Stakeholder Input Report for

North Wasco County School District 21
The Dalles, Oregon

submitted by

McPherson Jacobson, LLC

11725 Arbor St., Suite 220
Phone: 888-375-4814/402-991-7031
Email: mail@macnjake.com

Omaha, Nebraska 68144
Fax: 402-991-7168
Website: www.macnjake.com

November 2019
North Wasco County School District #21
The Dalles, Oregon
District Stakeholder Input

Executive Summary

On November 6 and 13th, consultants Dr. Steven Lowder and Dr. Nathan McCann conducted meetings with district stakeholders representing six different groups associated with the North Wasco County School District. The consultants received input from approximately 50 plus individuals in these groups. Input was gathered regarding the selection of a new superintendent for the North Wasco County School District.

Outlined on this page and the next two pages is an Executive Summary of the major themes expressed by the participants at these sessions. Following the Executive Summary is a compilation of all the input received from these groups and individuals in response to the four questions asked of each group and participant. The final section of the report will consist of responses by individuals who completed the online survey and responded to the same four questions.

TDMS ESPs (12 people) (1 person)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)

- Small but close enough to a big city
- We have great potential
- Surrounded by nature, an outdoor person’s dream world
- It’s growing
- It is a family environment
- A caring community
- Safe
- Strong faith-based community
- It is a community that has been here for a long time
- Our community is generous and willing to support our kids inside and outside of the school
- We have a diverse community
2. **What are the strengths/assets of the Schools?** (This information is used to help us recruit quality candidates.)

- Teachers
- ESP’s
- Great support staff
- A sense of community among the staff
- ESPs are more included and we have a voice
- We have strong athletics
- Strong coaches
- Up and coming Robotics program that is rockin’
- Vocational programs at the high school are preparing our kids for career as well as college
- Community high school has been very beneficial for some of our students

3. **What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately?** (This information is shared with the final candidates.)

- Staff pay is an issue
- Housing costs are getting too expensive and it makes it difficult to live off our paychecks
- Most of our families and students are living in poverty
- We can’t pass a bond that would fix a high school that is imploding
- Our buildings need a real investment
- There is a perception that Wasco County already has some of the highest property taxes in the state
- We have two comprehensive high schools in our district, which makes it difficult to build one nice facility
- Staff retention is a challenge
- There has been quite a bit of staff turn over at the middle school
- We need help in the ELL department and with translation staff
- More staff training and professional development
- We have lots of diversity and a challenge to bring everyone together
- We have a growing percentage of students with behavioral needs
- We need to be more open to new ideas
- ESPs are being asked to do more of the discipline and student management and less instructional support responsibilities

4. **What characteristics are most important in the next superintendent of the North Wasco County School District?** (This information is used as we screen potential candidates.)

- Open to new ideas
- Able to understand the perspectives of ESPs
- Accessibility, be seen and present
- Able to unite this community and that requires a superintendent who is out and about
- Someone who enjoys visiting the classrooms
- Someone progressive
- A good listener
- Extremely tactful
- Able to work with school administrators and get everyone on the same page
• Address problems as they are presented
• Someone with rural experience
• A growth-mindset Someone who wants to grow themselves and those around them
• Someone who focuses on building a team and recognizes it takes more than one person to lead
• Transparent
• Ability to manage the budget
• Willingness to learn and understand our history
• Someone who believes that our kids deserve better

District Office/Cabinet Leadership Team (5 People)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)

• Great place to live, people want to live here
• River, mountain, desert, close proximity to forest. We have it all
• Some very committed members of the community who are determined to help the school system
• A burgeoning arts community
• More diverse job market that is also modern
• A diverse community, which is a plus
• A small close-knit community where we pull together
• Small is an asset
• People are resilient, resourceful
• Community comes together when needed
• Good weather

2. What are the strengths/assets of the Schools? (This information is used to help us recruit quality candidates.)

• Optimal size at about 3200 kids
• Very supportive family network
• Amazingly dedicated teachers, very committed
• Turnover seems to be under control
• Our HS prepares kids for any step after high school
• We partner with the community college and share space
• Our CTE programs have been highlighted recently
• Strong AP and college-prep programs, with over half of students participating
• Successful athletics
• Strong teacher-student relationships
• We do a fantastic job preparing students for four-year college programs
• Positive focus on social-emotional learning
• Starting a dual-language (Spanish-English) program at the kinder level next year
• Great migrant support programs
• We work closely with our ESD
• Staff put the needs of kids first
• At a point where equity is important
3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)

- It is a diverse community, where the majority are behind you, but there is still a lot of mistrust
- Expanding the hard work of a few people so that more people are pulling together
- Bond - We need one desperately. This is going to be the most challenging job for the new superintendent
- Building trust is essential
- Part of the mistrust is the merging of the two school systems into one
- Social media is active and alive here and spreading misinformation which builds on the mistrust
- There is a faction of our community that is angry
- Challenge getting folks to choose us over Hood River
- Wages and benefits are low compared to neighbors
- High poverty community, hatred to raise taxes
- West side services are not equal

4. What characteristics are most important in the next superintendent of the North Wasco County School District? (This information is used as we screen potential candidates.)

- K-12 experience
- Strongly believes in trauma-informed education
- Committed to serving families in poverty
- Cultural proficiency
- Open-door policy, be accessible
- Someone who will support us in our roles and help us grow
- Transparent in their decision-making process and looks to get the input of all stakeholders
- A strong backbone and a thick skin
- A presence throughout the district, including in the buildings
- A PhD is a negative
- Innovative, open minded
- Strong background in cultural diversity
- Spanish bicultural and bilingual would be important

Invited Community Lunch Meeting (8 People)(10 people)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)

- Small community, where people know each other
- Geographically blessed
- Lots of untapped potential
- There is a positive buzz
- Rooted in agrarian culture that keeps us grounded
- Lots of parental involvement
One of the most beautiful places to live with tons of outdoor sports
Average rainfall that is the same as San Diego
There is a lot of diversity and it is growing
Potential to become a technology hub
Good business engagement
Small groups have been successful with improving the hospital, the college, airport
Windsurfing, snow skiing, etc
Strong history, Lewis and Clark
A new spirit of revitalization

2. What are the strengths/assets of the Schools? (This information is used to help us recruit quality candidates.)
Good, committed staff
New principals have been a real strength and positive addition
We currently lead the state in technology training
Good partnership between the high school and the community college
The schools are the strongest they have been in years
You can get the quality of a private school education in a public setting
New and engaged school board
Strong STEM and CTE programs

3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates)
Facilities are in desperate need of upgrading
Getting a bond passed is job one
It wasn’t that long ago that we were two school districts and there are still issues related to that… (former) D9 and D12 issues
The community as a whole has low self-esteem, but we have so much untapped potential
I’m not sure the community believes in itself.
A reputation issue that the schools are the reason businesses won’t relocate here
An opportunity to make an impact on the whole community is huge
We are ready to support this next person
Understand our demographics We have a diverse community that needs to be brought together
Work hard to collaborate and bring people
Drugs, homelessness, some kids need food
No communication plan

4. What characteristics are most important in the next superintendent of the North Wasco County School District? (This information is used as we screen potential candidates.)
Collaborator
Team-building
Bi-lingual
Visionary that can implement the vision
Communicator
Transparency
● Get everyone on the same page
● Be a direct communicator
● Be social media savvy
● Comfortable meeting with the various business and social clubs in the area
● Breakdown the barriers between management and the labor unions
● Someone who is strong enough to give straight answers
● Cultivator of leadership opportunities
● Coalition builder
● A consistent leader that holds the same expectations for everyone
● Storyteller
● Ability to listen and understand before taking action
● Highly visible member of the schools and community
● A change agent that embraces the concept of multiple learning styles
● Able to develop a community outreach/communication team

TDMS (10 students)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)

● Easy to find a group that share your interests
● Lots of events for kids, sports activities at school and community
● The whole time is very involved in activities and comes together often
● There is plenty of help when you’re in need
● We’re an open community. Folks are open to new ideas
● We are open to new ideas and new things
● The community volunteers for us
● It’s a safe community

2. What are the strengths/assets of the Schools? (This information is used to help us recruit quality candidates.)

● Teachers are very friendly, helpful, and kind
● The teachers encourage us to be individuals
● When the school does activities they try to be inclusive of all
● They push us to be our best and provide enrichment work for us
● Lots of opportunities to collaborate with other students
● Teachers are good about making one-on-one time with us
● The teachers are really helpful
● There are clubs and programs for individual interests
● We are a really friendly school and kids get along with each other
● Camp Collins rocks
● Cascade Locks trip
● Builders Club is awesome and we can go on really great field trips
● AVID
● Robotics Club
● WEB (Where Everybody Belongs) is a great class
● Spirit Weeks and assemblies
3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)

- Lots of classroom distractions and student misbehavior when learning is trying to take place
- Bully is a problem at TDMS
- Vaping is a big deal at TDMS
- The principals need to be more involved in our education
- There is a lot of negativity and making fun of people
- We need more respect for our teachers and someone who will help make that happen
- Bus behavior needs to be improved
- Substitute teachers need to be given more support and better lesson plans to keep kids on task
- Sports for 6th graders
- Algebra classes are too full
- More funding for sports transportation
- Sports equipment needs to be replaced
- Need more counseling support

4. What characteristics are most important in the next superintendent of the North Wasco County School District? (This information is used as we screen potential candidates.)

