Areas to Cover:

1. Serving in Multiple Roles
2. Replacing a long-tenured Superintendent (13 Years)
3. Politics

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CHALLENGE • ENGAGE • INSPIRE
THE POWER OF LEARNING
Serving in Multiple Roles:
Funding Breakdown

.5 Superintendent

.25-Elementary Principal

.10-SpEd

.08-Disadvantaged Federal

.07-LAP

Total: 1.0 FTE
How many of you serve in Multiple roles?

What roles do you serve in?

How do you/will you achieve balance?
Change Process

Tuckman's Team & Group Development Model

- Forming
- Storming
- Norming
- Performing

Carol Clarke Retires after 13 Years in Waitsburg - The Times

Waitsburg hires new school chief | Waitsburg | union-bulletin.com

What has Been the Big Change?
### Change Process

<table>
<thead>
<tr>
<th>Forming</th>
<th>Storming</th>
<th>Norming</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Atmosphere</strong></td>
<td><strong>Turbulence zone</strong></td>
<td><strong>Calm after the storm</strong></td>
</tr>
<tr>
<td>Breaking the ice</td>
<td>Lack of progress</td>
<td>Order &amp; cohesion</td>
</tr>
<tr>
<td>First meeting</td>
<td>Conflict</td>
<td>Consensus</td>
</tr>
<tr>
<td>Cordiality</td>
<td>Critics &amp; resistance</td>
<td>Clarity</td>
</tr>
<tr>
<td>Routine work</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Team</strong></td>
<td><strong>Defensiveness</strong></td>
<td><strong>Reassurance</strong></td>
</tr>
<tr>
<td><strong>Atmosphere</strong></td>
<td><strong>Competitiveness</strong></td>
<td><strong>Acceptance</strong></td>
</tr>
<tr>
<td>Excitement</td>
<td>Anger</td>
<td>Trust</td>
</tr>
<tr>
<td>Anxiety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confusion</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Team</strong></td>
<td><strong>Promote optimism</strong></td>
<td><strong>Delegate as far as possible</strong></td>
</tr>
<tr>
<td><strong>Atmosphere</strong></td>
<td><strong>Be directive</strong></td>
<td><strong>Monitor the progress</strong></td>
</tr>
<tr>
<td>Promote optimism</td>
<td><strong>Give clear role and directions</strong></td>
<td>Look for optimization</td>
</tr>
<tr>
<td>Be directive</td>
<td>Do the “Five discussions”</td>
<td>Celebrate milestone achievements</td>
</tr>
<tr>
<td>Give clear role and directions</td>
<td>Write a “Collaboration Agreement”</td>
<td>Be a gateway within the organization</td>
</tr>
<tr>
<td>Do the “Five discussions”</td>
<td>Promote respect</td>
<td></td>
</tr>
</tbody>
</table>
Replacing a Long-Tenured Superintendent (13-Years)

Challenges and Opportunities

The purpose of this document is to address the challenges and opportunities the Board has identified for the Waitsburg superintendent position. A few things to state before diving right in. I appreciate the fact the section is called challenges and opportunities. As I see it, every challenge is an opportunity in waiting.

Provide decisive leadership for schools, including early learning:

I read a book about Mahatma Gandhi a few months ago. His philosophy was a concept of leadership heroic in its commitment to moral principles and service rather than one driven by the acquisition of power and mastering the forces of violence. He was decisive in his beliefs and commitments. His decisiveness permeated through everyone he came in contact with. Although I am not at the Gandhi stage, this is the journey I have taken to. Decisive leadership looks at the situation at hand on the whole. There are three questions which guide the process:

- Where are We Now?
- Where do We Need to Be?
- How do We get There?

I call this the Now, How, and WOW! philosophy. It is collaborative in approach. Hopefully, through collaboration, a purposeful decision will be the outcome. What if the decision does not occur through collaboration? I am willing and able to make the decision. In my previous positions I have had to do this a number of times. The decisions are based on the facts at hand, and most importantly, what will the effect be on children? In terms of early learning, Hermiston is immersed in the SK to 5 Child Find evaluation process. I have extensive experience in this area and look forward to working in a community which has a broader perspective. Let's build what we want the premier program to be, and work towards it.

