

**WE EXPECT EXCELLENCE****WE INNOVATE****WE EMBRACE EQUITY****WE COLLABORATE**

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## **INTERIM SUPERINTENDENT QUALITIES AND QUALIFICATIONS**

Hazard, Young, Attea & Associates have been retained to conduct the search for an Interim Superintendent for Beaverton School District. The attached report lists the desired characteristics for the Interim Superintendent as well as questions for the interviews.

- (16-659)** After discussion it is recommended that the School Board approve the desired characteristics and interview questions for the Interim Superintendent.

**District Goal:** WE empower all students to achieve post-high school success.

The Beaverton School District recognizes the diversity and worth of all individuals and groups. It is the policy of the Beaverton School District that there will be no discrimination or harassment of individuals or groups based on race, color, religion, gender, sexual orientation, gender identity, gender expression, national origin, marital status, age, veterans' status, genetic information or disability in any educational programs, activities or employment.



**HYA** Executive Search  
Hazard, Young, Attea & Associates

## **Beaverton School District 2016 Interim Superintendent Search Desired Characteristics**

After reviewing staff and community input from the following sources:

- 2011 Leadership Profile Report and Desired Characteristics
- 2016 Survey Responses
- 2016 Interviews, Focus Groups, and Community Forums Feedback

The Board of Education of the Beaverton School District seeks a **seasoned educational leader** who understands the **skills needed to successfully manage and monitor the daily operations** of a high-performing, student-centered, suburban/urban school district that strives for excellence in a highly diverse and engaged community.

The successful candidate will likely:

### **Believe in:**

- Collaborative relationships with a highly talented staff, deeply engaged parents, and a supportive and resourceful community in order to make decisions in the best interests of students and stakeholders
- Maintaining and nurturing Community and Civic partnerships for the mutual benefit of all involved
- A focus on equity in services, programming, and facilities
- The Beaverton School District Strategic Plan as the path forward in providing high-quality educational experiences for a diverse student population

### **Have knowledge of and experience with:**

- Instructional focus on the education of the whole child
- Financial leadership to provide fiscal stewardship for the community's investment in public education during volatile economic times for public education in Oregon
- Facility construction management to carefully monitor and supervise the largest school construction bond passed in the state of Oregon (\$680 million)

### **Demonstrate:**

- Exceptional communication skills to engage the staff and community in discussion and decisions imparting the students being served
- An uncompromising commitment to children and excellence for all
- The ability to quickly establish trust and acceptance
- The knowledge and experience to handle controversial issues as they arise

# **Beaverton School District**

## **Interim Superintendent Interviews**

**May 17, 2016**  
**Interview Script**

### **Reminders:**

The following topics/questions have been created to provide consistency to the search interviews. The board member identified before each item should assume the responsibility for making sure the topic is covered during the interview. If the candidate covers the topic during his/her opening statement or while discussing another topic, there is no need to bring the topic up again. Remember to try and keep the interview as informal as possible.

The questions are designed to be asked by the assigned board member. Once a topic is introduced, other board members can engage in asking clarifying questions, if needed. Be aware, though, that it is best to use as little time as possible in presenting your question so that you will have ample time to garner from the candidate his/her thoughts and thinking process. Also, please be conscious of the time. Given the 10 questions to ask, you will need to keep each topic/question to 4-5 minutes, on average. That will leave sufficient time for the candidate to ask his/her questions.

Confidentiality regarding the candidates and their interviews is essential. The candidates' names should not be revealed to anyone. Also, please do not discuss the respective candidates amongst yourselves until you have seen all the candidates. This is the only way you will be able to maintain your objectivity and treat all candidates fairly. We will be reviewing all of the candidates as a group at the end of the interviews.

Finally, remember you are not allowed to inquire regarding the topics of race, age, sex, religion, ethnic origin, linguistic origin, marital status, arrests, or financial affairs. Please refrain from any question related to these topics. If you have questions related to them, please ask us and we will find the information, if it can be done legally.

Candidate: \_\_\_\_\_

Identifiers: \_\_\_\_\_

# DRAFT

**Anne – Introduction – Have each board member introduce himself or herself, if it does not happen naturally.**

We have 10 topics we wish to, discuss so we would like to spend 4-5 minutes on each topic. Please begin by sharing a brief summary of your professional background, and in particular, those experiences in other districts that relate to serving as an interim superintendent in the Beaverton School District. Also, please share with us why you are interested in becoming our interim superintendent.

**Notes:**

Strengths	Questions/Concerns/Issues

## **1. – Role of Interim**

What is your definition of the role of the interim versus the role of the permanent superintendent?

**Notes:**

Strengths	Questions/Concerns/Issues

## 2. – Educational Philosophy

Please share your educational philosophy that guides your work as an educational leader.

**Notes:**

Strengths	Questions/Concerns/Issues

## 3. – Leadership Style

Please share with us how others would describe your leadership style and how you have built trust in your district? Also, share with us what kinds of decisions or responsibilities you delegate to others and how you monitor the performance of those who are responsible.

**Notes:**

Strengths	Questions/Concerns/Issues

## 4. - Decision-Making Approach

Please describe for us your decision-making process when involved in a specific problem that is brought to you and your decision-making process when involved in a broad-based controversial action or change effort. You can illustrate these processes with specific examples, if you would like.

**Notes:**

Strengths	Questions/Concerns/Issues

## 5. - Communication Plan and Involvement

Please share with us your thoughts on how you would support our ongoing efforts in maintaining good communication with all internal and external stakeholders. Additionally, how do you engage community members in the school system particularly if you are called upon to make difficult decisions on complex issues such as boundary changes?

**Notes:**

Strengths	Questions/Concerns/Issues

**6. – Bond And Construction Management**

The Beaverton School District is in the middle of a major bond program for constructing and renovating schools. What has been your experience in this area, and particularly in monitoring and controlling costs?

**Notes:**

<b>Strengths</b>	<b>Questions/Concerns/Issues</b>

**7. - Strategic Planning**

Beaverton has a well developed and widely accepted a long-range strategic plan. What would see your role in relationship to this plan during the coming year?

**Notes:**

<b>Strengths</b>	<b>Questions/Concerns/Issues</b>

## 8. - Finances

How would you approach your role regarding oversight of financial planning and budget development?

**Notes:**

Strengths	Questions/Concerns/Issues

## 9. - Roles and Relationship of the Board and the Superintendent

What do you believe the relationship between a Board and an interim Superintendent should be? What have you done to help board members grow as a team and develop their working relationship with you?

Follow-up – How have you handled differences or disagreements between yourself and individual board members?

**Notes:**

Strengths	Questions/Concerns/Issues



## 10. Anne - Questions

What questions would you like to ask of us?

**Notes:**

**Anne – Closing** In closing is there anything else you would like to share with us to support your candidacy? Also, is there anything in your background that we should know about that might be of concern to the community, if it were to become public?

The next steps in the process will be for the Board to discuss all of the applicants that we have interviewed and to determine the candidates that we would like to bring back for a second interview, if needed. Hank Gmitro will be in touch with you later this week to let you know the outcome of our discussions.

Thank you for taking the time to meet with us.

**Notes:**

Use the space below to keep notes for yourself, as these are ideas we will discuss in our debriefing on each candidate.

Summary Strengths	Summary Questions/Concerns/Issues