

Stakeholder Input Report for

***Columbia Gorge
Education
Service District
The Dalles, Oregon***

submitted by



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

February 2024



MCPHERSON *MJ* JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

**Columbia Gorge Education Service District
The Dalles, Oregon
District Stakeholders Report, February 2024**

Executive Summary

On February 21 and 22, 2024, Dr. Douglas Nelson conducted 4 sessions with different stakeholder groups associated with the Columbia Gorge ESD to gather input regarding the selection of the new superintendent. Included were sessions with constituent district superintendents, ESD directors and department leaders, and 2 sessions with ESD staff members. A total of 40 individuals participated.

Outlined below is an Executive Summary of the major themes expressed by the participants at these sessions. The summary is a mixture of employee comments and those of the component district superintendents. Following the Executive Summary is a compilation of all the input received from each of the three groups in response to the four questions asked of each group. Thanks to Susan Vallie who recorded the comments from the participants. The final section of the report consists of responses by 9 individuals who completed the online survey, which ran from February 22 to February 27, 2024.

1. What are good things about our area of the Columbia River Gorge?

- Nature – the Columbia Gorge is beautiful – a national Scenic Area
- Smaller and cleaner towns with less traffic
- People are really wonderful
- The number of outdoor activities in the area – wind sports, hiking, skiing, biking, etc.
- Close to Portland, Central Oregon, the ocean and an international airport
- Large migrant population and indigenous culture
- Great place to raise a family

2. What are good things about the Columbia Gorge ESD?

- The people are caring and passionate with good team dynamics and positive employees
- Tech Department is great and provides technology support for smaller districts.
- Resource for equity work

- A positive work culture with strong camaraderie and good collaboration
- Support for the component districts – a lot of “behind the scenes” work
- Knowledgeable employees
- Support for autonomy and innovation – if you can dream it, you can do it
- Program diversity and outreach to 5 counties and many community partnerships
- The collective impact across the region
- Emphasis on taking care of people with flexibility for remote work and work/life balance
- Offers services that districts don’t have capacity to provide such as behavior supports
- Highly collaborative partner with component districts with a comprehensive list of services
- Tremendous support as a liaison between ODE and the district for state reporting

3. What are the challenges and/or issues that will face the new superintendent?

- Learning curve and following the current superintendent
- Ability to provide Special Education supports especially behavior supports
- Need to increase preschool offerings outside of head start
- Ability to manage and maintain all grants
- Budget concerns and understanding the actual complex funding model of the ESD while ensuring the maintenance of the funding
- Improve onboarding and support of new staff
- Rapid growth of the ESD causing many changes and challenges
- Continuing to build the ESD’s climate and culture ensuring expectations are clear
- A need to have all departments in one location
- Lack of understanding of what the ESD does and who does what within the ESD
- The perception that the ESD is too heavy with administrative staff
- Understanding the complexity of all departments and their interconnectedness
- Ensuring that there is a high degree of communication with all staff
- Guarding against development of program/department silos

4. What are the qualities and characteristics you desire in the new superintendent?

- An ability to value and appreciate what each department does with the rapid growth
- Has strong grant writing skills
- Has a strong equity stance and lens
- Is collaborative and utilizes the strengths of the ESD to keep it moving forward
- Is a people first person who is visible, personable, transparent and approachable
- Plans ahead - keep people informed and supports those who need it
- Has strong clear communication and listening skills who listens to understand
- Someone who is knowledgeable of the inner workings of an organization like the ESD
- Is not a micromanager with the ability to guide and coach the directors
- Is bilingual or multilingual and has an appreciation for diverse cultures
- Has experience with bargaining from an organizational standpoint.
- Has a strong financial background with a deep understanding of public education finance
- Is a visionary and an innovator who will take the ESD in new and exciting directions

- Has a passion for the work with energy and drive and the ability to think outside the box
- Is a good leader who is empathic, competent and compassionate
- A problem-solving, thought partner who wants to partner with constituent districts
- Is self-aware and open to feedback from employees
- Ability to interconnect the departments and programs breaking down silos
- Has a good understanding of technology

Stakeholder Group Responses

Name of Stakeholder Group: *ESD Department and Program Directors*

February 21, 2024

Number of Attendees: 11

1. What are the best things about the community of The Dalles (the Gorge Area)?

- Indigenous culture in the area.
- Large migrant population in the area.
- The view – beautiful place to live.
- Great place to raise a family – lots of activities and supports for children (like what would be found in a larger community).
- Various outdoor sports – Windsurfing, skiing.
- Robust educational resources.
- Outside activities – hiking/fishing/boating.
- No sales tax.
- Portland and the airport are easily accessible.
- On the edge of the rain zone – Lots of sunshine.
- Frontire one direction – trees the other.

