San Diego Unified School District Golden Achievement Award Submission: Superintendent Search Process

In the category of Strategic Communication Program, the San Diego Unified School District presents the Superintendent Search process for consideration. Communications collaborated with students, families, staff, and community members, as well as Human Resources, the Board Office, and Translation departments on this effort.

The Communications Department designed a community-driven superintendent search process to build a new level of engagement among families, students, and staff to help select the District’s next leader. A 13-component communications plan that sought to address language and cultural barriers to participation was created collaboratively with a diverse, 48-member, Board-appointed advisory committee.

The Communications Department set out to implement the plan and engage the community as many were still grappling with school closures and widespread illness brought on by the pandemic. In the summer of 2021, more than 34 community input opportunities were held in person and virtually to give the public an opportunity to share its vision for the District and superintendent. More than 1,000 comments from the public helped the District write its job description for the superintendent position. The superintendent search process culminated on February 26, 2022 with a community forum that offered parents, students, and the public an opportunity to interact with the superintendent finalists.

Throughout the process, the Communications Department collaborated with members of the advisory committee. Highlights of the superintendent search communications plan include:

- Parent/staff emails, automated phone calls, text messages, social media, event flyers, forum booklets, and informational articles
- To better serve the district’s diverse population, expanded foreign-language interpretation and ASL were made available during virtual and in-person community input opportunities
- Community outreach to faith-based, nonprofit organizations, and local government officials
- Ongoing updates regarding the search process were presented at numerous meetings, including governance “clusters” representing multiple schools, parent, and student organizations
Communications Department

Point of Contact: Maureen Magee
Director of Communications
mmagee@sandi.net
619-381-7930

- Media outreach and advertising, including print, TV, radio, and digital outlets
- A unique and engaging web page dedicated to the Superintendent Search process and community outreach
- A process was implemented to allow for families, students, and the community to submit questions to superintendent candidates to be addressed at the February 26 forum
- As part of the February 26 forum, families, students, and the San Diego community were asked to provide feedback to be shared with the Board before it made its final selection.

**Research:** The Communications team collaborated with an advisory board subcommittee to discuss what elements to include in the superintendent search communications plan, and met to determine its target audience: businesses; faith-based and immigrant organizations; nonprofit student, parent and staff organizations; and elected officials. This work focused on how to encourage participation and engagement at a time when many families were not focused on school due to the pandemic and summer vacation. Outreach to the target audience included emails, robo calls, text messages, event flyers, radio ads, community newspaper ads, public service announcement, presentations to student and parent groups, and media interviews.

**Planning:** The Communications subcommittee along with the Board Office, Human Resources, Translation Services, and Communications Department were involved in planning the search process. This unfolded during meetings that occurred internally and with community and committee groups. New relationships were built with organizations that advocate for immigrant and refugee families, and community media outlets serving those populations. Student voices were also crucial to the planning process.

**Implementation:** The superintendent search process was implemented to empower more students, families, and communities to participate in the important task of finding a new superintendent for California’s second-largest school district. The communications plan was aligned with the Board’s commitment to hold an open and transparent superintendent search process that was more inclusive than previous superintendent searches.

The Communications team worked closely with the advisory committee to ensure that feedback about the process was taken into consideration, allowing for midcourse corrections. Such feedback, for example, prompted the Communications team to increase translated materials to more than seven languages.

**Evaluation:** The Superintendent search process rallied to action families and community organizations that have not traditionally participated in such district initiatives. Several of the tactics employed in the process—including increasing the number of languages that materials are translated in—will be used going forward by the Communications Department.

Information on how to participate in the superintendent search was highlighted regularly throughout the year in the District’s digital newsletter, which was sent to more than 120,000
individuals weekly, receiving an open rate of 32 to 39 percent. The webpage dedicated to the superintendent search on the District website received more than 68,000 views. In an effort to reach immigrant families that do not follow mainstream media, information about how to participate in the search process was advertised in small community newspapers that serve ethnic neighborhoods. This targeted outreach proved successful. For example, participation information advertised in Epoch Times, which is read among Chinese families in the District, was viewed 170,000 times.
The San Diego Unified's Board of Education will host a series of community engagement sessions to gather public input and help shape the search for a new superintendent and the future of the district. A total of 30 in-person and Zoom meetings will take place across the district through September.

Please join us for the first forums on Zoom

Thursday, July 29, 6pm - 8pm
Friday, July 30, 10am -12pm.

