between home life and what is being implemented in schools to support students. |
| 33 | Creating a collaborative relationship with the school board members and city leaders (council) to focus on positive change for the school division - Working together to provide fiscally responsible decisions that utilizes resources to meet the needs of the schools. |
| 34 | The next superintendent will need to repair and build relationships with local politicians, as well as explain where LCS is with school closures. Budgeting for teacher raises to retain good talent will be a challenge because we are so behind, but if you take care of your teachers, the teachers will take care of the rest. Well paid teachers won't fight school closures as hard, especially if there are other places within the school system to transfer to. Well paid teachers won't mind cumbersome "downtown" paperwork as much. Well paid teachers aren't angered or aggravated by the "small stuff" because their families and homes are taken care of. When basic needs go unmet, like the need to buy a home in an ever-challenging housing market, human beings anger faster at less important stuff. Look at the average home price and mortgage payment in Lynchburg. Then, look at teacher salary. Consider student loans. Can teachers afford to invest in LCS if LCS doesn't invest in them? |
| 35 | City Council and the inexperienced school board we have. |
| 36 | Keeping good staff. We feel underappreciated, overworked and underpaid. We don't need more professional development days, extra work days a day off here and there MEANS A LOT |
| 37 | I believe the new super will be faced with several community challenges such as gang activity in our schools but the biggest will be push back from holding students accountable for their actions. |
| 38 | Behavior/discipline challenges in our schools Mental health concerns Parent Involvement |
| 39 | Parents, public opinion and behaviors. |
| 40 | Cleaning up messes from the former admin. We have a surplus of admin downtown. Academic coaches/literacy coaches are unnecessary |
| 41 | Gun violence! |
| 42 | Collaboration Resistance to change Mindset |
| 43 | Discipline which allows teachers and administration to be able to maintain a safe, respectful environment. Education for immigrants which give them opportunity to build skills in English. |
| 44 | Negative attitudes from some parents, who always seem to be the most vocal. Making our LCS funds go as far as possible! |
| 45 | I am not sure, to be honest. |
| 46 | The superintendent is going to have to face the challenge of balancing what's best for our students with what's considered best by stakeholders. It sometimes feels like ideals from all levels are at odds with what's reasonable to expect of a student or the families in our area. We need to be creative in how we address the challenges students face and think of students as more than numbers across a stage when they graduate. |
| 47 | Internal Resistance to higher expectations. High turnover of quality staff. |
| 48 | Changing division culture and establishing consistency and cohesion within the division. Re-establishing central office responsibilities and how they relate to building supervisors and the superintendent. Teacher recruitment and retention. Building relationships and trust with |

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| | the community. We need someone that truly understands the history of successes in LCS yet understands the failures and how we got there. |
| 49 | Fixing things in human resources |
| 50 | Budget, Board Council relationships, building trust, building an effective team. Creating consistency and effective systems |
| 51 | School polices |
| 52 | A city council with a religious and private school agenda. City council members with a hyper political agenda; one that is non-secular, religious, censorial and works against important fundamental tenets of public education. We also have many buildings in need of repair and extensive maintenance. |
| 53 | See question above. The outcome of budget cuts. |
| 54 | The kids |
| 55 | Parents that have lost faith in the public school system in Lynchburg, pushback from city council, and teacher burnout. |
| 56 | School Board vs. City Council |
| 57 | less than supportive city council social media impact on students stretching the budget effectively |
| 58 | School board not understanding how the educational process should work for a district of our size. Failing schools and academic scores Safety challenges Aging buildings Lack of personnel |
| 59 | The micro managing of competent teachers by each school administration leading to frustration , disillusionment and loss of staff. |
| 60 | Student discipline, parents, gaining trust from the community. Working with city council. Seems like city council had a hard time with the last superintendent. We also need to bring back instructional coaches that actually coach teachers and keep it confidential. |
| 61 | Political climate of Lynchburg Rebuilding our education system at LCS |
| 62 | Competent staff shortage and lack of parent engagement |
| 63 | See above. |
| 64 | budget, staffing, behaviors |
| 65 | Working with budget constraints, looking at staffing and recruiting to be sure our funds are being used for the most benefit, retaining and recruiting highly qualified staff, and getting a handle on student discipline should all be priorities for the superintendent. These are all challenging in their own right but are necessary for the success of LCS and our students. |
| 66 | People that are tired of change or not willing to change. Parents playing victim. Addressing when to properly use the term bullying. |
| 67 | Low scores and behaviors. Determining the budget, zoning, and whether or not a school needs to close down. |
| 68 | Finding money to improve teacher's pay and improve the condition of the school |
| 69 | If we try to crack down on behavioral issues, the most significant challenge the superintendent will then have is dealing with students' volatile family members. Many of the families love their children, but have a basic distrust of authority figures. |
| 70 | He needs to be able to observe first before implementing change. This will difficult as he may face criticism for not changing things fast enough. Negotiating salary changes may be hard as well. |