2. What are the best things about the Columbia Gorge ESD?

- Program Diversity – and the outreach in our communities. Service area extends 5 counties in some departments and 4 in others.
- The collective impact we have across the broader region.
- The people of the ESD – the employees.
- The emphasis in taking care of people – personally and professional growth.
- Family/Work balance.
- Community partnerships.

3. What are the challenges and/or issues that will face the new superintendent?

- Recognizing existing issues, barriers, and conflicts.
- Invest in work - staff have blinders and understand individualized/Specialized environments – how do we find common ground?
- Maintain and grow the culture of the ESD.
- Building relationships.
- Learning about the geographic region.
- Engaging with Community Members
- Lead the work with an equity plan.
- Branding piece.
- Huge financial responsibility (keeping the lights on) – The ESD has a unique funding structure.

4. What are the qualities and characteristics you desire in the new superintendent?

- Grant writing skills.
- Strong equity stance – who actualizes some work
- Collaborative – and willing to utilize all the strengths at the ESD.
- People first person – takes the effort to know everyone in the organization - Plans ahead - keep people informed and supports those who need it.
- Listens to understand.
- Competent and compassionate
- Someone who is knowledgeable of the inner workings of an organization (like the ESD).
- Good communicator.
- Able to think on their feet.
- Someone who is not a micromanager.
- Someone there to guide and coach the directors.
- Previous experience in an ESD (organization with the same structure).
- Bilingual – multilingual.
- Values, and understanding of, Early Learning.
- Experience with Bargaining – for an organization (decision maker) standpoint.
- Strong financial background – Deep understanding of public education finance.
- Innovator who will take the ESD in new and exciting directions.
- Interest in state and national activities (educational items)
- Good leader.
- Understanding of the various calendars the ESD work under – ie: Calendar/School/Federal/etc.

Name of Stakeholder Group: *Component School Superintendents*

February 21, 2024

Number of Attendees: 4

1. What are the best things about the community of The Dalles (the Gorge Area)?

- Recreational Opportunities (multiple and year-round).
- Area is growing.
- Outdoor Activities.
- Close to the metropolitan areas.
- Area spans the desert to the mountains and forests – and the ocean is close by.

2. What are the best things about the Columbia Gorge ESD?

- Good people who provide supports in areas of needs.
- Offers services that districts don't have capacity to provide.
- Highly collaborative partner.
- Technology Department - provides technology background for smaller districts.
- Supportive Staff.
- Progressive – Has/is building a very comprehensive offering of services.
- Integrated Guidance Support (State Reporting).
- Liaison between Districts and ODE.
- Resource for Equity Work.
- Provide Professional Learning for Staff and Administrators.
- Behavior Supports.

3. What are the challenges and/or issues that will face the new superintendent?

- Learning Curve – especially if coming from out of state.
- Budget concerns.
- Ability to provide Special Education Supports (especially behavior).
- Preschool – Ways to increase offerings outside of head start.
- Need for behavior classrooms in districts and need (desire) for ESD to take SPED back.
- Ability to manage and maintain ALL the grants.
- Understanding the actual funding model of the ESD & ensuring the maintenance of the funding.

4. What are the qualities and characteristics you desire in the new superintendent?

- Previous ESD Experience – How Important is it to you?
 - It would be a plus (not make or break).
 - Superintendent experience or across the board experience helpful.
 - Passion for the work.
 - Ability to keep things moving forward.
 - Energy and drive.
 - Willing to look outside of the box.
 - Approachable

- Problem solving partner.
- Experience with both Larger and Smaller Districts?
 - Would help – not a deal breaker.
 - Type of experience more important.
 - Important to understand rural schools.
- Other:
 - Person who wants to be a partner with the school districts.
 - A bit of a juggler.
 - Good communication and listening skills.
 - Empathy and Compassion.
 - Someone who can help solve problems.
 - Someone who bring “Value Add” experience from other districts
 - Special Ed experience.

