

**Howard Lake - Waverly - Winsted Superintendent Search  
Planning Meeting Agenda  
April 8, 2025 – 7:30pm**

\_\_\_\_ Introductions

\_\_\_\_ Review of Process

- MN statutes
- Board ownership

\_\_\_\_ Timeline

\_\_\_\_ Vacancy Brochure

\_\_\_\_ Public Input

- Q&A with MSBA, Search preview meetings
- Community and staff survey
- Finalist interviews

\_\_\_\_ Review Search Agreement

- \_\_\_\_ Focus groups
- \_\_\_\_ In-district meetings
- \_\_\_\_ National advertising
- \_\_\_\_ Background checks

\_\_\_\_ Role of Current Superintendent

\_\_\_\_ School Board Spokesperson

\_\_\_\_ Ground Rules/Do's & Don'ts

\_\_\_\_ In-District Contact Person(s)

\_\_\_\_ Confidentiality Employee

\_\_\_\_ Two Pre-Screening Priorities for the District

\_\_\_\_ Questions

## Howard Lake – Waverly – Winsted: Superintendent Search Timeline

April 8, 2025 <i>(5:30 pm, Special Meeting)</i>	Planning meeting – Board adopts search timeline, reviews hiring criteria and search procedures
April 11 – April 17, 2025	Public Input survey open online and in hard copy
April 11 - April 28, 2025	MSBA posts opening on local, regional, and national websites, advertises position vacancy, receives applications, and responds to applicants' inquiries
April 14, 2025 <i>(2:00 pm – will be recorded)</i>	MSBA hosts informational Q&A session on Zoom – will be recorded for viewing throughout the search
April TBD, 2025	MSBA holds Search Preview mtgs w/ district leadership
April 23, 24, 25, 28*, or 29, 2025 <i>(Time TBD, Special Meeting)</i>	Board meets for interview training, and to discuss public input report, interview questions and procedures
April 28, 2025	Application Deadline
April 29 – TBD, 2025	MSBA conducts screening, preliminary verification of references, pre-interviews of recommended applicants
April 30 – TBD, 2025	Board members review applications
May 5*, 6*, 9, or 12, 2025 <i>(Time TBD, Special Meeting)</i>	Board meets to determine finalists, interview questions and procedures; MSBA reviews interview training
May 9, 10, 12, 14, 16, 17, 21, or 23, 2025 <i>(Time TBD, Special Meeting)</i>	Board conducts first round of interviews
May 12, 14, 16, 17, 21, 22, 23, or 24, 2025 <i>(Time TBD, Special Meeting)</i>	Board conducts reference checks and holds second round of interviews; Board selects lone finalist and sets negotiations process
May TBD, 2025	Board designee begins negotiations of employment contract
May TBD, 2025 <i>(Time TBD, Regular or Special Meeting)</i>	Board meets to approve employment contract
July 1, 2025	New superintendent reports to work
August 1 – December 31, 2025	New Board Team attends MSBA Transition Workshop

# MSBA Executive Search Service



Howard Lake-Waverly-Winsted Schools  
is seeking an exceptional leader  
to serve as

## Superintendent

Howard Lake-Waverly-Winsted Public Schools is located in central Minnesota just west of the metropolitan area. The district covers 115 square miles and serves the communities of Howard Lake, Waverly and Winsted. Points of Laker Pride include:

- ◆ Newly created strategic plan in 2024
  - ◆ Successfully passed a \$600 per student operating levy in 2023
  - ◆ Comprehensive PK-12 academic program
  - ◆ Strong and award-winning Ag and FFA programs
  - ◆ Partnerships with the Wright Technical Center (Buffalo) and the Meeker and Wright Special Education Cooperative (Howard Lake)
  - ◆ School buildings are newly constructed or have undergone significant upgrading and additions since 2007
  - ◆ The student “Voice” is honored and encouraged
  - ◆ We value arts and industrial arts education
  - ◆ Broad range of electives and work-based learning HS opportunities
  - ◆ Comprehensive athletics/activities program which promotes participation
  - ◆ Community Ed offers a wide-array of classes, activities, and child care program (ages 36 months to grade 6)
  - ◆ National Blue Ribbon Award winning elementary schools in 2012 & 2013
  - ◆ Member of Resource Training and Solutions Cooperative
  - ◆ Close-knit communities who support the district
- The district operates its own food service and contracts out for transportation services.