- Brave and positive
- Self-confident, take control attitude and a clear vision
- Someone who is involved and visits the schools
- The ability to connect with staff and students too
- A supportive person who is ready to help
- A good listener
- Out-going and not just about being strict, but able to show a fun-side
- Someone who wants to live and work here.
- Open-minded and accepting, and the ability to bring diverse groups together
- Kind
- Someone who will keep the students first in the decision-making process
- Flexible
- Be proud of our staff and defend their teammates
- Great communication skills

TDHS (8 Students) (8 students)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)

- Close-knit community, lots of support in various aspects
- Businesses are generous and engaged with our projects at the high school
- We are a very diverse community
- Strong, proud history
Great outdoor activities
Cherry Festival
Definitely an agricultural town
Small-time vibe, but a bigger scale
We have Google and we are growing
Environmental awareness
Social classes mix well

2. What are the strengths/assets of the Schools? (This information is used to help us recruit quality candidates.)

- Big history
- Open-minded students
- We don’t have a big bullying problem like some schools do
- Our teachers really care about us and want us to be successful
- Our teachers are passionate about what they teach
- Great class size ratios at TDHS
- Strong elementary schools and a good Head Start program
- Counselors at TDMS are helpful and provide supports to struggling students
- Teachers and counselors are very supportive of our individual needs
- Great partnership with the Community College that gives us a real advantage
- Graphics Program is awesome
- We can get lots of college credit while we’re in high school
- Aspire Program is excellent - a partnership with adult volunteers and seniors getting ready to apply to college
- Strong student leadership program
- Student Exchange Program
- Community-service programs
- Freshmen Orientation Group
- Strong support for athletics at TDHS
- School spirit is high
- AP history program is outstanding
- Lots of opportunities for a small place

3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)

- School culture is a challenge
- We need to pass a bond.
- Help generate buy-in and support for our schools
- Don’t get caught up in the adult stuff, be here for the kids.
- A superintendent is more involved with the students
- Changing the mind of the community about our schools
- Student attendance issue
- We need consequences that matter and are appropriate to help us make good decisions
- More effort to let students at TDMS know that grades and being successful matters. It is too late to teach this only at the high school level
- We have a high percentage of families that live in poverty
● Aging infrastructure
● Need more attention on mental health issues
● Vaping is less than last year

4 What characteristics are most important in the next superintendent of the North Wasco County School District? (This information is used as we screen potential candidates.)

● Kind and patience
● Not to afraid to fight for the students and still be honest with students
● You need a lot of willpower to do what is right
● Be tactful and diplomatic
● Excited to try new things
● Don’t get caught up in the short-term, have a long-term vision for North Wasco
● Goal-setting, have actual real goals for our schools and our community
● Visibility, know who we are
● Servant mind-set
● Outside perspective to promote change
● Great communication skills
● Has respect for traditions
● Seeks student input

TDMS Teacher (2 people) Fire Station Teachers (12 people)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)

● Smaller community, feels homey
● Feels like everyone knows everyone in the best sense of the phrase
● It is a beautiful place to live
● Every day after work I can bike, walk, or go to the gym and can actually do all three things in the same day
● We don’t have entitled families, our families are appreciative
● Blue Zone project
● An open and welcoming community
● People participate
● Skiing, hiking, camping, natural beauty,

2. What are the strengths/assets of the Schools? (This information is used to help us recruit quality candidates.)

● Great class sizes in our special education classes
● Great principal team at TDMS
● We are doing amazing things to raise the bar and we have doubled the size of the AP programs in the past 8 years
● AVID program
● Aspire program is a unique and effective way to help our kids
● CTE program is very strong
● Very supportive admin team
● Teachers are excited about the collaboration around pedagogy
● Very intentional effort at inclusion at TDMS, particularly for students with more significant challenges
● AVID, AP classes, Constructing Meaning
● Our kids!
● Moving in the right direction, CTE and college prep

3. **What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)**

● Transportation is a real issue in the special education department at TDMS and this makes it difficult for our team to have planning time
● Staff turnover and retention
● Class size concerns in the general education classrooms
● We need to have the superintendent visit our school regularly
● Staff morale
● Tremendous facilities challenges We need to pass a bond We are at a crisis-level
● Find a way to be more creative in finding the funding for school facilities
● Lots of top down
● Trust issues
● Lack of transparency and communication
● Bring the (former) D9 and D12 residents together
● Bring teachers together with a process approach
● Disruptive students
● Trauma informed support for students and staff
● Lack of a consistent discipline plan

4. **What characteristics are most important in the next superintendent of the North Wasco County School District? (This information is used as we screen potential candidates.)**

● Honesty - can deliver bad news and explain the reasoning
● Strength to do the right thing
● Straight-forward leader
● Collaboration skills
● Ability to grow bigger, stronger teams
● The skills to relate to everyone in the community
● Networking skills
● Be relatable We are a working-class community with a growing Latinx population
● Bi-cultural, bi-lingual
● Financial awareness
● Values all staff, especially the ESP’s
● Experience turning around a district like ours
● Able to develop a relationship with Salem (State Dept of Education & Representatives)
● Caring
Community Forum (3 people) (9 people)

1. What are the greatest assets of the Community? (This information is used to help us recruit quality candidates.)
   - Lots of brew pubs and bars
   - Tons of outdoor recreation
   - The community appreciates our teachers
   - Community is generous with volunteer time, fundraising
   - Churches and community partners help schools
   - Small-town living
   - Sense of belonging, you are a part of the community
   - People band together to help
   - New Mayor is creating more opportunities for engagement and transparency

2. What are the strengths/assets of the Schools? (This information is used to help us recruit quality candidates.)
   - Increased funding from the state from the School Success Act
   - Boys Cross-Country team took 1st
   - Great teachers, caring
   - Teachers are involved with kids outside the school day
   - AP classes, CTE, Sp Ed is strong
   - Connection with the college
   - Alternative high school program

3. What are the most significant district, community or state issues the selected person will face and need to deal with in order to be effective immediately? (This information is shared with the final candidates.)
   - The staff does not follow the law
   - We need greater support for our students with IEPs
   - Lack of community trust
   - We need greater open communication between the administration and the community
   - It is difficult to feel like you are a part of the school district and able to help make change without access to senior administration
   - We need to pass a bond
   - The community still has silos and needs to be brought together
   - The superintendent will need to know the history of the community
   - Address the separation between the east and west sides

4. What characteristics are most important in the next superintendent of the North Wasco County School District? (This information is used as we screen potential candidates.)
   - Strong fiscal management experience
   - Experience as a superintendent
• Has strong follow thru
• Ethical
• Work collaboratively with large groups of people
• Works well with other government agencies
• Welcomes volunteers and mentors
• Willing to take time to listen and debrief with staff
• Good listening skills
• Ability to garner community input and support
• Strong background in special education
• Someone willing to make a long-term commitment to the district
• Law-abiding
• Bold leadership
• Active in the community
• Regularly visit the schools and all the programs within
• Be open to community feedback (staff, parents, kids, general community members)
• Inclusive leader
• Forward-thinking
• Superintendent experience
• Drug and alcohol prevention experience
• Charter experience
• A person who wants to be here
Survey Monkey Results for North Wasco County School District 21
November 2019

(NOTE—these responses have not been edited, they are printed as entered by the stakeholders)
102 Responses

Administrators

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

• The Dalles is a close knit community. People generally know and help one another. The scenery is amazing and we have a lot of sunshine.
• Excellent teachers!
• There is diversity in the community and it is growing. There is strong social capital among many groups in the community.
• Natural beauty with mountains, desert, river, waterfalls, hiking trails, water sports... Growing Arts community.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

• Our schools have good teachers who care about kids.
• Historic, great teachers, great administrators!
• Supportive teachers and parents feel a connection to them. Pockets of extended day activities for students with blend of academics and extracurricular.
• Teachers work hard at their craft. They are eager to have their students safe in every way and learning. Empathy is strong.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

• Our district has issues around trust between staff/teachers and building/district leadership. Our district will be in a transition phase with the new superintendent and the new leadership will need to be an equity leader who can demonstrate excellent communication, collaboration, transparency, distributed leadership, and equity practices in all areas.
• Expectation that the next superintendent will need to pass a bond. Friction between city government and the school district needs to be overcome.
• There are still gaps in student results in different populations. Extended day is still very limited and in some cases not available at all. There is a lack of transportation for students who stay for help after school. I understand our neighboring district, Hood River has transportation for students who stay for help after school...why can’t we as well?
• There have been many changes that seem to come from the top down and teachers have told me that decisions have not included teacher input and in a sense have been "secretive".