Name of Stakeholder Group: *ESD Staff*

February 21, 2024

Number of Attendees: 17 (Mainly from Early Learning and the Fiscal Office)

1. What are the best things about the community of The Dalles (the Gorge Area)?

- The Area – It's gorgeous (beautiful area).
- It's a clean town.
- Small town communities in the area.
- People are really wonderful - no feeling of "cliquishness".
- The number of outdoor activities in the area - throughout all the seasons.
- Community is really special.
- Less traffic.
- Close to the City (PDX), Central Oregon (Bend), and the Beach.
- Close to an international airport.

2. What are the best things about the Columbia Gorge ESD?

- Feeling of inclusion.
- Emphasis on Professional Development.
- Welcoming Community.
- Flexibility – Remote work options.
- Support of a work/life balance.
- Caring people.
- Support of each other and the component districts – a lot of "behind the scenes" work.
- Knowledgeable employees.
- Support of Autonomy – if you can dream it – you can do it.
- Collaboration.

3. What are the challenges and/or issues that will face the new superintendent?

- Maintain a high degree of Communication – with everyone (all staff).
- The understanding that the ESD only pays 1x a month.
- Take the time to learn about the ESD – before making changes.
- Work together so Department/Program Silo's don't continue to develop.
- Complex funding model.
- Being able to develop relationships with the component districts.
- Complexity of the Early Learning Department.
- No one seemed to "bite"/acknowledge the extreme growth of the ESD has experienced recently.

4. What are the qualities and characteristics you desire in the new superintendent?

- Continuation of the culture of support and flexibility for staff.
- Someone who is bilingual.
- Someone who is visible, approachable, and able to communicate in the preferred

language of the staff member.

- Someone who is open-minded, willing to learn and make changes.
- Someone who is humble.
- Someone with a collaborative nature who is willing to work with all stakeholders.
- Someone who has a strong lens for equity and who will have actions outlining growth plans.
- Compassionate.
- Someone who can listen to understand.
- Innovative.
- Forward thinking.
- Someone good at building relationships, on all levels.
- Good understanding of Special Education and the role it plays in Early Learning.
- Someone who understands what an ESD is and what we do.
- Background in Education.

Name of Stakeholder Group: *ESD Staff*

February 22, 2024

Number of Attendees: 8 (Departments Represented Education and Innovation, STEM, Migrant and Technology)

1. What are the best things about the community of The Dalles (the Gorge Area)?

- Nature
- Diverse place to live - Outdoors – the River and Mountains.
- Smaller town.

2. What are the best things about the Columbia Gorge ESD?

- Growth potential.
- What it does to support the area districts.
- The people are great.
- Good team dynamics.
- Tech Department is great.
- Positive employees.
- People are passionate about helping the students we serve.
- The culture – great group of people to work with.
- Comradery between coworkers.
- Collective impact the ESD has on the community.
- The work environment
- Work/Life Balance.

3. What are the challenges and/or issues that will face the new superintendent?

- The need to improve the way new staff are supported.
- Recent number of changes/growing too fast.
- Making sure expectations of staff are clear.
- The need to continue to build the ESD's climate and culture.
- Departments being so segmented – Especially the tech department.
- Challenges regarding the area's thoughts on Education and facilities.
- Branding of the ESD – People don't know who we are and what we do
- Understanding how each department fits together.
- Desire for a centralized location, for the ESD.
- Because of the lack of funding – often times we are staffed shallow-not deep
- Understanding who does what at the ESD.
- Need for more people working in the field with the students.
- The perception that the ESD is too heavy with Admin.
- Early Intervention and Care programs often overlooked – experience working with the families.
- Appreciation for what each department does.
- Someone who will help with the growing pains the ESD is experiencing.