### Application Deadline

To be considered for this position, an applicant's completed file must be received by MSBA prior to 11:59 p.m. on TBD, 2025.

### By the Numbers

- ◆ Student enrollment: 1,300
- ◆ Approximately 2% enrollment growth per year for the last 10 years
- ◆ Licensed staff members: 101
- ◆ Non-licensed staff members: 78
- ◆ Principals/Deans: 3/2
- ◆ Full-time Central Office staff: 4
- ◆ District buildings maintained: 3

### About the Communities

Howard Lake, Waverly and Winsted are charming, lake-filled communities. They are close enough to take advantage of all the metro amenities, yet far enough away for the small-town sense of community. Highlights of the area include:

- ◆ Parks, trails, swimming beaches, splash pad, boat access for fishing, boating, and all types of leisure activities
- ◆ Summer community events and celebrations
- ◆ Wright County Fair
- ◆ Local Farmer's Markets and produce
- ◆ Great local restaurants
- ◆ Winstock Country Music Festival
- ◆ Access to the Luce Line State Trail
- ◆ All three communities have their own amateur baseball teams
- ◆ Winsted Municipal Airport
- ◆ Close proximity to the Twin Cities metro area
- ◆ Small town feel but growing population

### Search Timeline

Announce Vacancy	TBD, 2025
Application Deadline	TBD, 2025
Applicant Screening	TBD-TBD, 2025
Finalists Announced	TBD, 2025
First Round Interviews	TBD, 2025
Second Round Interviews	TBD, 2025
Superintendent Begins	July 1, 2023

# Leadership Profile

The Howard Lake-Waverly-Winsted School Board seeks a superintendent who:

- ◆ Embodies transparency and upholds ethical standards in all dealings
- ◆ Ensures a consistent presence and approachability ensuring they are visible and accessible to the School Board, staff, students, parents, and community members
- ◆ Cultivates cooperative relationships with the School Board, providing thoughtful, informed recommendations
- ◆ Demonstrates exceptional communication skills and a strong ability to foster positive human relations
- ◆ Possesses significant experience in navigating organizational changes, ensuring smooth and effective change processes
- ◆ Has a proven history of successfully implementing strategic plans, driving forward the vision and objectives of the organization

Previous superintendent experience preferred, but not required.

## Salary and Benefits

TBD

## Excellence Through Education

### Projected FY25 District Financials

◆ General Fund Revenue:	\$ 19,643,529
◆ General Fund Expenditures:	\$ 19,447,727
◆ Unassigned Fund Balance:	\$ 1,012,020
◆ Total Fund Balance:	\$ 2,435,333

### School District Mission

*To prepare students for life by engaging them in meaningful learning experiences.*

### Screening Team

A team from the Minnesota School Boards Association's Executive Search Service (MSBA) has been selected to assist the School Board in securing and screening applicants. The search team will be led by Amy Jordan, MSBA Associate Director of Leadership Development and Executive Search.

### Deadline and Selection

MSBA's Executive Search Service uses an online application process. Applicants begin the application process at [mnmsba.myrevelus.com](https://mnmsba.myrevelus.com). To be considered for this position, an applicant's completed file must be received by MSBA prior to 11:59 p.m. on TBD, 2025.

Contact Amy Jordan at 507-479-09984 ([ajordan@mnmsba.org](mailto:ajordan@mnmsba.org)) with questions.

Applicants are requested to not contact school board members.