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| 71 | See Question 4. Additionally, maintaining the integrity of the administrative departments' day-to-day functionality and restoring staff faith in district-level administration. |
| 72 | The school board members with lack of integrity and respect for the system, people, and processes needed in education. |
| 73 | Superintendent needs to provide opportunities for teachers to advance within LCS also (\$5000 pay raise for teachers) |
| 74 | If the incoming governor does not support the electronics policy, I hope LCS will keep it around. |
| 75 | Resources, Funding, Media (News) |
| 76 | I think the most significant challenge for the superintendent will be working with some of our school board members who think they know better than the educated and hired professionals, as well as dealing with the financial troubles of our district, the consistent fight over finances that is had with city council, and the decisions about school remodels and closures. |
| 77 | The unwillingness of the Board of Supervisors to full fund our school division and negative student behavior. |
| 78 | behavior/ discipline test scores/ remediation needs teacher raises |
| 79 | Budget and uniting a board Building trust from a fear driven leadership Rebuilding and retaining instructional leaders |
| 80 | Shortage of staff because of not enough training and salaries which do not match the economy. |
| 81 | The most significant challenge will be ensuring student success with diminished resources. The state keeps changing the playbook and making it harder for students to experience success. Expectations keep increasing to the point that they simply can't be met. Keeping trained and committed staff will also be a challenge. The younger teachers are not going to stay in for very long at this rate. It's not about the pay, it's the culture that needs changing. We're tired of hearing about minimal raises - make the working conditions better. |
| 82 | 1. A hostile City Council and a portion of the electorate that voted for them. 2. Declining enrollment and the reasons why. 3. Accountability for administrators and supervisors. |
| 83 | Communicating to families and those who work in the schools, knowing you can't please everyone when making decisions but doing the best you can for those people, making sure the students are the ones we make decisions for and making it easier for teachers to teach their students. |
| 84 | Student behavior, underpaid staff, funding for after school academic programs |
| 85 | redoing the zoning map denying some superintendent placements (some schools have WAY too many kids approved for no reason, especially kids that live in the county) lack of parental involvement in their children's lives lack of community support (city council too) |
| 86 | All of the ism's. |
| 87 | That the person is NOT enthused with DEI |
| 88 | Division of City Council and School board Attendance Failure rate and achievement gaps Lack of qualified teachers Finances |
| 89 | School safety |
| 90 | Trying to bring back moral, joy and faith back in the schools. |
| 91 | Each building in LCS has a different culture and/or quirkiness to them. The next superintendent will need to understand the needs of every, single building. |