Zoom Link:
https://ncee.zoom.us/j/83503961572?pwd=ZXN4WjdFT3IMbVhuSXhmdW5yQUdiQT09

Meeting ID: 835 0396 1572
Passcode: 757316

Interpretation services available.

Information for each session is on our Family Engagement website calendar at https://sdusdfamilies.org/event/.
San Diego Unified will host a series of community engagement sessions to gather public input and help shape the search for a new superintendent and the future of the district. A total of 30 in-person and Zoom meetings will take place across the district through September.

**5 IN PERSON SESSIONS:**

- **AUG 10 2021**
  - **Ibarra ES**
    - Multipurpose Room, 4877 Orange Ave., San Diego, 92115
    - Crawford Cluster
    - 10am - 12pm

- **AUG 10 2021**
  - **Morse HS**
    - Auditorium, 6905 Skyline Dr., San Diego, 92114
    - Morse Cluster
    - 6pm - 8pm

- **AUG 11 2021**
  - **Wilson MS**
    - Auditorium, 3838 Orange Ave., San Diego 92105
    - Hoover Cluster
    - 10am - 12pm

- **AUG 12 2021**
  - **Lincoln HS**
    - Auditorium, 4777 Imperial Ave., San Diego, 92113
    - Lincoln Cluster
    - 10am - 12pm

- **AUG 12 2021**
  - **Logan-Memorial**
    - PreK-12 Auditorium, 2875 Oceanview Ave., San Diego, 92113
    - San Diego Cluster
    - 6pm - 8pm

**INTERPRETATION SERVICES AVAILABLE**

For more information please visit the Superintendent Recruitment and Selection Process webpage.
San Diego Unified will host a series of community engagement sessions to gather public input and help shape the search for a new superintendent and the future of the district. A total of 30 in-person and Zoom meetings will take place across the district through September.

**Virtual Sessions:**

- **September 7:**
  - 10am-12pm Tuesday
  - 6pm-8pm Tuesday

- **September 9:**
  - 6pm-8pm Thursday

- **September 10:**
  - 5pm-7pm Friday

- **September 11:**
  - 9am-11am Saturday
  - 6pm-8pm Wednesday

**Zoom Link:**
https://ncee.zoom.us/j/83503961572?pwd=ZXN4WjdFT3IMbVhuSXhmdW5vQUdiQT09
Meeting ID: 835 0396 1572 | Passcode: 757316

**Interpretation Services and ASL Interpretation Available**

Participants using interpretation services (except ASL), will need two devices: a phone to call the interpretation conference line and another device to join and participate in the virtual input session.

For more information please visit the Superintendent Recruitment and Selection Process webpage.
Superintendent Search

San Diego Unified will host a series of community engagement sessions to gather public input and help shape the search for a new superintendent and the future of the district. A total of 30 in-person and Zoom meetings will take place across the district through September.

Virtual Sessions:

- **Sept 13**: 6pm-8pm Monday
- **Sept 14**: 6pm-8pm Tuesday
- **Sept 15**: 6pm-8pm Wednesday
- **Sept 16**: 6pm-8pm Thursday
- **Sept 17**: 6pm-8pm Friday
- **Sept 18**: 9am-11am Saturday
- **Sept 18**: 1pm-3pm Saturday

Zoom Link:
https://ncee.zoom.us/j/83503961572?pwd=ZXN4WjdFT3IMbVhuSXhmdW5yQUdiQT09

Meeting ID: 835 0396 1572  |  Passcode: 757316

Interpretation Services and ASL Interpretation Available

Participants using interpretation services (except ASL), will need two devices: a phone to call the interpretation conference line and another device to join and participate in the virtual input session.

For more information please visit the Superintendent Recruitment and Selection Process webpage.
Superintendent Search

San Diego Unified will host a community forum for the public to meet the superintendent finalists and provide feedback. The Board will introduce the permanent superintendent in mid-March 2022.

In-Person Community Forum
The event will also be live streamed. Zoom Webinar Link:
https://sandiegounified.zoom.us/j/89749595768 | Webinar ID: 897 4959 5768

12:00 - 2:00PM
Saturday, FEB 26
Wilson Middle School, 3838 Orange Avenue, San Diego 92105

The District follows an Indoor Guidance for Events protocol

For more Information please visit the Superintendent Recruitment and Selection webpage.