Howard Lake-Waverly-Winsted Public School District is an equal opportunity employer. The MSBA Executive Search Service is an equal opportunity search agency.

**Deadline to apply: TBD, 2025**

## HOWARD LAKE-WAVERLY-WINSTED PUBLIC SCHOOLS: SUPERINTENDENT QUALIFICATIONS

INSTRUCTIONS: Read the list provided below. Choose the **SIX** items you feel are the most important traits or skills the next Superintendent must possess.

1	A visionary, creative thinker	
2	Acts with honesty and in an ethical manner with the school board, staff, and community	5
3	Delegates authority while maintaining accountability	1
4	Develops and directs an effective leadership team	2
5	Develops trust and works collaboratively with diverse groups and communities	1
6	Effectively mediates and accommodates different perspectives; values teamwork	2
7	Experience in fundraising and/or grant writing	
8	Experience in implementing educational priorities and/or a strategic plan	3
9	Experience in managing transition	4
10	Experience in school district management practices	1
11	Experience in school finance	2
12	Familiar with state and federal education laws	
13	Follows the School Board's chosen educational philosophy which reflects the community's values	1
14	Keeps up on changes in legislation and helps the School District engage the legislative process	
15	Knowledge of and experience with equity leadership challenges and opportunities	
16	Knowledge of and experience with negotiations and the collective bargaining process	2
17	Knowledge of and experience with special education needs	
18	Knowledge of technology and web-based education curricula	
19	Maintains a good working relationship with the media	
20	Possesses a strong academic background with experience in curriculum	1
21	Promotes business and community involvement in schools	2
22	Provides written, understandable administrative procedures that implement School Board policy	
23	Strong communicator with proven abilities in human relations	4
24	Understands the effects of poverty on student learning and achievement	
25	Uses curriculum and other resources to improve test scores	1
26	Visible and accessible to the School Board, staff, students, parents, and community	5
27	Works cooperatively with the School Board; provides options and recommendations	5

Is it important that the next superintendent has previous experience as a superintendent? Yes 1 No 6



## Vacancy brochure – compensation language

\*A competitive compensation and benefits package, with a starting salary range of \$XXX,XXX-\$XXX,XXX, will be negotiated commensurate with experience and qualifications. Contract length is negotiable as provided in Minnesota statute. Additional benefits available may include (*List benefits such as: Health / Dental / Life / Long-term disability insurance; Personal / bereavement days; Relocation / car / phone allowances; VEBA/other retirement plans; HSA / HRA / Deferred compensation plan; Retention bonus*).

*\*Beginning January 1<sup>st</sup>, 2025, this will be the required verbiage per state statute, and benefits must also be included:*

### Chapter 110, SF 3852 -- Article 7 Sec. 2. [181.173] SALARY RANGES REQUIRED IN JOB POSTINGS.

Subdivision 1. Definitions. (a) For the purposes of this section, the following terms have the meanings given.

(b) "Employer" means a person or entity that employs 30 or more employees at one or more sites in Minnesota and includes an individual, corporation, partnership, association, nonprofit organization, group of persons, state, county, town, city, school district, or other governmental subdivision.

(c) "Posting" means any solicitation intended to recruit job applicants for a specific available position, including recruitment done directly by an employer or indirectly through a third party, and includes any postings made electronically or via printed hard copy, that includes qualifications for desired applicants.

(d) "Salary range" means the minimum and maximum annual salary or hourly range of compensation, based on the employer's good faith estimate, for a job opportunity of the employer at the time of the posting of an advertisement for such opportunity.

