CASB representative Randy Zila first explained a potential timeline for the search, recommending that there be a 30-day window for applications. Should the board wish to interview and select a finalist by mid-March, Zila stressed that it was imperative to create and distribute a flyer describing the position by mid-January. He distributed copies of the flyer used in the search when Brofft was hired.

Zila then asked several questions that would be posed to each of the focus groups that would participate in the search. These questions include:

- How do you describe the D-38 community?
- What do you see as the district's strengths?
- What are the district's challenges?
- What qualities and experience do you seek in a candidate?
- If you have one-on-one contact with a candidate, what is one piece of advice for success here?

Answers from the board included a small-town feel where students feel valued, academic excellence, committed and active parents who are engaged with the district, challenges such as space and funding, and problems with getting information out.

Qualities sought in a candidate are the ability to communicate effectively, sharing the district's core values, superintendent or assistant superintendent experience, viewing their leadership as a service, and general educational experience.

Advice for the candidate included a stress on listening skills, treating others as they wish to be treated, and seeking a mentor from among former superintendents.

Following a brief discussion, the board recommended that there be three basic focus groups: the district's staff, parents, and community members. Zila said that he would ask each of these groups the same questions. When asked how the district hoped to reach community members without children, board President Matthew Clawson said that the Chamber of Commerce could be involved. Progress of the search would be available on the district website.

Brofft also said that such groups as Kiwanis could help to get the word out and it should be possible for community members to express opinions online.

Board Secretary Mark Pfoff said that in the past there were four finalists and four interview panels. Zila said that he prefers three panels. Pfoff said that each panel should include a district administrator who would report to the board.

Zila said he would set up meetings with focus groups the following week. He said the board would receive a running count of applications and when the deadline is reached the board would receive a rubric for screening applications. When semifinalists are chosen, extensive background checks and reference checks will be done. Names of applicants are not made public until finalists are chosen. The board will meet in executive session to discuss the applications.

During interviews each team will get an hour with each applicant. The teams will be assembled by Executive Director for Personnel and Student Services Bob Foster.

Brofft stressed that the interview teams set the tone of the experience, because the applicants are also interviewing the district.

Part of the application process involves answering essay questions. Following a brief discussion, the board also decided to require a brief video clip of each candidate to see how they communicate verbally.

Clawson suggested asking the candidates what they would like the district to know about them, what qualifications they bring, and how they would handle growth.

The board and Zila agreed that they would prefer but not require candidates to have a superintendent's license. Brofft said the license has different names in different states, but that the board should require central office experience, not just as a teacher or principal.

Another suggestion by Zila was to request at 100-day entry plan of finalists.

Resolution regarding addiction treatment facility

The board considered a resolution opposing the opening of an addiction treatment facility on Woodmoor Drive, near Lewis-Palmer Middle School, Lewis-Palmer Elementary School, and Palmer Ridge High School.

After brief discussion it was decided that passing such a resolution would achieve nothing, because the Board of County Commissioners had determined that the facility

was allowed based on zoning laws. Those with addiction



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