4. What are the qualities and characteristics you desire in the new superintendent?

- Transparency.
- Ability to articulate what they are doing and what their expectations are.
- Strong sense of communication.
- Empathy and Compassion.
- Willing to hear about (perceived) areas of growth.
- Open to feedback from their employees.
- Self-awareness.
- Willing to listen to the good and bad from employees.
- A great communicator – clear, quality communication.
- Approachable
- Someone who can break down silos.
- Ability to interconnect.
- Someone who understands what is best/when.
- High level of tech literacy (at least a good understanding).
- Someone who is “pro” technology.
- Someone who will focus on getting the ESD departments into one place.
- Someone who will provide more support for the families and students.
- Someone who stays in contact with each department.
- Visible (Out and about in the departments).
- Visionary.
- Problem solver
- Respect for the expertise of others.
- Strong emotional intelligence.
- Clear communication.
- Equity lens.
- Someone who is familiar with the local landscape of education in the area.
- Someone who is familiar with Oregon Education.
- Someone who can spearhead a more formal onboarding process for employees.
- Someone who can develop an ESD “101” introductory manual.

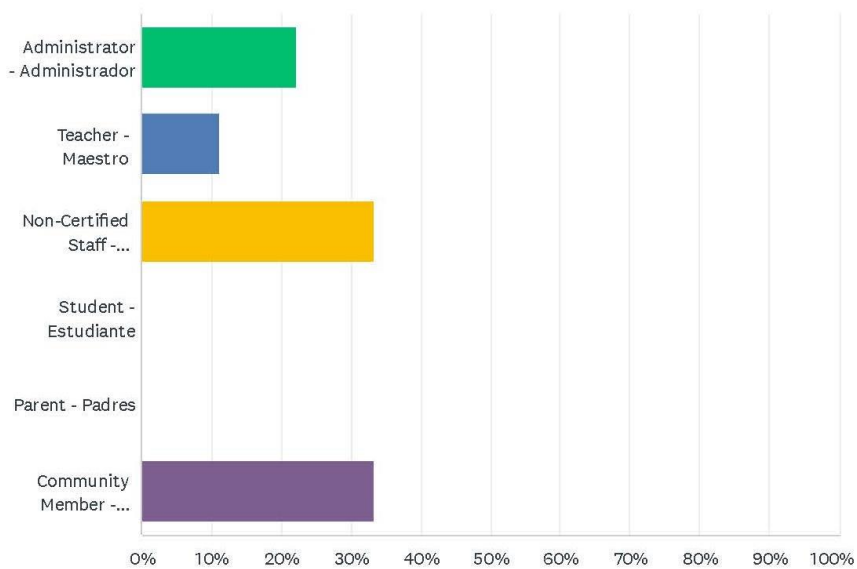
Survey Monkey Results for Columbia Gorge Education Service District February 2024

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

9 responses

Please indicate the stakeholder group you represent:
Indique el grupo de personas interesados al que representa:

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
Administrator - Administrador	22.22%	2
Teacher - Maestro	11.11%	1
Non-Certified Staff - Personal no certificado	33.33%	3
Student - Estudiante	0.00%	0
Parent - Padres	0.00%	0
Community Member - Miembro de la comunidad	33.33%	3
TOTAL		9

Q1 Tell us the good things about your community. (This information is used to help us recruit quality candidates.) Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

value community

Q2 Tell us the good things about your schools. (This information is used to help us recruit quality candidates.) Díganos lo bueno de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

ensure way school learn students challenges dedicated

Q3 What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.) ¿Qué debería tener en cuenta el superintendente a su llegada al distrito? (Esta información se comparte con los candidatos finales).

issue trust recruiting often students Learning work aware
communities resources need CGESD good que

Q4 What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.) ¿Qué talentos, atributos o características debería poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza para seleccionar a los posibles candidatos).

someone recruitment work Superintendent good leadership
community etc staff Collaboration knowledge CGESD care

Administrator - Administrador

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

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Excellent staff and community support in HR
- I gave a ton of input in the virtual sessions.

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

Díganos lo bueno de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- High quality schools
- I gave a ton of input in the virtual sessions.

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

¿Qué debería tener en cuenta el superintendente a su llegada al distrito? (Esta información se comparte con los candidatos finales).

- We need to develop day treatment options for students who have challenging behavior and intellectual disabilities.
- I gave a ton of input in the virtual sessions.

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

¿Qué talentos, atributos o características debería poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza para seleccionar a los posibles candidatos).