**Subd. 2. Salary ranges in job postings required. (a) An employer must disclose in each posting for each job opening with the employer the starting salary range, and a general description of all of the benefits and other compensation, including but not limited to any health or retirement benefits, to be offered to a hired job applicant.**

**(b) An employer that does not plan to offer a salary range for a position must list a fixed pay rate. A salary range may not be open ended.**

**EFFECTIVE DATE. This section is effective January 1, 2025.**

# PUBLIC INPUT

Several opportunities for public involvement are included in the search package, including:

- an online **survey**, open to all staff, parents, students, community members, and district partners
  - ◇ This survey will include gathering quantitative information on the priorities for these constituencies regarding candidate background, skill set, experience, and personal characteristics.
  - ◇ It will also gather qualitative information through open-ended questions regarding the opportunities and challenges facing Howard Lake—Waverly—Winsted Public Schools, and what type of individual could most effectively lead the district.
  - ◇ This survey will be offered in multiple languages per the district's request, as well as hard copies to ensure access for those unable or uninterested in taking the survey electronically.
- an **informational Q&A session** for staff and community members regarding the superintendent search process. This session is hosted virtually by MSBA, and is recorded to ensure all district participants have access to accurate information regarding search processes and expectations. The recording will then be made available on the district website throughout the duration of the search. Launched two years ago, these proprietary **Q&A with MSBA** sessions have proven to be one of the most effective tools a district can utilize to increase both the credibility and transparency of their search, and to limit toxic misinformation. Through leveraging the power of sharing information, these unique Q&A sessions have solidified MSBA's reputation as a provider of clear, accessible, and inclusive superintendent search services.
- finally, **Input Forums** or **Interview Committees** may be offered in conjunction with the second round of interviews. Several options will be provided to the board for consideration, along with a review of the opportunities and pitfalls tied to involving others beyond school board members in the interview process. If selected as an option, MSBA will also train participants to ensure adherence to all legal requirements involved in the process.

## A la carte Option

Additional options for the school board to consider in gathering public input early in the process is through holding **Focus Groups** and/or **Listening Sessions** across multiple constituencies. These group sessions are a traditional methodology utilized by many search firms as the primary source of input; however, these sessions must be carefully designed and implemented. MSBA will conduct them if requested, although the board should also consider the value of 24/7 access to the survey as the initial (and sole) early feedback opportunity. The availability and anonymity of the survey contrasts significantly with the tendency of group sessions to amplify some voices over others, and the inequities which can result from access (or lack thereof) to participate. The decision of why and how to conduct group sessions must be carefully considered before initiating a search, and MSBA will guide this conversation to ensure the best possible and most equitable decision is made regarding public input for your district's superintendent search process.

Toward the end of the process the board may also consider additional **input** or **interaction** opportunities with the finalists, and if desired, those will be custom-designed in conjunction with the board to ensure that the purpose, goals, and outcomes of these opportunities align with the school board's intentions.

**NOTE:** If requested, MSBA's a la carte fee for these services is \$1,395 per day or \$300 per group.



## **FULL SEARCH - \$7,900 - MSBA will:**

1. Conduct an initial planning meeting with the school board to establish the search timeline, discuss hiring criteria and public involvement, identify the district's position in the marketplace, determine advertising venues, and finalize all processes and procedures for conducting the search. \*
2. Collect public input through an online qualifications and quantitative data survey (in multiple languages as requested by the district). Results will be summarized for the school board by MSBA.
3. Hold Search Preview meetings with district leadership to share information and answer their questions.
4. Host an online informational proprietary **Q&A with MSBA** session regarding the superintendent search process, and provide the recording for placement on the district's website. \*\*
5. Develop a two-sided color vacancy announcement and post on both statewide and national job sites.
6. Directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Principals, Assistant Principals, and Cabinet Members across the state to advertise the vacancy and share how to apply.
7. Develop all application procedures, handle applicants' calls and correspondence, collect and review applicants' files, and receive applicants' credentials.
8. Screen the applicant pool against the school board's established hiring criteria and leadership profile.
9. Conduct preliminary verification of references and pre-interviews and vetting of applicants who best meet the school board's hiring criteria and leadership profile as determined by MSBA's screening team.
10. Conduct a meeting with the school board for purposes of interview training, developing interview questions, and clarifying interview schedules. \*\*
11. Conduct a meeting with the school board for purposes of presenting candidate recommendations so the school board can select finalists for interviews, and clarifying remaining steps of the search process. \*\*
12. Coordinate with finalists and be present during the first and second rounds of interviews. \*
13. Prepare a news release for the district to send to the media, school district staff, and community that includes the names of the finalists who will be interviewed.
14. Facilitate public involvement in the second round of interviews, if requested. \*
15. Prepare a news release for the district to send to the media, school district staff, and community introducing the new superintendent.
16. Assist in developing a transition plan for the new superintendent, if requested.
17. Visit the new superintendent during their first year of employment. \*
18. Facilitate a Transition Workshop to develop goals and/or expectations for the school board and superintendent within six months after the new superintendent begins work in the school district. \*\*