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| 92 | Micromanaging from city council; not having the proper resources/funding needed. |
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| 93 | Support from the School Board and City Council Budget Political climate vs. doing what's right Employee morale |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Parent of a Current Student and Current Staff Member | |
| Q5. What do you believe will be the most significant challenges the next superintendent will have to confront? | |
| SR No. | Response Text |
| 1 | The debt we are in. |
| 2 | Changing the perspective of the community towards the public school system in Lynchburg. We are losing so many families to homeschooling and private schools due to the perception that LCS is a failing system. The behavioral difficulties and lack of academic success are well known. We are also losing qualified teachers or not attracting them for this same reason. |
| 3 | A staff that frankly is not very happy. We need to get back to our why...why did we become a teacher? Why are we are. I do not speak for myself as I love this job and making small changes in students lives. But there are a lot of teachers out there that feel very differently and not supported. Last year the phrase was Choose Joy...I loved that it was a happy phrase this year it's minutes matter...makes you feel like you can't do a fun project in your class because minutes matter. It has an undertone of stress in there that I don't like. Thank you for taking the time to read these surveys! AND I look forward to an awesome futre with LCS! |
| 4 | Budget Salaries Behavior/Discipline |
| 5 | political climate, ineffective and slow to move bureaucracy |
| 6 | New accreditation stuff and a school board not really prepared to lead or really understand the basics |
| 7 | The most significant challenge will be working collaboratively with City Council and securing essential local funding and support to make the necessary changes to provide for a sustainable future for LCS. This includes school renovations and building or extending schools, redistricting to have a more equitable distribution of the student population and close to home zoning. Working with our own school board may even be a challenge as national politics influences decisions. It will be important that the next Superintendent is able to keep the local agenda at the fore front. |
| 8 | Getting his or her staff on board to move in one direction! The community will be tough but one unified team can make the changes that best fit the LCS model! |
| 9 | Discipline, Getting teachers more pay, Convincing parents to get involved with their kids academic success. City Council. |
| 10 | The challenges are many, but the city is dependent on the next Superintendent! Our city needs the future workforce to be prepared. If we do not produce students ready to fill the jobs needed, then business will close and people will leave and property value will plummet. Let's turn this around so that Lynchburg can be a great place to live for many generations to come! |
| 11 | Safety of students and staff. Actually discipling students instead of ignoring huge red flags. Holding families accountable for bad student behavior. More support for ELL students that also have learning challenges. Retaining staff. |
| 12 | A culture of low expectations. It is appalling. There are so many new teachers who don't know how to raise those standards. These children deserve better. |

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| 13 | Unfortunately, I think there are many teachers and staff who are burnt out in dealing with a lot in their day-to-day classrooms and schools. Teachers are complaining, staff are complaining. |
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| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Current Student | |
| Q5. What do you believe will be the most significant challenges the next superintendent will have to confront? | |
| SR No. | Response Text |
| 1 | idk actually trying to improve my mental health instead of implementing new rules that don't help at all :/ (ahem, phone ban) |
| 2 | having to deal with stuff im not really sure 😊 |
| 3 | Fights, bullying, communication, team building, operational flexibility, instructional knowledge, and problem-solving |
| 4 | Making sure that students are actually able to move onto to a different lesson because people are scared of asking a question |
| 5 | Students and their cooperation |
| 6 | Treating kids with respect, knowing how and when to handle a problem. |
| 7 | Lmaoooo |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Community Member with No School-aged Children | |
| Q5. What do you believe will be the most significant challenges the next superintendent will have to confront? | |
| SR No. | Response Text |
| 1 | Cell phone usage... |
| 2 | Raising discipline expectations and academic achievement. |
| 3 | Restoring academic excellence in LCs. |
| 4 | How to keep good teachers without burning them out. Student and staff accountability standards and procedures. |
| 5 | Improving academic proficiency. |
| 6 | Effective and efficient advocacy for public schools! |
| 7 | City council members and their behavior! Lack of support from city council and some staff in supporting the superintendent and an appreciation for public school education! Low salaries and opportunities for advancement! |
| 8 | Having to work with an adversarial city council !. Some members of council want to micromanage the school system, including financial budgets. There is also a push to punish students rather than work with them to improve their behavior. Poverty in the community at large. |
| 9 | Cleaning up the mess from years of neglect and establishing real education for Lynchburg City children. They deserve every opportunity to learn and succeed. |
| 10 | I believe the most significant challenge the next superintendent will have to confront is the school system's budget and allowing principals to hire the necessary staff to teach our students. |
| 11 | The next superintendent needs to take a look at the staff turnover rate throughout the schools and administration building. Many senior positions have turned over multiple times during Edwards reign which has caused bad morale with the students and staff. The Board needs to |