- Strong background in special education and early childhood. Bold thinker and excellent communication skills.
- I forgot to mention that we do a TON of collaboration with North Central ESD. It would be critical that this superintendent continue and nurture that relationship.

Community Member - Miembro de la comunidad

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

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Our community truly value being included in processes that have a big effect to our community especially in education. Our community feels valued when members are heard and their input is taken into consideration when making a very important and impactful decision. Our community members really value collaboration with our bigger organizations.
- Lots of partners, beautiful scenery and lots of recreation. Passion for children and families.

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

Díganos lo bueno de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- We have some very great dedicated teachers as well as administration that truly value our community members and students. Have a superintendent that will take the time to collaborate and keep the door open for communication is truly outstanding. We need a leader with experience in helping our teachers and school administrators succeed yearly so they have the motivation and dedication to come back next year. Our school needs great examples of leadership from organizations that support our districts.

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

¿Qué debería tener en cuenta el superintendente a su llegada al distrito? (Esta información se comparte con los candidatos finales).

- Dysfunctional ESD departments. That are struggling to become one, to be successful and provide a great work environment. To be briefed on on going issues that are currently happening at the ESD and how to fix them. Some ESD departments lack leadership and our directors need some sort of training on how to improve.
- It will be important to be aware of the ESD's commitment to the Early Learning Center and it's importance to our communities. The NWCSB Bond issue should also be made aware to the candidates.
- Schools need to collaborate much more effectively with early childhood, and value the contribution of early childhood educators and the importance of 0-5 development.

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

¿Qué talentos, atributos o características debería poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza para seleccionar a los posibles candidatos).

- Kind - truly care about all staff and community members, parents, teachers, etc.
Understanding work and life balance and care about it Leadership - what it takes to be a good leader Communication Collaboration Appreciation for staff and directors Open to feedback Constructive problem solving Following Through
- The new Superintendent needs to have knowledge and experience working in rural communities. They need to be community-minded. A strong knowledge of early learning, the lack of child care, and a willingness to work together with the community to address these.
- Collaboration, bridge building, inclusivity

Non-Certified Staff - Personal no certificado

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

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- The community is very connected and as a small town feel in that people look out for each other. In more rural regions, word of mouth goes a long ways.
- Small, but active community who is progressive in their views.
- We have many humans that are diversely different and are always working to address deficiency in areas of education, health, environment, and economy. They're often identifying social determinants, assessing equity of resources, and shedding light on injustice. Relationships aren't without their challenges. However, being a participant observer... the community development is beautiful to observe and so much more impactful is the harmony when we're vibing at the same frequency.

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

Díganos lo bueno de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Schools contain very dedicated individuals, especially in the more rural regions. Individuals hold multiple roles and are very dedicated to ensuring their students are successful.
- Very dedicated core staff who work hard to ensure their programs thrive.
- To ensure every student's success is to understand and believe that not all students learn and retain information the same way. Our schools have come a long way; helping to teach our children and families the importance of appreciating differences, establishing healthy/safe boundaries, and being receptive to innovative curriculum that teaches students a variety of ways to learn/understand a subject. Our educators are often met with many challenges in which they must carefully and diplomatically navigate (i.e., curriculum, civil unrest/societal issues, pandemic, threats, etc.). Their ability to adapt and improvise is a great example of resiliency. When faced with the challenges of overseeing district operations amid Pandemic restrictions and the development of virtual classrooms, [REDACTED] said it best ... "... challenges are our best opportunities to learn and grow." ('20-'21 enrollment period).

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

¿Qué debería tener en cuenta el superintendente a su llegada al distrito? (Esta información se comparte con los candidatos finales).

- They should be familiar with traits of rural communities which sometimes include a lack of resources
- Staff (and some Directors) continue to work from home and are not visible in the office - especially in the finance department.