\* Designates in-district meetings, if possible.

\*\* Designates virtual meetings.

## LIMITED SEARCH - \$2,900 - MSBA will:

1. Conduct an initial planning meeting with the school board to establish the search timeline, discuss hiring criteria and public involvement, identify the district's position in the marketplace, determine advertising venues, and finalize all processes and procedures for conducting the search. \*
- ~~2. Collect public input through an online qualifications and quantitative data survey (in multiple languages as requested by the district). Results will be summarized for the school board by MSBA.~~
- ~~3. Hold Search Preview meetings with district leadership to share information and answer their questions.~~
- ~~4. Host an online informational proprietary Q&A with MSBA session regarding the superintendent search process, and provide the recording for placement on the district's website. \*\*~~
5. Develop a two-sided color vacancy announcement and post on both statewide and national job sites.
6. Directly contact Superintendents, Assistant Superintendents, Service Cooperative Directors, Principals, Assistant Principals, and Cabinet Members across the state to advertise the vacancy and share how to apply.
7. Develop all application procedures, handle applicants' calls and correspondence, collect and review applicants' files, and receive applicants' credentials.
8. Screen the applicant pool against the school board's established hiring criteria and leadership profile.
- ~~9. Conduct preliminary verification of references and pre-interviews and vetting of applicants who best meet the school board's hiring criteria and leadership profile as determined by MSBA's screening team.~~
- ~~10. Conduct a meeting with the school board for purposes of interview training, developing interview questions, and clarifying interview schedules. \*\*~~
- ~~11. Conduct a meeting with the school board for purposes of presenting candidate recommendations so the school board can select finalists for interviews, and clarifying remaining steps of the search process. \*\*~~
- ~~12. Coordinate with finalists and be present during the first and second rounds of interviews. \*~~
- ~~13. Prepare a news release for the district to send to the media, school district staff, and community that includes the names of the finalists who will be interviewed.~~
- ~~14. Facilitate public involvement in the second round of interviews, if requested. \*~~
- ~~15. Prepare a news release for the district to send to the media, school district staff, and community introducing the new superintendent.~~
- ~~16. Assist in developing a transition plan for the new superintendent, if requested.~~
- ~~17. Visit the new superintendent during their first year of employment. \*~~
- ~~18. Facilitate a Transition Workshop to develop goals and/or expectations for the school board and superintendent within six months after the new superintendent begins work in the school district. \*\*~~

\* Designates in-district meetings, if possible.

\*\* Designates virtual meetings.

## ESTIMATED FEE FOR SERVICE

The estimated professional fee for this search shall not exceed **\$7,900**, which includes the search team's time and all expenses. In addition, MSBA does not charge for consultant travel or any initial or ongoing support of the new board team.

Additional fees the school district may incur above the professional fee include optional focus groups and/or listening sessions, national advertising or background checks (see below), and expenses associated with finalists' interviews. The services included in MSBA's services are negotiable based on the school board's needs.