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| | be more aware of what's happening and listen to the community when we speak about these issues. Both the superintendent and board need to make it known they are for the schools by making some changes to help staff and students (one group cannot survive without the other). Changes need to be done sooner rather than later. |
| 12 | A school board and city council that may not support public schools. |
| 13 | See above. Also, standing up to the book ban parents and others who want to control not just their own kids' educations, but everyone's else's as well. |
| 14 | There has been so much political nonsense going on that I fear this will be a major headache and distraction for the superintendent. I hope that he/she is able to set the record straight and put an end to the silliness of "indoctrination". I have not observed this in the 27 years of teaching because teachers are just too busy. The only concerning thing I witnessed was a teacher years ago bringing in religious books and reading them to her class. I felt uncomfortable with that as there were some children who were not practicing Christians. In my opinion, that was stepping over the line as I feel like out of respect for all faiths, it is best to stick to the curriculum. Now...this was in 1990, so long long ago. However, this still may be an issue considering the influence of Liberty University. |
| 15 | Changing the current social ideology focus to an educational focus. |
| 16 | Above. |
| 17 | Killing the woke culture to focus on basic education |
| 18 | A dysfunctional City Council. Low morale among employees in administration. Rebuilding trust in the school system through measurable results; moving the needle from a sub-par system to a leading practice school system. Lack of funding to implement changes that need to be made and sustained. |
| 19 | Having a School Board member who exhibits such child-like behavior by covering the portrait of the most recent Superintendent while ridiculing another, makes a mockery of the School Board role. This comes at a time where serious and thoughtful governance, building strong relationships with staff (especially the new Superintendent) and SETTING THE EXAMPLE has never been more important. He needs to go. |
| 20 | The dumpster fire that is City Council and the School Board |
| 21 | A School Board who is more interested in private schools than public education and have failed to be advocates for Lynchburg City Schools. They are taking their direction from a City Council who favors Liberty University and Liberty Christian Academy. They will not fight for funding which is badly needed to keep our teachers, fix our buildings, and meet the needs of all of our students. Our governing bodies are the problem - not LCS. |
| 22 | Understand and working with the school board and City Council! Balance the city school budget |
| 23 | Inertia and resistance to innovation. Lack of parental involvement. |
| 24 | City Council, some staff, and families. Not any of these like changes. |
| 25 | Staff who are stuck in their ways; student poverty; a City Council that fights among itself; aging buildings; insufficient space |
| 26 | Building and restoring trust. Recruiting and retaining qualified educators; competitive salaries. Addressing equity and student achievement gaps. Supporting students with economic disadvantages. Strengthening community engagement & partnerships. Managing different opinions. Ensuring schools have necessary funding. Overcoming resistance to change when implementing new initiatives. Maintaining and improving school facilities. |
| 27 | The next superintendent will face challenges in addressing achievement gaps, particularly among marginalized students. Teacher retention and recruitment will be critical, requiring |

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competitive salaries, professional development, and a supportive work environment. Strengthening community trust through transparency and engagement is essential, especially in decision-making processes. Ensuring equitable resource allocation while maintaining fiscal responsibility will be a major challenge, as funding disparities impact student success. Expanding mental health support and addressing student behavioral challenges will also be key priorities. Additionally, navigating the evolving landscape of education, including technology integration and curriculum development, will require innovative leadership.