- If we're asking about issues related to community and learning... These communities are comprised of people with diverse cultural, social, health, and economic backgrounds. We're working hard with partners to reduce/eliminate disenfranchisement from resources (i.e., Frontier/rural)... some struggling with affording or connecting to quality education centers for their children having specialized education needs. We have individuals/students being considered incongruent with the social rules guiding human behavior such as gender preference/sexual orientation. Thus, often met with debasement and bias; Bias is a veiled form of discrimination, often in the learning environment erroneously tagging a student as problematic... and later discovering it's likely they do not have the tools/resources to share that they're impoverished or have involuntarily been witness to intimate partner violence and(or) are victims of abuse. There are many factors that can impact a student's ability to learn, impeding on their success both in the learning environment, and home. These are concerns for communities and their educators. If we're asking about the issues within CGESD... the culture is longstanding, and negotiations for good change takes time. Advocacy teams (Employees, Admin/Super and HR) are doing good work. ■■■ made a good point at the recruitment input session when she spoke about the significance of institutional knowledge. I very much agree with her statement. Employee retention is a challenge with the CGESD. Recruitment often overlooks the talent within the organization, having longevity and institutional knowledge. ■■■ added that recruiting someone from the area 'ought to be considered as well. I interpreted his share to be expressing that recruiting a local who is aware of community concerns, its growth, and development presents CGESD to be invested in long-standing relationships. To that I add, that trust is an issue. Believe it or not... trust is not gained... it's earned. While recruiting outside of the region presents opportunities for fresh perspective in response to podunk processes... recruiting locally injects someone who is better equipped to understand the environment in which they operate; increasing mutual respect and trusting that there's still hope for underdeveloped goals while addressing practical capacity requirements to implement reform on the ground.

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

¿Qué talentos, atributos o características debería poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza para seleccionar a los posibles candidatos).

- A willingness to become integrated into the community of the ESD and surrounding communities if not already from this region
- Someone who is not afraid to stand up to, or who can productively work with, staff members who think they run the show.
- While we're busy ensuring learning pathways are better cultivated for every student's success. Let's match that energy and extend it to our Employees... what I mean by that is, the quality of service and advocacy we give to (and for) our consumers... should match the care that we extend to our employees. Also, folks worth their salt can generally pick up when someone is quoting buzzwords, rattling off surface language in a meeting to pacify them. Eek... those are the worst. Based on my observations... Knowledge of various Management Information Systems and(or) the resources to best support our IT Department and CGESD as a whole will be helpful. Your question ends with "... to be

successful here." I find that interesting, being that a great way to boost morale and increase retention is for employer to advance recruitment from within their organization. That said, CGESDians are already here... I'm guessing, since some have longevity... they're successful? Do our CGESDians know that if they're a Director of Information Technology, Early Learning Program, Special Projects, Education & Innovation, etc. etc... are they empowered enough to know how much of an asset they are, being able to apply their institutional knowledge and skills in the role of Superintendent? It's always nice to be greeted by someone who can genuinely connect with staff while possessing the discipline to not initiate or perpetuate gossip. That someone will likely give clear direction and trusted guidance. [REDACTED] decision to retire does set CGESD back a bit. In a situation like this, folks often quote the phrase... "whomever they hire has big shoes to fill."... pov: that's such an annoying phrase. [REDACTED] leaving is a huge loss. While her feet are physically quite small, she has demonstrated during her tenure the example of leadership having solid footing; imprinting upon CGESD a good, progressive, secure, and confident state. May her everlasting impression of leadership be a blueprint for the next to follow in her example. While recruitment is mindful of affinity/confirmation bias, may your recruitment efforts retain another possessing egalitarian qualities who is keenly able to identify and address disparities, and is empathic; showing an ability to understand and share in the challenges of the industry while considering the highest good of all concerned.

Teacher - Maestro

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

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- La comunidad en general es muy variada en cultura.
The community in general is very varied in culture.

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

Díganos lo bueno de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- EN LA ESCUALA HAY MUCHO APOYO ALA EDUCACION BILINGUE.
IN SCHOOL THERE IS A LOT OF SUPPORT FOR BILINGUAL EDUCATION.

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

¿Qué debería tener en cuenta el superintendente a su llegada al distrito? (Esta información se comparte con los candidatos finales).

- Que exista personal que hable español para que los que no sabemos bien el ingles podamos comunicarnos mas entre fejes y personal .
That there be staff who speak Spanish so that those of us who do not know English well can communicate more between clients and staff.

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

¿Qué talentos, atributos o características debería poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza para seleccionar a los posibles candidatos).

- Bilingue.mas que nada seria muy bueno eso .empatia .
Bilingual. More than anything, that would be very good. Empathy.