**What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)**

• The new superintendent should be a visionary leader with excellent communication skills. They should be able to collaborate and actively support principals and teachers to do their best work for students. They should hold equity as a key value and have done personal and professional work in this area. They should have experience working in a rural school district and it would help to know The Dalles, the surrounding area, and/or have worked in a community of a similar size and demographics. They should be bilinugal in English and Spanish preferably.

• Great ambassador, courageous, has a vision for this community.
• A skilled leader who knows how to convene diverse groups and bring consensus. A person of color. Bilingual/bicultural in Spanish and English.
• Compassion. Transparency. Excellent communicator. Embraces the community and brings different stakeholders into conversations about the school.
Classified Staff

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

• Beautiful location with many opportunities for outdoor recreation.
• Friendly people, civically minded, beautiful!
• The Dalles is located in the beautiful Columbia River Gorge. Many talented people live here. There are numerous musical and art programs to enjoy. The weather is enjoyable. The people are diverse.
• Growing interest in becoming involved with/in the schools. Many community members looking for direction and ideas on how to improve community and district overall.
• Community members are very giving and supportive of the high school.
• Natural Beauty! Smaller in population, but only an hour from international airport. Lots of sunshine.
• Openness and social ease...reception to new people, new ideas.
• It is attracting new businesses, yet maintains and treasures a small town feel. A place where you see and know people where ever you go.
• We have a great community who wants our students to succeed. We live in a caring community who wants transparency and the opportunity to communicate with out feeling less than. We have great ideas and want to be partners at the table when important decisions are made.
• The Dalles is a beautiful city, older population, centrally located, caring, compassionate people when communicated with.
• Small, easy, and love the climate.
• There are a lot of outdoor activities for all levels and interests.
• Our community is unique in that it welcomes everyone. There is not a mold to fit. We live in beauty in every season, with outdoor recreation in every direction. Skiing, mountain biking, windsurfing, hiking, etc. We live in a historic area and value our past and look to the future. We are small town kindness and yet are close to big city opportunities.
• Endless outdoor activities, you could do something new everyday.
• Great outdoor opportunities. Easy access to all things - the coast, the mountains, and the desert.
• Friendly
• Natural beauty, history, caring people

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

• The majority of the teachers are knowledgeable and willing to bend over backwards to support the schools and the students. The staff works hard on creating a learning environment that give the students the skills they need to work in the real world.
• Incredibly dedicated teachers!
• The school staff are very committed to their work and the students. School staff are very creative and there is a sense of family within the school(s). Each school has its own unique personality.
• Employees at all levels try very hard to make the schools a safe & positive place.
• Vocational Technical programs must continue, very critical to graduation success. HS graduation rate was high 2 yrs ago, we need to keep the momentum going.
• Generally, staff is very compassionate and caring. It is obvious that many feel called to their profession.
• Wonderfully warm staff and friendly students.
• The school try to maintain a family oriented feel for their staff and are supportive of family issues.
• I love our schools. I enjoy working with students and staff. We need to be in partnership with our administration to move our schools and community forward in order to support the whole child aspect.
• Schools are still standing, need to be replaced, great locations, filled with a lot of great staff, especially TDHS Counseling Office...
• I like the TDMS building.
• We have good teachers and some great ESP staff.
• We have dedicated staff and administration that go above and beyond for our students. Our schools create a welcoming and safe place for our students to grow. Each school has a unique identity with activities, programs and celebrations. Our schools unite our community.
• Overall a great group of teachers who are very dedicated to their students.
• We are the just right size school district, not to small and not too big.
• Team work
• Not much
• We are starting to shift the culture of the school atmosphere to less punitive and more restorative. We value social/emotional learning and the role it plays in the overall functioning and learning kids are able to do at school.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

• The Dalles can be a tight-knit community. It appears welcoming, but people aren’t always accepted until after they have lived here for many year. There is also a divide between the haves and the have-nots. All the schools except the Middle school need to be replaced.
• We desperately need a new high school. The building is falling apart! Quite frankly, it’s dangerous and unsecure.
• The current administration has created an environment of disrespect toward the school staff. Salaries are lower than other equivalent districts in the region. The district has a high rate of teacher turn over on a yearly basis. This is not something to be proud of and frequently indicates a system is chaos. TDMS continues to have significant problems with student behavior, violence and drug use in the school setting (by students). All schools are over crowded.Insignificant resources for behavioral concerns and medical needs.(not enough staff)
• Staff do not always feel valued, which contributes to the high rate of staff leaving and difficulty in filling open positions. Most schools are in need of atleast moderate repair and the previous bond did not pass. Many community members have voiced that they would like more transparency and understanding of the budget and funding.
• We need a career ed class at the high school to prepare for next steps of students not attending college. Keep voc tech programs we have, very critical to HS success. Need
school board members to observe classrooms and discipline office to be informed of how students disrespect authority.

- Desperate need for new high school building/campus, and improvements/expansions to elementary schools. There is a need for "new eyes" to look at our schools and district.
- Poverty, low income abounds here in this town.
- All employees deserve the same respect and should be treated equally. example: Not setting up a forum, when most of the employees would be unable to attend. Making it clear their thoughts and wishes do NOT matter.
- We would like to have a leader who is transparent and does not mind having conversations with patrons and community. Who has ideas looking forward in bringing our community together to better serve our schools.
- Low staff moral much of it due to low wages comparatively to other same size districts. Communication with community a must.
- Business experience and budget management a MUST! Student discipline issues need addressing ie No dress codes at HS, profanity and disruptions ignored.
- The district tries hard to prevent some buildings from becoming involved when asking for "staff input/suggestions". ESP staff are NOT well received nor does the district care about their employees as a whole. There is NO TRUST on the behalf of staff toward the Admin because of past and current practices. The new supe will have to work HARD to restore and regain that trust and respect.
- There are definite socio-economic issues as Title I schools and we are working on kindergarten readiness. We deal with some parent apathy but also have great support. We face deteriorating buildings and a community that is hesitant to trust administrators. Building that trust would be paramount and needed before anything could be accomplished on a large scale.
- There is a lack of communication within the district, it is like every school and office is its own island and they do things that work for them but not necessarily the district as a whole. There is a lack of training and knowledge throughout the district due to this communication problem. Also roles are not well defined so problems slip through the cracks often.
- That our town really is seeing that mental illness is a large issue in our community that is impacting our students.
- Be a good listener and stay in touch with all workers.
- Very little public trust in the district. History of mismanagement at basically all levels of local government. In desperate need of new buildings, but no public confidence in order to get funding. Uphill battle to develop said confidence from the community.
What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

• Needs to be supportive of our undocumented students and supportive of LGBTQ students and staff. There needs to be more transparency in the administration, both at district level and school levels.
• Collaboration, ingenuity, forward-thinking, progressive. Willing to make changes to the "this is the way things have always been done" mentality.
• Excellent communication with school staff and the entire community; reach out to the community. Show respect, honesty, compassion, open communication toward staff. Think outside the box. The current administration is stuck in a rut and continues the do the same things over and over, expecting a different outcome. This is a sign of insanity!
• The new superintendent needs to be a critical thinker that is also capable of creative problem solving and willing to consider community input. It would also be nice if the new superintendent was more visible and/or offered the community a way to interact beyond board meetings and encouraged board members to be as well.
• Have a very hard shell for all criticism coming from people who are ignorant of the superintendent job responsibilities. Complainers are clueless to reality of school life.
• Energetic and motivating. Experienced, with adequate time been spent as a classroom teacher not-too-many-years-ago to fully relate to the challenges of disruption, apathy and trauma.
• Openness to new ways and ideas...
• They need to be able to communicate well, listen and respond to all staff in the district, in a timely fashion.
• Good communication Transparency Good Leadership skills High aspirations Goal oriented Open door policy Supporting of staff
• Be a communicator, able to listen/respond equally to both associations, recognize problems, make best decisions for all employees.
• Do not be politically biased.
• Must have a financial background and vision for new High School and elementary schools.
• 1. HAVE AN OPEN DOOR POLICY!!! 2. Visit individual classrooms, and the transportation facility and actually LISTEN to what the staff has to say. 3. Make a reasonable attempt to meet OUR needs when possible. 4. Be FRIENDLY, be approachable and OPEN to talking/ideas. 5. Be HONEST!! 6. Get to know ALL staff, visit ALL the buildings and actually MEET people. See what WE DO ON A DAILY BASIS! 7. Actually CARE about your staff, teachers, ESP staff, kitchen staff, janitorial and maintenance staff, and transportation staff. 8.
• Exceptional communication skills, transparency, ability to listen and hear staff, leadership by counsel but decisive, and able to explain decisions. Common sense would be great :)  
• Have a clear vision of the future and except help executing. Clear expectations and good communication skills.
• To be a good listener and decision maker. Be willing to listen to staff, parents and the public.
• Understanding
• Patience, empathy, transparency, great communication skills, thick skin, fiscal responsibility, willingness to reach out and take a lot of crap.
• Understanding of research on brain development and trauma. (Trauma informed)
Community Members

Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

• Beautiful area good people
• We are rebounding from the financial collapse and beginning to reclaim a fresh identity. We have community pride in our Riverfront Trail and MCMC. Our downtown is gradually being reborn and we have a forward-thinking mayor.
• many caring people, lots of activity for a small town
• Access to outdoor recreation. Small town feel with limited traffic but retains easy access to several large cities.
• Small community, willing to help with local education, and help financially with certain projects.
• We still have a "small town" feeling where people help others out in their time of need. We have a history, which is one of the oldest in the state, reaching back thousands of years as a regional trading area for our Native American community, and still helps define our ambitions and decisions today.
• We are surrounded by natural beauty in The Dalles. But what makes TD great is our history of community. If one is from TD, we brag about our town.
• The community should be as one to rein in students, family and community. It takes a community to raise children. As a community connected we can do great things and grow are youth. We need to inspire them to help, teach and learn together.
• We are fairly small so we have close relationships with community partners and collaborate well not only within our direct community, but also our community at large i.e. the whole Gorge. We are also making strides with ensuring our community is trauma-informed and addressing the barriers/needs for the mental health and homeless communities.
• The most diverse quality outdoor recreational area in the USA.
• Our community is very generous: giving money, time and talents to support clubs, sports, churches, and kids in many ways.
• Our community is growing and changing. New ideas and businesses are here and coming. The gorge is a beautiful place to live and play. Many outdoor activities and parks to spend time with friends and family. Our restaurants and pubs have great food. Our medical community gives quality care.
• Having to Blue Zone now in The Dalles
• Scenic beauty! Ready for change and new perspective. An ideal time for someone new to come on board
• If you live on the west side of town you pay no property tax to support the schools. It's nice because your kids still get educated but you don't have to deal with the pesky business of paying for it.
• Parks and Recreation are awesome! They offer great programs and they are working hard to improve the community. The whole town supports youth sports.
• Beautiful setting  Recreational  City reinventing self with businesses, education, community events while preserving historical significance. Artistic community exists and is growing  Family orientation
• Diverse population, many cultural happenings, outdoor activities abound, fresh, local food available and promoted, volunteerism, great medical facilities, close to Portland culture and airport.
• Caring people. People want good education for their children and grandchildren. Many cultures, generally accepted, and many families that have been residents for several generations. We celebrate the good and work on correcting the not-so-good.
• Outdoor activities, small town feel, cherries
• We have a very generous community.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

• Mosier is a great school
• Dedicated teaching staff.
• children are valued and supported in all their activities outside the classroom
• Team spirit. Good course offerings. Technology upgrades with help from Google. Strong STEM/First Lego League teams.
• Passionate teachers.
• I believe that we have really good teachers that work very hard at doing a great job.
• Our facilities are old and need replacing and repair, but inside we have great educational programs taking place that serve our students in excellent fashion. Our teachers are caring and compassionate; they are committed and dedicated educators. Over the last couple of decades K-12 budgets have been slashed, but when other school districts eliminated and greatly reduced their art and music programs, Physical Ed, and career tech programs, we steadfastly either kept them in place or strived, in the case of career tech, to reinstate those programs we lost and added new ones more relevant to today's needs. In recent years we have greatly increased our high school graduation rates and overall K-12 attendance rates.
• Teachers ! We have a dedicated crew of teachers who pride themselves in making connections with their students .
• I don't have kids in school, but I hear through other connections that there are lots of teachers that care deeply about their students and think out of the box when teaching to such an array of different learners. I also love the strong relationship the district has with our Sister City: Miyoshi City, Japan. The fact that we have an annual tradition of hosting 2 Japanese students for a month and an additional dozen or so for a week and then send our students to Japan for a week or so is just wonderful and a great experience for all involved.
• Caring staff that does a lot with little.
• The teachers are kind and caring. They want kids to succeed and be the best citizens they can be.
• Our teachers care about giving their students the best possible education with limited supplies, support, and facilities.
• Having great teachers that care
• Outstanding teachers. They have been innovative and positive even under difficult circumstances.
• Well at least 33% of the children are proficient in math and 50% are proficient in reading. It makes it nice because you can talk about students in front of them by spelling words, much like you would with a child but with teenagers. Also, you can only go up.
• Youth sports.
• Diverse student body  Dedicated Teachers and staff  Community College partnership
• Dedicated teachers, curriculum is developmental, teachers work together.
• I retired from teaching elementary school 6 1/2 yrs ago. The staff were family, and we cared about all of our students. I have worked some in the other two elementary schools, and have found the same family feeling from the staff at both. Teachers go above and beyond, like most teachers, and use their own money, and spend lots of time after hours preparing lessons and activities for their students. Dedicated staffs: teachers, assistants, custodians.
• Teachers doing their best with what is available   Google's support
• We have quality caring staff. We do the best we can in the current environment

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

• Wasco co is a big county / in the Dalles, there are many low income families and some very strong drug issues, esp methamphetamine.
• Chenowith Elementary is in need of serious help. CES has had 3 principals in the last 3 years and has a student body plagued by the demons of high poverty. The behavior problems are escalating and the school is in need of serious intervention and support.
• seems to be a disconnect between administration and general public, not deliberate, but too hard to reach uninvolved folks
• Naysayers. Those that want the school to return to 1950. People that complain, but then won't step in to help. Difficulty passing a bond for upgrades.
• Our area has a dense vulnerable population and low socioeconomic status. it's difficult to engage parents and creating equitable access to resources or opportunities is a challenge.
• The division that exists in the community between the Mosier/Chenoweth people and The Dalles people. This has been going on for sixty years. Be able
• Our community is still recovering from the negative feelings when we consolidated the two former districts 9 and 12 into a totally new D21. We have great needs to replace our facilities and few resources to meet that need. Many in our community do not have the means to support more costly school bonds over many years. There are some people who complain about the way things are, but do not care to become engaged in helping to solve our problems. We have a very diverse community and a high proportion of our people do not have adequate resources to help their own families, let alone the schools. 38% of our students are hispanic/latino and 2% of our teachers are, according to the OR Dept. of Education.
• Your job will not be easy . TD can be a factious place to work . In order to be an effective superintendent you must live in our community and love our people. Attending school events as well as community events to understand who you are serving is vital. Also, don’t expect to be liked instantly . You will need to prove your dedication to TD.
• Compassion, empathy, poverty.
• The dire need of new or upgraded schools! Several of the buildings look and feel like prisons and make learning very difficult when the temperatures inside are either freezing or sweaty hot and classrooms being too small to fit the large class sizes.
• The Dalles is still 5 years away from passing a school bond of +$50M.
• Community doesn't trust D-21 admin./board members even though most are new this year. History is a bitter pill to swallow.
• Licensed and classified employees need to be supported with supplies and appropriate class size. The district needs an administration that is held accountable. Get the discipline under control by letting teachers teach. The district needs new facilities. The community needs to be heard. Communication and community involvement is essential!
• How divided we are, wish we could be more united
• Need a leader who listens and understands what it is like to attempt to educate in today's environment. We have a high percentage of emotional/mental health issues that I believe can be taken on with the right leadership and collaboration with community partners.
• Well, you won't get funding for new buildings because the district is sick of the way that previous administrations have wasted and squandered the tax payers money.
• Mistrust and a lack of transparency. School facilities are not available for community use after hours. Facility scheduling is a nightmare. Parents are not engaged in their student's learning. Weak PTOs.
• Small outdated and over crowded schools A divided community on how we improve, Finance and build schools. A need for more technical and life skills education for the student without college in their future. A significant lower economic status for many families
• Facilities are old, teachers need training for using assistants and volunteers, materials (art supplies, clay, paint etc) lacking, housing availability for new teachers lacking..
• Old buildings. Large class sizes. History of "factions" from the years of two school districts, then joining to one. So still some hard feelings, with criticism of how things were handled. Lack of support for the current superintendent.
• The need for updated facilities Passing a facilities bond Community mistrust of current superintendent
• The divisiveness, hurt, anger and mistrust of past and current leadership. We are a working class community with limited resources.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