Q 1. Which of the following best describes your relationship to Lynchburg Cit...: Other (Please specify)

Q5. What do you believe will be the most significant challenges the next superintendent will have to confront?

| SR No. | Response Text |
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| 1 | Managing finances to continue to provide all the necessary programs that will help students teachers and leaders be the most effective. |
| 2 | Parents and student behaviors/bullying. Teaching students to be accountable for their education and learning. |
| 3 | Turning the school division around and going in the right direction. Mark Mear, who is from this area, is a conservative who would be great for this job. |
| 4 | Unfortunately, the schools have not felt supported by central office, and there is a lack of trust that will need to be earned back. |
| 5 | An economy that undervalues education |
| 6 | 1. Budget 2. Solving problems left by previous administration 3. Rebuilding support from current administrators |
| 7 | A significant challenge would be resolving what is to become of some schools as a result of the independent, outside evaluation of the LCS schools and facilities (funding for renovations? New builds? Consolidation?) Another challenge I think would be meeting Virginia's state educational standards. |
| 8 | Mindsets |
| 9 | The challenging dynamic between the school division, School Board, and City Council. |
| 10 | People that don't agree with the Superintendent!! |
| 11 | Beuroceacy and the unwillingness of people to change. Embedded employees that are not in the right place for kids. Evaluative programming needs to be engaged and leaders need to know how to refine and improve instruction for all. Many good teachers I am sure, but typically in an organization of this size that has to be looked at. |
| 12 | Developing programs based on best educational practices rather than political agendas of local politicians. Developing budgets that support best educational practices. Ability to get the public to support education in face of increasing pressure to bend to the growing anti education challenges. |
| 13 | Behavioral issues among the students, social media and proper use of AI. |
| 14 | See above. Plus getting support for needed radical changes. System left in poor condition due to last administration including current deputy superintendent. |
| 15 | Attendance |
| 16 | As stated, the special education program. Not Laurel regional but specifically the DWP. |
| 17 | 1. School closures and redistricting, 2. Loss of Average Daily Membership and associated funding, 3. Student achievement, student motivation/chronic absenteeism, and parental involvement, 4. Attracting and retaining qualified staff, 5. Student discipline and alternative |

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| | education options, 6. Central office administration staffing and organization, 7. Effective communication with City Council that results in greater support for the public schools |
| 18 | People telling the truth |
| 19 | Dealing with a city council is not committed to public education. Please do not hire Ben Copeland, who appears to be in the pocket of the current city council |
| 20 | Preparing students for everything involving computer sciences. I hope this is balanced with opportunities for students that do not have the mental bandwidth to learn all of the hard skills that come with learning that science or its taught in a fun interactive way so that it doesn't seem like forced learning. |
| 21 | Parents and funding |
| 22 | What Works For Each Student As A Whole |
| 23 | Christian nationalists on city council. |
| 24 | The usual challenges apply, ignoring the Whispers, getting used to the fact that new students will appear occasionally, trying to fix the time Loop in the Old English classroom in the mozie building of Dunbar. However, there are new issues: the unexplained reoccurrence of identical student essays all in by different people but all containing "the Reckoning is near", the mysterious figure who roams the Halls after hours , The steadily growing collection of objects Left Behind in lockers that shouldn't be there, including items from people who never were students. But more urgently this new superintendent needs to put an end to whatever is living in the ventilation system of Heritage High School. The school board has chosen to ignore the scratching, the missing paperwork, and the janitors warnings, but we can't keep pretending. This cannot continue. |
| 25 | It looks likely they will have limited funds to work with, but if they can convince council that LCS is operating as efficiently as possible, maybe that could get better. |
| 26 | I believe that one of the most significant challenges facing the next superintendent is that of restoring Lynchburg schools to the its best level of "Excellence in Education". |
| Q 1. Which of the following best describes your relationship to Lynchburg Cit...: (Did not answer) | |
| Q5. What do you believe will be the most significant challenges the next superintendent will have to confront? | |
| SR No. | Response Text |
| No responses found. | |