## ADDITIONAL FEES: A LA CARTE OPTIONS

**NATIONAL ADVERTISING SITES:** As referenced on Page 3, additional advertising is available on the following sites at no additional mark-up:

- American Association of School Administrators (AASA) - 30 days @ \$849; diversity boost for \$149
- National Alliance of Black School Educators (NABSE) - 30 days @ \$330; featured job boost for \$125
- Association of Latino Administrators and Superintendents (ALAS) - 6 weeks @ \$250
- Top School Jobs (EdWeek) - 60 days @ \$895
- National Indian Education Association (NIEA) - 8 weeks @ \$80
- National Association of Special Education Teachers (NASSET) - 3 weeks @ \$275; 6 weeks @ \$360
- Other sites as requested by the School Board

**BACKGROUND CHECKS:** Criminal background checks, as well as verification of employment, educational credentials, and professional licensure are also available for final candidates at a cost of \$395 per person.

### Satisfaction Guarantee

MSBA conducts all superintendent searches from a strong school board perspective, and with impartiality and professionalism while focusing on the board's identified hiring criteria and leadership profile. If, at any time during the first year of the new superintendent's contract the board releases the superintendent, MSBA will conduct a second superintendent search for no additional fee. However, the school board would be responsible for new direct expenses, if any, incurred by MSBA for the second search.

NOTE: This guarantee is dependent upon two contingencies. One, participation in the Transition Workshop, which must be held within six months after the new superintendent begins work in the district. And two, that the candidate hired as superintendent was included in MSBA's recommended slate of finalists. Having seen all applications the board may choose to interview candidates not recommended by MSBA; however, this search guarantee only applies if the new superintendent was a part of MSBA's original list of recommended finalists.





# Superintendent Search Survey

The School Board of Howard Lake-Waverly-Winsted is conducting a search for its next superintendent, and input is now being requested. The Minnesota School Boards Association (MSBA) has been contracted to assist and will summarize survey comments for presentation to the School Board.

**IMPORTANT:** All responses to this survey will remain anonymous. Also, you are not required to answer every question in order to have your responses included.

Information from this survey will provide valuable input for the Board to consider as they move forward in selecting the next superintendent. Please submit this survey by **DATE**, 2025, to the district office at 8700 County Road 6 SW or mail to: P.O. Box 708, Howard Lake, MN 55349.

Thank you for your participation!

Please select the title or role that best reflects the underlying basis or foundation for your responses. Use only one response.

<input type="checkbox"/>	Business Owner/ <b>District Partner or Agriculture</b>
<input type="checkbox"/>	Community Member
<input type="checkbox"/>	Parent/Guardian
<input type="checkbox"/>	Staff Member
<input type="checkbox"/>	Student
<input type="checkbox"/>	Other (please specify)

Read the list provided below. From this list, **choose the top six areas of expertise** you believe the next superintendent must possess. Leave the remaining choices blank.

<input type="checkbox"/>	Budget and Finance
<input type="checkbox"/>	Business Partnerships
<input type="checkbox"/>	Collaborative Leadership
<input type="checkbox"/>	Contract Administration and Negotiations
<input type="checkbox"/>	Curriculum Development/Evaluation
<input type="checkbox"/>	Diversity, Equity, and Inclusion
<input type="checkbox"/>	Fluctuating Enrollment
<input type="checkbox"/>	Fundraising/Grant Writing
<input type="checkbox"/>	Personnel Management
<input type="checkbox"/>	Public Relations
<input type="checkbox"/>	School Facility Oversight
<input type="checkbox"/>	Social/Emotional Support Services
<input type="checkbox"/>	Special Education
<input type="checkbox"/>	Strategic Planning
<input type="checkbox"/>	Student Testing Results and Achievement
<input type="checkbox"/>	Technology

Read the list provided below. From this list, **choose the top six most important traits or skills** the next superintendent must possess. Leave the remaining choices blank.