• Open to new ideas, supportive of teachers needs, willing to create workable school strategies
• The new superintendent needs to have a big vision and be willing to make tough decisions. It's time to hold principals accountable so they hold teachers accountable. S/he needs to be a good communicator and able to understand and respect diversity.
• good public relations, forward thinking and innovative
• Excellent communicator. Forward looking visionary. I want The Dalles school district to be pointed to as a great example in Oregon. Able to rally support for D21. Visible in the community. Energetic and enthusiastic. Able to leap tall buildings in a single bound....
• Needs to have strong PR skills and bandwidth to engage the district better with the community. A keen sense for strategic planning and not only creating the plan but inspiring the community to rally behind it. Flexibility, passion, and common sense.
• Be a good listener. New and good ideas. Pass bond levy.
• To be open, has integrity, and is honest and trustworthy. A person who is skillful at responding to criticism is tactful and has a good sense of humor. A person who is skillful relating to people, including the detractors, and is approachable. A person who can unite the community in order to pass a school bond.
• Have a desire to be part of TD community for the long term.
• They should have empathy towards youth whom have had a rough go, i.e., homelessness, in-Lieu site, iep’s, etc. Don’t pre-judge per past family relations.
• Leadership, collaboration, open mind, think out of the box, knowledge of grants/bonds/etc.
• Expect new hires to have MAT degrees with a strong HR recruitment plan working behind the scenes to leverage candidate potential around the country who desire to live in the Gorge area while the bottom 30% performers get back-filled out the door.
• Open, honest communication with the community. Active interest and participation in community events with teachers and students. Visible, enthusiastic partner.
• Support staff. Get the activities and sports programs back to being competitive and community proud. Understand this is our community and listen to what this community wants. Don’t worry about putting a feather in your hat. We will still be here when you leave.
• Having a background experience in the field that he or she wishes to be successful at and being able to work with a variety of different personalities.
• Don’t be afraid of the bad news. Take it as data and a place to grow from. This community will be patient if the superintendent strives to listen and learn. Innovative and willing to think outside of the box.
• Thick skin and a strong backbone. Ability to heal the community and really listen. Ability to build trust.
• Desire for community involvement and to be involved with the community. Openness to new, differing, and unique ideas. Belief and practice in equity and equality as well as fairness to all. Understandable Education for the community. About policies, decisions, enactment, benefits, potential losses or harm. Negotiation skills. A thick skin.
• Strong, positive communication skills. The community still doesn’t trust the current admin. Communication/visitation at schools. Work directly/constantly with principals. Ability to attract admin from outside district but work with them. Bilingual or understanding of ESL issues.
• Needs to be a listener, a strong supporter of staff and the promotion of new buildings. Should understand the financial issues facing the area (like most school districts anywhere). Make judgments based on facts and solid input from various sources (staff, parents, school board, students).
• Spanish speaking would be great. Able to relate to and communicate with low-income families. Outgoing. Willing to get involved with the community.
• Must come from outside of our community and system. Must have the ability and track record of turning around struggling school districts. Must have the skills to bring people and other government bodies together.
Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

- I appreciate our community for its mix of political groups, socioeconomic groups, and its hard working citizens. I feel that our community mixes these groups in a positive way. We have wonderful, caring community members.
- Incredibly kind, generous and hard working people live in our community. We have a diverse community with a families of many different backgrounds, income and education levels. The children of our community have the opportunity to grow up making friends with many different life experiences, which I believe leads to the development of a high degree of compassion and understanding.
- Many families have been here for generations. Businesses seem willing to support the schools as long as they trust the administration.
- We are supportive. We have a true small town feel. We have incredible scenery without crowds. We are friendly!
- Support. When there is a need, the community generally comes together.
- It’s beautiful. It's growing and evolving. It has so much interesting history. It’s in the epicenter of an outdoor playground. You get all 4 seasons of weather!
- People here have a sense of connection to their community - from who their children play with, to where their food comes from, everyone looks out for everyone.
- Diverse community
- There are good resources but it’s really hard to find them on your own. You have to know someone or be already in the “system” to know about some great community programs that at times don’t help the community as a whole, only certain groups of individuals.
- Our community is a mixed community with mixed neighborhoods. A very nice home might sit next to a poorer home. It’s a great community where people can easily mix together.
- Not lacking in volunteers or parents ready to help. Prioritizes the safety of students and community members.
- The Dalles is a strong diverse community with incredible partnerships among community partners. We care about our children and families. We believe we should honor cultural differences. We are well versed in trauma informed practice and community resilience.
- Very diverse community. Large divide between have and have nots.
- Lot of natural outside recreation & Brew pubs. Small town living, banding together
- Caring people, looks out for each other.
- The Dalles is a beautiful, vibrant and growing community. Their is easy access to many great outdoor activities, a newly renovated children’s library wing, an outdoor community pool and many great volunteer organizations in our town working hard for the betterment of our community.
- Kind, doors still get held open for strangers, Christmas lights on the Main Street, veterans are honored, you become friends with your neighbors, Very involved with kids and family’s, fantastic library
- Excellent quality of life. Ample opportunity to enjoy the outdoors. Small town living with easy access to Portland. Great people.
• Community oriented People, lots of history in the community, proud
• The Dalles is a community of hard working families that as a whole have struggled like other rural communities. However, we have found a way to begin to come together for the sake of our students. There has been more support for our schools over the past few years, with a lot of willing community members ready and able to assist the school district when given the right direction.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

• The teachers are wonderful! I have also had great communication with our administrators. I believe that they are all truly invested in my student.
• Our teachers, administrators and staff are dedicated and caring. They put the students at the forefront of their work. The relatively small size of our district enables easy communication and many opportunities for involvement of families and community members.
• The teachers care about the students and have their best interest in mind as far as I can tell.
• We have excellent teachers. Supportive parents. Although we are not wealthy district our teachers maximize their funds and experiences for kids.
• Teachers that want to see the students succeed!
• The staff really care about the students. The community rallies behind the students' extracurriculars.
• Great teachers and staff who work, underpaid, to do the best they can for our children.
• Lots of negativity and no community trust in our administration, from superintendent to principals.
• School have gotten better but we could do more. There is still a huge lack of communication. Especially with the parents and also in their native language. Almost 50% of the children at Chenoweth are of a different ethnicity and speak a different language and there are times where parents are unaware or are not communicated what their children's progress is. It helps that there is now a bilingual secretary.
• The Dalles High School has a very strong AP program, and despite an older building, students get a very good education here. Our graduation rate is something to be proud of.
• They offer some after school programs, but not enough. Some teachers are excellent. They communicate fairly well with parents with room for improvement.
• Our schools are FULL of teachers and staff who truly care about the success of the students. Diversity is honored. We have many successful graduates
• Teacher and aids really do care. Just like everywhere, some need to be move on. Please treat employees right and listen to them.
• NOTHING. Horrible admin staff that doesn't train or follow the federal laws. Teachers that rarely care & hide behind the corrupt admin. Lack of professionalism & very poor communication skills.
• The Staff
• Our schools are filled with teachers and leadership who truly care about the well being of the children in our community.
• Great teachers
• Teachers
• Good teachers who are vested in the community and actively looking for health alternatives
• Overall we have very caring teachers. Many of whom who could leave and make more money, but chose to stay and challenge our students to see the world a little differently, to ask the hard questions, and seek a new path.

**What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)**

• As someone who moved to The Dalles 18 years ago, I feel that many local citizens have a hard time with change. They will support you in the end, but change might be hard. On the other side, you have many people who are excited and ready to help with change. We all want our kids to be successful!
• I think the issue of generational poverty and trauma that many of our families face must be understood.
• Distrust from the community.
• Need for new facilities.
• Trauma of children in this community. Mental health and support of that is critical to get a lot of these kids the help they need to be successful.
• The schools are old. The community may take awhile to warm up to new ideas because they have become distrusting of the previous school administration.
• The community has a sense of misuse of funds, perhaps unfounded, but present. Our schools need smaller class sizes, and new facilities. I want our school district to shine, and people to move to this community because of the great schools we can offer.
• Have to build trust from zero. District employees/administrators are bullying and don't care about our youth.
• Again, lack of communication, parent engagement is low, our schools and community are multi-cultural and multi-lingual and we need to evolve together as a community and this begins with our children in the public schools.
• I don't know if it state required, but elementary students are not allowed to be separated by ability. For instance, a student falling behind has to sit through an hour of instruction they don't understand and are frustrated by and then get extra help later. That hour is wasted and it makes them hate math. Also, any new bond issue has to address what to do with the old buildings and explain why new buildings are needed in more practical terms. We need more room for electronics or new behavior rooms or a high school cafeteria or more room for pre school aged kids isn't going to cut it. Telling them that someone doesn't want to move here because the school isn't nice enough isn't going to cut it. You have to be able to explain why someone on a fixed income should give up essential grocery money to build a school.
• Teachers' aides are not teachers. Quit reducing the number of teachers per grade level. This increases classroom sizes and hurts our children. More teachers. No short cuts. We need educators. Not assistants. Not aides. Spend the money on our childrens' futures. Can the kids play a sport after school that they don't have to pay for? Especially at the grade school level. Keeping young children active in sports costs a fortune!!!!
• The facilities are in terrible shape and that impacts learning.
• The community does not trust the administrators. Trust needs to be built up. They've done nothing too long.
• That the administration had a history of not following federal or state law, let alone their own district policies. Admin had even said, "We know but we’re not doing that." Horrible special education department that discriminates against these kids & removes them, not only from class, but from the district as well. Uphill battle to win the trust back of the community after 20 years of lies & poor management.
• Buildings need work, staff needs better pay
• Our town is wonderful, but like many rural communities poverty, drug use, the impact of childhood trauma and low monetary funding for our schools impact the educational system on all levels.
• Schools are old we need new buildings, better after school programs, more teachers so we have can have smaller classes, more accommodations for special needs and behavioral challenged kids
• Severe neglect to facilities. No cohesive long-range plan for replacement of schools. Severe overcrowding. Lots of distrust between the school district administration and the community. Lack of parental support. No pride in the schools from students.
• Schools need to partner with the community more, meaning working with them to see how the schools can help the community and share their facilities so is not always the community helping the schools, but becomes more of a partnership with the schools seeking to help the community, not just when it is convenient for the schools
• Change can be painfully slow in The Dalles, but for the right leader there are plenty of community members ready to assist a new leader in the movement forward. They just need to be given goals, directions and the ability to use their skills to assist in ways that will directly improve the district.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