Make your voice heard and attend the community forum! The San Diego community has a unique opportunity to help select the next Superintendent of the San Diego Unified School District. We urge members of the community to participate and share their thoughts about the importance of an inclusive and equitable education for all students. —Chris Wilson

Interpretation Services and ASL Interpretation Available
If you need interpretation in another language, email amorales@sandi.net.

For ASL Interpretation Services, use the QR Code to complete the form.

RSVP by emailing superintendentsearch@sandi.net. Submit your questions for the candidates, no later than February 24 so they can be addressed at the forum, and any feedback/comments regarding the forum no later than March 1.
Welcome to the

Superintendent Search
Community Forum

Wilson Middle School
Performing Arts Theatre
Room 650

Please use this QR code to access interpretation services.
Live ASL provided.
The Board of Education will receive comments from the public on the superintendent search through March 1, 2022 here:

We welcome your feedback and comments regarding the superintendent search. The information gathered will be shared with the Board of Education. To view a video of today’s forum, please check out our Superintendent Search Page, available through our website, SanDiegoUnified.org.

Dr. Susan Enfield has served as superintendent for Highline Public Schools since 2012. A high school English, journalism and ELL teacher, Dr. Enfield served as Chief Academic Officer and then as Interim Superintendent for Seattle Public Schools before coming to Highline. She previously held leadership positions in Evergreen Public Schools (Vancouver, WA), Portland Public Schools and the Pennsylvania Department of Education. Dr. Enfield is a graduate of the University of California, Berkeley, and earned master’s degrees from Stanford University and Harvard University. She also holds a doctoral degree in Administration, Planning and Social Policy from Harvard’s Urban Superintendents Program. Dr. Enfield was named Superintendent of the Year by the National School Foundation Association in 2018, and was recently named the Washington State Superintendent of the Year for 2022.

Dr. Lamont A. Jackson is the Interim Superintendent of the San Diego Unified School District. Dr. Jackson grew up in San Diego. Not only did he graduate from San Diego Unified, he has been an employee of the district for more than 30 years. Dr. Jackson has held the position of teaching assistant, teacher and coach. His leadership positions include serving as principal at Montgomery, Challenger and Wangenheim Middle Schools, and Chief Human Resources Officer for the district. Most recently, Dr. Jackson served as Area 2 Superintendent. He has worked to mentor African American students throughout his career. Dr. Jackson graduated from San Diego State University with a bachelor’s degree in sociology and social sciences. He also holds a master’s degree and a doctorate in Educational Leadership from the University of San Diego.

The Board of Education will receive comments from the public on the superintendent search through March 1, 2022 here:

We welcome your feedback and comments regarding the superintendent search. The information gathered will be shared with the Board of Education. To view a video of today’s forum, please check out our Superintendent Search Page, available through our website, SanDiegoUnified.org.

Dr. Susan Enfield has served as superintendent for Highline Public Schools since 2012. A high school English, journalism and ELL teacher, Dr. Enfield served as Chief Academic Officer and then as Interim Superintendent for Seattle Public Schools before coming to Highline. She previously held leadership positions in Evergreen Public Schools (Vancouver, WA), Portland Public Schools and the Pennsylvania Department of Education. Dr. Enfield is a graduate of the University of California, Berkeley, and earned master’s degrees from Stanford University and Harvard University. She also holds a doctoral degree in Administration, Planning and Social Policy from Harvard’s Urban Superintendents Program. Dr. Enfield was named Superintendent of the Year by the National School Foundation Association in 2018, and was recently named the Washington State Superintendent of the Year for 2022.

Dr. Lamont A. Jackson is the Interim Superintendent of the San Diego Unified School District. Dr. Jackson grew up in San Diego. Not only did he graduate from San Diego Unified, he has been an employee of the district for more than 30 years. Dr. Jackson has held the position of teaching assistant, teacher and coach. His leadership positions include serving as principal at Montgomery, Challenger and Wangenheim Middle Schools, and Chief Human Resources Officer for the district. Most recently, Dr. Jackson served as Area 2 Superintendent. He has worked to mentor African American students throughout his career. Dr. Jackson graduated from San Diego State University with a bachelor’s degree in sociology and social sciences. He also holds a master’s degree and a doctorate in Educational Leadership from the University of San Diego.
Thank you to the Wilson Middle School staff for hosting today’s event. This event was organized by Human Resources, Food and Nutrition Services, and Board Services.

Special thanks to the Cesar Chavez Service Club “Chavistas” for serving as event ambassadors.

COVID-19 safety protocols set by the county will be enforced.