	A visionary, creative thinker
	Acts with honesty and in an ethical manner with the School Board, staff, and community
	Delegates authority while maintaining accountability
	Develops and directs an effective leadership team
	Develops trust and works collaboratively with diverse groups and communities
	Effectively mediates and accommodates different perspectives; values teamwork
	Experience in fundraising and/or grant writing
	Experience in implementing educational priorities and/or a strategic plan
	Experience in managing transition
	Experience in school district management practices
	Experience in school finance
	Familiar with state and federal education laws
	Follows the School Board's chosen educational philosophy which reflects the community's values
	Keeps up on changes in legislation and helps the School District engage the legislative process
	Knowledge of and experience with equity leadership challenges and opportunities
	Knowledge of and experience with negotiations and the collective bargaining process
	Knowledge of and experience with special ed needs
	Knowledge of technology and web-based education curricula
	Maintains a good working relationship with the media
	Possesses a strong academic background with experience in curriculum
	Promotes business and community involvement in schools
	Provides written, understandable administrative procedures that implement School Board policy
	Strong communicator with proven abilities in human relations
	Understands the effects of poverty on student learning and achievement
	Uses curriculum and other resources to improve test scores
	Visible and accessible to the School Board, staff, students, parents, and community
	Works cooperatively with the School Board; provides options and recommendations

Is it important that the next superintendent have previous experience as a superintendent?

Yes \_\_\_\_\_ No \_\_\_\_\_

Read the list provided below. From this list, **choose the top six personal characteristics** you believe the next superintendent must have. Leave the remaining choices blank.

	Confident
	Consistent
	Creative
	Effective Communicator
	Empathetic
	Enthusiastic
	Flexible
	Honest and Ethical
	Inclusive
	Influential
	Intellectual
	Personable
	Problem Solver
	Resourceful
	Sense of Humor
	Tenacious
	Transparent

**Please read and respond to the following questions:**

1. What are some of the good things taking place in Howard Lake – Waverly – Winsted Public Schools today?

2. What challenges do you see ahead for the district over the next five years?

3. What does the new superintendent need to know about the history of the school district and community to be successful?

Please limit any additional comments to the space provided below:

*Please call Amy at 507-479-9984 if you have any questions regarding this survey. Thank you!*

DRAFT

## **Two screening priorities (Sample application questions)**

1. What is your **vision** for the future of education? How would you align your vision with the district's mission, goals, and strategic plan?
2. What are some strategies or initiatives that you have implemented or supported to promote **collaboration, trust, and respect** with staff, students, families, and community partners in your previous or current roles?
3. How do you **communicate** effectively and transparently with diverse audiences, both internally and externally, and how do you handle sensitive or controversial issues or messages?
4. How do you **manage district resources** (human, financial, physical, and technological)? How do you ensure accountability, efficiency, and equity in the allocation and utilization of resources?
5. How do you demonstrate **ethical leadership** and professional conduct as a school superintendent?
6. How do you model and uphold the **district's values and policies**?
7. Describe your knowledge and experience relating to **school district finances** and responsibilities.
8. Share an **initiative** that you are most proud of leading or being a part of within your district. Explain what your role was, and what the impact was on students.
9. How do you assess the **effectiveness of your leadership style** and communication skills, and what steps do you take to improve them?
10. How do you approach the **evaluation and professional development** of teachers and administrators, and what criteria do you use to measure their performance and growth?
11. How do you use data and evidence to inform your **decision-making** and **problem-solving** processes, and how do you communicate your rationale and outcomes to the relevant parties?
12. How do you address the **academic, social, and emotional needs** of all students, especially those who are at-risk, have special needs, or are gifted and talented?
13. How do you promote **equity, diversity, and inclusion** in your district, and what strategies do you use to address any gaps or disparities in achievement, opportunity, or access?
14. How do you balance **competing priorities** and demands, and how do you manage your time and resources efficiently and ethically?
15. How do you cope with stress and maintain your well-being and **resilience** as a leader?