• It would be wonderful to have a new superintendent who has been through a bond process or running a new school. I think that a character that understands how small, rural areas are run will also excel.
• This person must have a vision to promote both equity and excellence. They cannot only focus on creating opportunities for the highest performers or only on elevating students who struggle. They must find a way to help students reach their fullest potential in our very diverse community.
• Focus on kids first. Enhance the things that are working.
• Decisive, history of financial responsibility, values traditional values. Willing to work and listen with community, but also able to draw firm guidelines if needed.
• Willingness to get to know the real needs of this community and to get in and do the hard work. Willingness to advocate for our teachers and staff.
• The must be open to listening to all members of the community. The must have a clear plan of action on how to achieve goals, set both by themself, the board and the community. They should be very open and transparent and willing to build community trust and partnership.
• Someone from outside who dosnt hire friends, family and basic yes men with no backbone.
• Leadership, open to changes, visionary, collaborate, Bilingual would be a stretch but would make such a difference. (Having Candy come to a Latino advocacy group meeting and hearing concerns of parents was great to experience)
• They really need to listen to and become a part of the community and be aware of how things are perceived. They need to be very down to earth and practical. This is a blue collar town and they need to seem like someone who can relate to that. We need someone who sees a good place to live and good schools, not someone who thinks they are going to fix everything.
• Initiative. I want someone to be a motivational powerhouse, however, this candidate must respect the current administration. I feel our teachers and principals are doing their best with what they have to work with. The district is failing everyone on a monetary level. Be a budget conscious philanthropist if such a person could exist.
• Understanding of trauma informed practice, belief in collaborative processes with partners, I think more listening to the students would be beneficial
• Open to talking to community members and listening with out dismissing them immediately.
• Law abiding. Enforce Dist policy. Fire the ineffective staff members. Build trust with the parents, students & community. Be transparent. Be available to parents unlike our current.
• Compassion, ability to listen and take action, approachable, present in the community.
• Trauma informed, a leader who doesn’t micro manage and continues to learn, forward thinking- encouraging D21 to be teaching children the best way possible. A leader who is approachable and listens.
• Driven, kindness, understanding, bilingual, good at finding, getting, hunting for money.
• The new superintendent must have a clear vision for the district and how the community and schools can work together to build new facilities, increase graduation rates and testing scores and improve the overall education K-12.
• True partnership looking to communicate and seek community involvement as well as provide involvement with/and in the community
• Someone who is from outside our community. A person who has worked with school districts in communities of our size and position, and a person who has been the architect of change in that school district.
Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

• *Great History with the Oregon trail, Fort Dalles, Discovery Center.** Advanced Technology with Google and other companies** *A Community College: CGCC* *A wonderful Hispanic group who sustain our Orchards and harvest season.** *Warmer weather than Portland along with more sunny days*
• People care about each other. Beautiful scenery. Close to mountains, high desert, beach.
• The community has a very rich history and the people really seem to come together in hard times. I can appreciate that there are many parades and yearly events that bring people together of all ages.
• We are a small agricultural community. Everyone seems to know everyone. There are many recreational activities available in our area. The Dalles is the hub of the gorge.
• Small town feel, close knit community. Community support for schools is growing-needs to be fostered. Beautiful location with many outdoor opportunities. Culturally diverse.
• The community is growing and close to many outdoor activities. The business community wants good schools. The people of the community want good schools. We all want a leader that can help bridge the things.
• We are lucky to live in a community so rich in history.
• We are a diverse, rural community that continues to change! My husband and I moved here five years ago with the intent to move to a bigger city after five years, but at this
point we are staying because we love the community so much. It is welcoming, diverse in so many ways, holds incredibly outdoor opportunities, and continues to grow economically.
• The Dalles is a friendly, welcoming community in a beautiful natural setting. Outdoor recreation is easily accessible in all forms. Our town has many lovely historic buildings, and many long-standing traditions that give it great small-town character.
• it does what it can with the animosity that still exists in the community over the two school districts
• Small town with good opportunities to connect to community organizations and events but only an hour from the Portland and all it offers.
• We live in a beautiful region, with opportunities for outdoor recreation year-round. The Dalles is fortunate to have a thriving Blue Zones organization that promotes and supports healthy, mindful living. Our parks are safe and welcoming, with facilities for sports, family celebrations, and community events. Finally, our schools are staffed by generous, quality, optimistic, hard-working staff eager to give their best to our student population and families.
• We try. We need help trying.
• We live in an amazing area with many things to do both indoors and outside. For example, skiing, windsurfing, hiking, art museums, many health and wellness gyms, etc...
• Pretty surroundings and cheap housing
• Great outdoor activities. Diverse population of residents. Caring and supportive of the residents of our town.
• TD is a small community that has lots of volunteers and active folks who try to improve the community. Most of the community are aware of things going on in TD.
• The area geographically, the people, the history.
• Small town values and beautiful area.
• There are many outdoor things to do here.
• Generous, diverse, welcoming, unpretentious.
• We are a close knit community who is willing help others out when needed. We offer lots of activities for people of all ages: 4-H, sports, Art, music, theater, Columbia Gorge Community College, hunting, hiking and the list goes on. Lots of opportunities to get connected to the community.
• This community has a rich history - both with the people and the geology. Nestled along the Columbia River, The Dalles was known by Native American/First Nation people (who still live and fish in the area) as a large gathering area for catching and celebrating the Pacific salmon. After the arrival of the Lewis and Clark expedition, The Dalles next became a settlement for adventurous pioneers coming from the East. Settlement brought orchards and farms that have made The Dalles known the world over. Industry supported by power made from The Dalles Dam has kept the economy of The Dalles moving. Today, residents live in The Dalles for its amazing beauty, recreation, and climate. It is a place that often takes our breath away!
• Outdoor community and activities near by, small town that has been working on restoring its historical roots.
• The sense of community here is amazing. As a young mid-twenties aged teacher, it was the right choice for me to return to this district, even though I had other options in other districts. There are lots of positive changes that could be made here, with the right person selected.
• You can make a huge impact in a student's life. Relationship is everything--people will respond well if you are out and about in the community. It is beautiful. We have a treasured diverse community.
• The Dalles Main Street  Fred Meyer upgrade  Rural Space Riverfront trail
• This community has cultural and historical significance.
• The river, close to Mt. Hood. Great location for outdoor activities. Not crowded like HR. Good down to Earth people.

Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

• Our Pioneer school has strength to serve students through it's longevity and high commitment level of staff. We do the most we can with the resources given and have the vision for what we could offer if our priority needs were met. There are strong connections made with families and the community. Along with educational services, we offer excellent Title I Family Nights, OBOB, Robotics, Community Caroling & Marimba Band. Our PE Coach directs the all-city Track meet.
• The teachers and staff care about the kids.
• Teachers with passion. Supportive of each other.
• We have a group of very dedicated teachers, but the number is quickly dwindling because there isn't enough support.
• The Colonel Wright Elementary staff is very close-knit and like a family. We support each other and have been through a lot together. There are many successful programs in place at our school. Very professional staff. Historical landmark.
• Close-knit community Best interest of kids in mind Building relationships with students and staff is crucial Team effort for supporting students Excellent leadership
• We are an AVID school, trying to move up the middle, using CTE to help the lower end move up as well. We care about our students, we don't want drop outs and reach out to students as much as possible. And then some... We want positive leadership, to support us..
• We have amazing, dedicated staff who work very diligently to help students learn and grow.
• Dedicated staff and teachers that push students to be their very best.
• In the school I work in we are trying a number of bold new initiatives to bring our students' learning more in line with some of the more innovative education work happening throughout the nation.
• All the schools are so unique. Chenoweth Elementary has probably the most beautiful campus I have seen. The high school has some beautiful architectural touches that you rarely see in schools anymore- plus the best view of the Gorge! Teachers, parents, and administration really want to help students succeed. There's a lot of opportunity for collaboration with community stakeholders such as Google, Insitu, and our local hospital for CTE development.
• We have fabulous teachers, ESPs, principles and vice-principles. There is a true community feel in school staff. Most of the kids are great and try their best. Most really listen when they know you really care and it means an awful lot to them as many do not get true care or guidance at home.
• The staff is close-knit and supportive of each other.
• I work at Chenowith Elementary School and absolutely love it. I work closely with the ELD Teachers at all four elementary schools; it is the strongest team I have been part of professionally! We work to bring resources and learning opportunities to all our families and students, with our focus being English Language Learners. Currently, our School Board has approved researching and planning for implementation of a Dual Language Immersion program starting at the Kindergarten level for the 2020/21 school year. This is incredibly exciting as we recognize the value of bilingualism and biliteracy in our community and school system.

