



Florida School Boards Association SUPERINTENDENT SEARCH



Qualities

To build on the Monroe County School District's success and based on input from an online survey, community forums, and a student focus group, applicants should demonstrate a successful record of exemplary leadership that includes the following qualities:

Personal Leadership Qualities

- Is, first and foremost, student-focused in decision-making
- Demonstrates high ethical standards, builds trust and respect, and serves as a role model for students, staff, and the community
- Communicates effectively in an open, honest, transparent, and timely manner
- Maintains an apolitical mindset in that he/she respects diverse cultures, backgrounds, and beliefs
- Demonstrates innovative thinking and communicates a clear vision
- Builds positive relationships with students and staff members

Instructional Excellence and Leadership

- Sets high expectations for self and the organization and holds self and others accountable for those expectations
- Develops and maintains a positive working relationship with employees and union leaders
- Demonstrates understanding and knowledge of curriculum standards and effective teaching strategies to meet the needs of all students and develop the whole child
- Improves student performance by understanding the necessity to identify achievement gaps and develop and monitor programs to address them
- Supports and enhances career and technical programs and fine and performing arts programs and ensures students have equitable access across the school district
- Ensures all students throughout the district receive the resources and supports needed to reach their full potential

Business, Finance, and Operations

- Maintains the current high standards for financial operation and fiscal responsibility and is familiar with district-led and school-based management
- Implements innovative retention and recruitment strategies and maintains a competitive salary and benefits program to attract and retain effective and diverse teachers, staff members, and school administrators



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- Allocates funding equitably to enhance facilities across the school district
- Understands the complexity of district operations, including transportation, food and nutrition services, maintenance, facilities, and union negotiations
- Demonstrates knowledge and experience with disaster preparedness and response

Board, Staff, and Community Relations

- Initiates and maintains a respectful, trusting, open and honest relationship with the school board and the community
- Works with legislators, government, non-profit, business and community partners to improve academic growth and opportunity, and strengthen community and economic development
- Implements innovative retention and recruitment strategies to attract and retain effective and diverse teachers, staff members, and administrators
- Is visible in schools and embedded in the community
- Understands and appreciates the variation in culture in the Upper, Middle, and Lower Keys and ensures resources are equitably distributed to meet the unique needs of each school community
- Builds community partnerships to support programs, initiatives, and systems to address needs beyond the classroom, including the lack of affordable housing for staff members in the community

2.25.2025 Workshop Discussion