Recruit and retain outstanding teachers, administrators, and support staff:

Retention and recruitment of qualified staff is a passion of mine. I have been a recruiter for over 20 years and full well realize what it takes to recruit and retain passionate staff to serve in our region. Let's look at it this way. The need to recruit is minimized if we retain the staff we have. This comes through ensuring people are happy where they work and feel supported. I plan on doing what I can to mobilize resources to support our staff as they work with our students. In my current position we have experienced over 90% retention over the past couple of years. This year I expect 100% retention in the department. This comes through mutual respect and appreciation, as well as strong mentoring and support.

When it comes to recruitment, that is something I do every day. I am known to pass out my business card at opportune moments to those who are, or may know someone who is interested in becoming an educator. Also, grow your own programs are a great way to seed future employees. This can come through various stages, e.g. classified staff to teachers, teachers to administration, students to professional positions. Furthermore, Waitsburg's proximity to multiple institutions of higher education incubators is enviable. I look forward to furthering these connections.

Most importantly, people stay, and will come to places where the community values match the person's values. Waitsburg has great selling points. I am impressed by the agriculture and family and consumer science offerings. On the arts side, I see music and performing arts. Academic rigor is also evident in AP offerings. Quite an undertaking, and great recruitment and retention highlight points. I can already picture the recruitment brochure in my head.
Develop the full potential of technology:

Acquiring technology just for the sake of technology does not work. There needs to be a deliberate and purposeful implementation plan. This plan needs to align with district goals. A review of goals shows the Waitsburg’s focus is on the school system embracing learning growth by creating and enhancing learning environment for learners which are expanded into adulthood. This is accomplished through improving educational practice. The question is, how does technology play into it? My first question is, how is technology viewed by staff and students? Secondly, how is technology used currently? Third, how does technology enhance the learning experience?

These answers will tie right into the Now, How, and WOW! questions presented earlier. Technology embrace will come through collaborative dialogues with stakeholders. I can facilitate that discussion.

Address issues related to declining enrollment and maintain high academic standards:

I conducted a longitudinal student enrollment data review spanning the last four in the graph below:

![Student Enrollment Graph]

There have been some ups and downs, but pretty stable. The next step is to look at data across the grade spans. Upon review of K-12, this year’s 9th grade and 12th grade are highest at 96. The lowest enrolled grade is 3rd grade with 15. Everything else is in between. The question, which I can’t answer is, why the differences? I can make some assumptions but would need to study this more.

Getting back to the original question, regardless of enrollment, staffing, budget, and priorities must be established. This is the end in mind. What are the non-negotiables? Resources need to be allocated to meet these priorities. I am well-versed in conducting such exercise with my business manager and HR experience.

Lead our remodeling project recently passed by voters:

It was exciting to see the passage of the $3.8 million bond to improve and upgrade the elementary school, renovate the school kitchen, and construction of the field house and athletic field.

To lead this endeavor, I would have to ascertain what plan is in place currently, and where we are now. Once this is figured out, I will draw upon my experience of being a school principal during the construction phases of two schools I was in, as well as being the business manager on the tail end of the $69.9 million Hemistion bond project, and construction of the $4.5 million athletic complex. I was not on the ground level, but certainly was connected and worked with those who were. What I do not know, I know who to ask.

This bond is a great continued rallying point for the community. With a 67.99% approval rating, it affirms community support for schools. I look forward to being a part of this legacy.
Servant  
S-Service  
E-Empathetic  
R-Responsible  
V-Voice  
A-Approachable  
N-Nurturer  
T-Trustworthy  

Leader  
L-Level-Headed  
E-Energetic  
A-Accepting  
D-Dedicated  
E-Empowering  
R-Respectful  

Integrity  
Humility  
Passion  

Jon Mishra, Servant Leader Who Leads With Integrity, Humility, And Passion

Background
I was born in Coos Bay on the Oregon Coast to immigrant parents who came to the country to make a better life for themselves and their children. I am bilingual/bicultural (Hindi/English). I call this East meets West, the best of both worlds. My wife and three children are also bilingual/bicultural. My oldest daughter Kaajal is 20, a sophomore at OSU, second daughter Varsha is 18, going to be headed to OSU, and son Akash will be in 7th grade next year.