• Our schools are staffed by very dedicated, hard-working professionals, both certified and classified. Recent updates in curriculum and technology have positioned our schools to serve our students well as we seek to raise test scores and improve college and career readiness.

• the teachers dealing with an inept superintendent

• We have staff who goes above and beyond to make sure that students are supported. At every level - from the kitchen staff to people on the playground to special ed assistants to teachers to administration - I have seen people at all levels do whatever it takes to make students know they are cared for.

• TDMS strives to offer rigorous educational opportunities for all our students. The staff is friendly, welcoming, professional, and playful! We work hard because we love what we do!

• We try our best day in and day out and need YOUR help to be successful.

• We are full of amazing, high quality teachers who want nothing more than what is best for students.

• The Theatre Dept. at The Dalles High School is outstanding.

• Newer building. Good technology. Caring staff. Staff is supportive of students, and each other.

• The schools work very hard to fill the global needs of all students. Students’ education is not just learning the curriculum. Students get lots of extra supports when needed.

• great staff community and culture.

• The willingness of school staff to go the extra mile and put in the extra time it takes to do the job right.

• Passionate staff with optimistic attitude.

• The teachers and ESPs care about what is best for kids.

• Caring and highly qualified staff. Strong advanced courses and trade electives at the high school level. Well-represented ethnic diversity in advanced and college level courses. Top graduation rates, continuously improving state test scores.

• According to recent surveys, families are supportive of our teachers and believe their children are getting the care and education the students deserve. The teachers are a dedicated group working to raise graduation rates and achieving that goal over the last 3-4 years. Schools offer lots of extra curricular activities at elementary through high school. Things from OBOB, chess club, after school programs, choir, sports, Robotics and more.

• Our schools educate a community with amazing teachers and support staff. Our staff is diverse, educated and invested in the future of our students. We believe that ALL children can and will learn, and we invest our time, talents, and energy to be certain it happens. We are beginning a Dual Immersion Spanish/English program this coming year, and are even more excited about making certain our students are ready for whatever their futures may hold in store for them.
• Supportive and community minded teachers, teachers who care for each of their students' well being and education.
• At Dry Hollow, we have each other's backs.
• The high school has doubled their AP program and have an open enrollment so that we are open to diverse students. Teachers authentically care about students. Students in general are kind and appreciative of teachers who reach out to them.
• Teachers and Classified staff
• There are many caring teachers working to improve the schools for our students.
• Caring teachers and admin. Great support staff.

What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

• There are personnel that are still desperately needed daily, yet due to the present financial condition, these roles could no longer be filled. A First Grade assistant (30 in a class), a second Sela, and a second Reading Specialist would impact our student learning ability which scores would prove. Reinforcing what we have in place that works well, is our common vision. Presently, we love coming to school daily to invest as a team. We have some high concerns about future pilot plans for our school. We are a sincere and creative group which could offer options that we believe could work, if we are asked.
• The dire need for new facilities for our high school. Our school districts vision has been stagnant for many years.
• Trust. This is such an important part of a community. If it is not there things don't get done. Financial mismanagement has been chronic.
• There is a history of the community not trusting the district. It is important that a new superintendent be willing to work on how the district can get community support for all of our schools.
• Poor planning and roll-out for new initiatives. Not all stakeholders are informed or asked for input. Input is often ignored in favor of ulterior agendas. Employees are often not treated with respect or as professionals. District staff and school board members are very rarely seen in the schools, and so they do not have a good picture of what really happens in a day/week, how many of the district initiatives conflict with each other, and what it takes to implement all of the programs. "We vs Them" culture has been created between the district office staff and the employees of the district (classist mentality).
• Better communication is a huge need... communication between the district office and schools as well as communication with the community. How can we get our community to stand behind our schools? Too much focus on adding new programs and not enough support to make what we have work most effectively. Staff professional development is lacking. Major physical building issues, in need of a bond, but community is not supporting because it appears that money hasn't been handled well in the past. Growing number of students with behavior health needs (disruption to classroom learning as a result) and resources are lacking to support students or teachers with those students.
• We need new schools- yesterday... and a few in our community do not understand that and are very vocal. We need a counter balance trusted voice to tell our public that our high school is not appropriate for any student.. not ADA access to many parts of the
building. It is costing the district more to maintain building (i.e.: Fire Alarms in the high school, roofs that leak, and who know what else.
• Over the past 10-15 years, money has been mishandled, leading to the district having to take out a loan each year to make payroll for each summer.
• Lack of parent support, student apathy and lack of tax-base support for levy and bond measure including resistance from other county organizations including the Chamber of Commerce (itself directly, and to some extent the board) and County Commissioners.
• The fractures of our nation play out directly in our town. The Dalles provides a unique opportunity to bring people together. As such, the superintendent in a small town as ours will have great opportunities to navigate this, as well as great challenges. The failed bond campaign, and the recent challenges in coming to an agreement with the union on how best to allocate the Student Success Act are evidence of these challenges, but the continual engagement of parties is evidence of the opportunities.
Secondly, it’s important for the superintendent to be aware of what is happening in public education at the state level in Oregon. The Department of Education is in the midst of implementing bold new work to position themselves as leaders in education in the United States, this work includes the Student Success Act, the High School Success Act, the Regional Education Network and a deep commitment to equity in our schools. There are numerous potential opportunities for collaboration and assistance from DOE if our work is aligned,
• The bargaining in this district is some of the most contentious I have seen as a teacher. I’ve been with the district for two contract negotiations thus far. Both have lasted well beyond their deadlines. I think all staff would like to see that change. We also need someone that inspires confidence in our community as we badly need a bond passed for new buildings. The last bond failed, in part, because it was a big ask with very little successful outreach or trust within the community.
• This is a low socio-economic community. Many parents either cannot or will not parent their children. Thus this burden has come onto the district and esp. teachers and staff. Parenting classes, parent involvement and parent awareness are serious concerns that need to be addressed. Also, with the huge amounts of chemicals sprayed in nearby orchards as well as river chemicals from Hanford, other industries upriver, the tie plant, cherry processing... we have a high incidence of SPED, autistic and ADD/ADHD students, let alone peanut allergies and other medical conditions. We need a superintendent who will look into all these issues and the effects on our children.
• This is a community with a lot of trauma and poverty. The schools have been underfunded, and teachers have been drawn away to higher-paying districts with fewer behavioral issues in the classroom.
• We are a rural district, and my experience has been that we tend to be resistant to change. Our last school bond was voted down even though we desperately need to repair/ build new facilities. Additionally, union negotiations have taken an extremely long time every single year. We continue to work without a contract because the environment between the Union and District Administrative Team is so combative.
• Currently, our district administration does not have good community support, due to lack of transparency in budgeting and spending priorities, and a lack of responsiveness to concerns presented by staff and community citizens. The district is in desperate need of new school buildings, but the community denied a bond measure in 2018. Improvements in building safety, classroom climate support, adequate mental health care for students, and administrative responsiveness would be greatly appreciated!
• dealing with the old bad feeling between the two school districts, they should have no
knowledge of the dirty laundry in our district, preferably someone from out of state,
• The financial position for the district is a mess! The classified staff does not make a
livable wage and we are losing employees left and right because of the wage disparity
between us and other districts as well as other businesses in town. The district is not
pro-active. Instead of looking for ways to prevent problems, we are constantly dealing
with the fall out of our lack of preparation.
• The community has a history of tension between two districts that were joined into one
D21). We have large Hispanic and small Samoan populations that bring diversity to our
classrooms, although we have no teachers and only a few ESPs of those ethnicities.
We struggle to meet student needs because we are understaffed: too few classroom
aids, too few counselors, too few office staff, etc. It is very difficult to get subs,
regardless of quality, for licenses and classified staff. The district and community are
plagued by poverty and all that it brings with it. Many staff feel that admin works to its
own benefit without caring enough for those of us that are in the classroom (they get
raises but our ESPs don’t, etc.). We love our kids, our community, and our jobs!
• They should be aware of the schools and the things that happen in them. Be present,
make an appearance, make the staff and students know who you are by being a friendly
face and not sheltering in the D.O
• The new superintendent is coming into a district in which teachers feel like they are not
cared about, and the district isn’t trusted by the community. We have had poor, poor
leadership from the top down and there are many bridges to be fixed. n
• There are so many issues it’s hard to choose.
• We have a high turn over rate for both ESP and certified. We have high poverty. We
have a lot of staff who volunteer a lot of time, effort and money to do clubs and activities
with students-but should be paid for this time. We have a lot of families and employees
that have been in this district for a long time and are invested in it being successful.
• The infrastructure of the district is OLD. Things are patched together as best as can
be, but there are lots of physical plant needs.
• Very thin budget, student apathy, low parental involvement. Old/outdated,
 cramped/crowded, unpleasant buildings to work/learn in.
• Poverty, trauma, poor building conditions.
• We have a rising population of students who are not graduating due to a lack of school
engagement/ attendance issues starting at a young age. We need more alternative
school options with vocational training built in to keep non-traditional students invested
through graduation.
• The district budget has been mismanaged to the point where they are only ending with
around $100,000 in reserves. We had a 20% turnover rate last year and the district can't
retain educators. When the community was polled they said they trust the teachers and
not the district. We have poor leadership at some of the buildings and it has been
allowed to remain this way. That we have to fight for anything and everything, the
district has been in violation of our contract for over 2 years and we are in a bargaining
crisis. The new superintendent should know that teachers need support not more work!
• Poverty, high bilingual population (Spanish speaking), poor /aged quality of physical
buildings (but limited community support for new facilities)
• The candidate should know that there are many community members who do not trust
that the administration is handling issues in a way that is transparent creating a level of
distrust for decisions and how money is spent. This makes it hard to pass a bond to
build new schools when many feel that promises won’t be fulfilled. This is a hurdle we need to work on. The other issue is getting a town with a large number of low income families to vote in favor of an added tax. In my opinion, new schools that are built to keep students safe, have the space for the classes and students, and the ability to support the technology of today and the future is a necessity that we can’t put off any longer.

- Building needs! We need new schools, designed for the 21st century - designed with students in mind - designed to carry our missions and goals out for another 100+ years!
- Low pay for teachers compared to other local school districts; funds not being used in high priority areas to help students succeed.
- There is a lot of community push back when it comes to this district. The buildings are old and the community, as a whole, seems unconcerned about it. I am hoping that a new superintendent can put a new light on this issue and get us the changes we need. There is also a large amount of our students that comes from low SES backgrounds and traumas that influence our district’s academic success.
- We have not been able to pass a bond for new schools. We have an historic distrust of the district administration and this got played out in the last bond issue that didn’t pass. We also have a high rate of poverty and increased taxes were perceived as too much for many people. We also have a large Latinx student population with few Latinx teachers--we need to build a more diverse faculty. As teachers, we have had a rather frozen pay scale. We are bargaining and need to see more teacher support to maintain good teachers.
- Overcrowding at schools Increasing student behavior problems Old worn out schools No space to park at schools drug related crimes
- There tends to be an "us" versus "them" mentality towards educators from the more blue-collar workers in the community. This mentality can also be felt at times in regards to administration and teachers/support staff.
- Severe need for behavioral classrooms and more mental health services for students.

What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

- A grasp of financial condition with short-term and long-term plans on how to make that happen. * A Priority to support the staff who have programs in place that have worked well. * A willingness to listen and consider administration, staff and community concerns, needs and suggestions. * A willingness to get to know our district, schools and community before making large financial commitments or pursuing new projects while the present functioning ones are struggling. * It is a delight to serve an administrator who serves others * Positive * Transparent
- Grit, determination, and a willing to get things done. We need a person who has a new, fresh vision that can lead us into the future.
- Honesty. Transparency. Active knowledge of academic and social/emotional needs of students. Be willing to come into the schools regularly during the school day.
- The new superintendent should have the ability to communicate effectively and a willingness to be seen and present in all schools.
- People-person (we are in the people business). Well-informed and organized. Current experience in a district with similar demographics and programs. Thinks things through...
and takes input from stakeholders. Fair, professional, and approachable. Visible and involved member of the school system and community.

• Have the desire, ideas, and skills to effectively communicate with all stakeholders. Able to facilitate wise financial decisions. Priority to be present and active in our schools and community because they are invested and care about our community as a whole. Organized, relational, enthusiastic, honest. Leads by example, willing to serve.

• A excellent communicator. Fair person, concerned about students and employees alike, a visible person, being able to balance needs of all people, students, parents, teachers, ESP, and our community. I am both a teacher and a community member - property tax payer.

• I would love to see someone who is more present in our buildings. Students and staff need to feel connected to and supported by our superintendent.

• Transparency and being present in the classrooms.

• I would search for someone who is well versed in innovative models of education, someone who is a student of schooling and committed to learning. Someone who is a listener first, someone who listens to and trusts those she or he relies on in the district office, and someone with a strong equity stance to continue the work happening at the state level.

• A track record of facilitating cooperative style of contract bargaining and getting the job done in a timely manner. A superintendent that focusing on providing opportunities for developing talent internally and is more open to new teacher initiatives. Also should have a track record of repairing/improving community relations.

• They should be able to go against many members of the community who feel it their right to make decisions simply because their families have been here for generations. They should keep the interest of the whole in mind above the individual. They should be resistant to local politics. In essence, they need to be a completely objective person who will see all sides, weigh them and then work for what is best for the community as a whole. They need to address the issues of overwhelming serious behavior problems, serious mental issues, depression and apathy which is rampant among students, bullying and severe unkindness. They need to love a challenge and be willing to fight for a better life for our kids, even if it means going against parents and the community. Something needs to be done to help our kids!

• This new superintendent should have had many (10+ years) teaching in a classroom before moving to administration. They should have a proven ability to engage their community in order to improve participation and support of the schools.

• We need someone who is willing to listen to all sides, but lead fearlessly with integrity and a vision for helping all students. We need a superintendent who has a plan for improving communications to all staff members and can work on improving the Union negotiations process. Finally, we need a superintendent who is present in school buildings, knows staff members names, and recognizes leadership within the buildings.

• Our new superintendent should be a people person--valuing the people of our school system and our community, and regularly interacting with them. Our new superintendent should also be in tune with educational practices and current classroom structures. To this end, I would love to see our new superintendent present at all district schools on a regular basis so that the understand the working conditions in each building as they actually exist. The new superintendent should be able to build bridges in our community, through working openly with the school board and other district officials, as well as community leaders, for the benefit of our students. And the new
The superintendent should be able to manage district finances to maximize the solvency and future financial stability of the district.

- Some one who will keep in contact with the public, open to the community and be involved with the community
- Knowledge of special education would be wonderful. We need someone to come in who is willing to get into classroom and partner with our staff. We need someone who remembers what it was like to be in a classroom working with kids and the challenges that come up each day. We need someone who still sees themself as part of the staff instead of being above them.
- Clear communication Ability to listen, synthesize, and respond gently Willingness to be in the schools to see what it’s like on our “front line” Ability to think outside the box for problem-solving Ability to bring “opposing” sides together for the good of our students
- Being personable, timely, organized, community aware
- Someone who cares more about the students and teachers than themselves. Someone who seeks advice and is willing to listen. Someone who is up to the challenge of fixing all the problems the superintendent before the created....
- Support the Fine Arts in the Elementary schools, especially at Chenowith Elementary school.
- We would like to see this person in our buildings on a regular-monthly basis. We would like transparency with how money is spent. We would like the superintendent to be more accessible if staff have questions or concerns.
- The successful superintendent candidate should have a disposition of transparency with staff and the public. Many issues have arisen over the past years causing an atmosphere of distrust, particularly between the superintendent and the district staff.
- STRONG Leadership (the ability to LEAD an organization), demonstrated ability to get buy-in from not only staff, but the local community. Must have clear vision, and an ACTIONABLE plan to improve the district.
- Someone from outside the district/town. Understand and have experience with the top issues that our kids face: poverty, trauma, teacher recruitment.
- Adaptable, flexible, innovative, bold
- Integrity, personable, willingness to work and be part of a team instead of just trying to drive us like work horses with no say. Transparent, present in buildings, caring and child focused.
- Strong communicator, proactive, experience with diverse communities, wisdom.
- Leadership that is based on building up their employees, by growing the positive and working to change the negative. Someone who is willing to take the time to get to know what the strengths are and honoring that before jumping into changing everything. The willingness to be transparent with decisions, and explaining how decisions are made. Teachers work closest with the students, which IS what a school district is centered on, and therefore teachers usually have their students needs at the forefront of their decisions and motivation. Taking time to get into the schools and listen to teachers and the needs of their particular population would be most useful. And be able to communicate with employees and the community.
- Community builder - Balanced leader - excellent communicator - focused on the future - understanding of the needs of our community balanced with the budget and needs of the state - organized and willing to organize and lead others - thoughtful of the community, especially when attracting new residents to The Dalles
• Clear communication between district office and teachers. Consider consequences of District decisions and their affects in the classroom.
• I would recommend that he or she does not come in with an iron-will attitude; instead, come ready to compromise with the goal of making positive, long-lasting changes.
• The ability to network with entities in town to build new schools. Understanding and cultural competency with our Latinx population. An advocate for teachers--our pay scale is 15% or more less that comparative districts and we are losing teachers.
• Present in the schools, good communicator, supportive of staff and teachers
• Someone who is progressively minded and looking for new, innovative ideas to strengthen our schools. Someone who is willing to commit to these ideas and not jump from one new thing to another, in order to achieve/measure actual outcomes. Someone who can be occasionally seen at all of the schools and who supports all of their staff. Someone who can work to further connect schools and this particular community.
• Not to take words of some that have 'small town' mentality to heart. Be strong in yourself and not afraid to speak up to those who challenge or want their own personal interests considered first.