I did my K-12 schooling in Coos Bay, having graduated as a Marshfield Pirate. From there I went to OSU, majoring in secondary education. My masters is from Western Oregon University, Principal’s Certificate from City University, and Doctorate from Capella University. I am a life-long learner.

I have worked in various sized school districts with varying demographics. After subbing, I got my first job in Powers, Oregon, a 1A school (about 250 students), where I served as a teacher, counselor, athletic director, and coach. From there I went to the Bethel School District, a suburb of Tacoma, WA (17,000) students where I served as a junior high special education teacher, coach, and school administrator. After my stint at Bethel, I had an opportunity to go to Coos Bay to become the principal of the junior high I went to school in. The last 8 years I have been in the Hermiston School District, serving in various roles from middle school principal, to HR director/business manager, to Executive Director of Special Programs. I was asked by my supervisor to assume each of the roles due to a need, and my ability to fulfill that need.

Why Waitsburg?
The mission of the district is all encompassing, including social-emotional as well as academic/cognitive. These values speak to me. Waitsburg values the cognitive and affective aspects of the whole child. This statement indicates district personnel put children first and are child-centered. I have always wanted to be a part of an organization that values children and channels its energy to ensure the best for children. Waitsburg seems to be a place that values academics, athletics, arts, and activities affirming attributes of caring, valuing high academic standards, and nurturing.

The main question for me—Would I want my child(ren) go to Waitsburg schools? The answer is a YES! I will live in Waitsburg, be a part of the community, and my son will attend schools in Waitsburg.

If hired, will I stay? YES! This is my word. I will make a long-term commitment to stay and carry on the great work going on in the district. I didn’t carte blanche apply for a bunch of jobs. I chose Waitsburg specifically after reviewing the job posting, information about the school/community, visiting, and asking folks. For me, it is the right fit. I would be honored to serve as the next superintendent of schools.

What Can Jon Mishra Bring To The Waitsburg Community?

* Maintain and build collaborative relationships with staff, board, parents, and community through active engagement e.g. open door with unions, community partners, service clubs, and communication with parents.
* Continue to collaborate in order to find creative ways to serve students with a focus on high yield instruction, relevant/rigorous activities, life-long learning, and student ownership.
* Integrity, Humility, and Passion, Flexibility, Openness, Respect, Diversity Appreciation, Values Team, Innovation, Knowledge, Professional, Sense of Humor, Synergy.
* Espousing a culture of excellence and high expectations through my actions e.g. cultural competence and awareness training, 100% and Nothing Less philosophy.
* Well versed on both sides of the house (teaching and learning and operations).
* Child-Centered, Big Picture approach and engagement of all parties.
* When I don’t know, I will seek answers and always ensure folks know the WHY.
How many of you are replacing a long-tenured superintendent?

What is your understanding plan?

Similarities and differences between the two of you?

How to fill the gap?
Politics

I met with each Board member and key members of the community in July/August.

Two of the 7 questions I asked:

1. What should I know as the incoming superintendent e.g. power players on staff, landmines, bait not to take, events I should attend, what are the unwritten rules
2. What advice do you have for me as the new superintendent?

These questions helped my get the lay of the land. Advice - go back and refer to the questionnaire more often, especially when you get in a bind. Helps frame the issue better. Emotions and feelings are huge in a school district.

Examples-Selling the District Home and Properties-Makes fiscal sense. The old guard do not want to sell the property.

Our community was surveyed and 55% of the people (102 Respondents) want to sell the district home.

I was called out at a Lions Club meeting for being an agitator. The Board stalled the action.

Pick the Hills to die on.

Overall Advice:

- *Hear and Listen*
- Consider all viewpoints
- Don’t knee-jerk (emotional decision making)
- Don’t Pre-Judge
- Ask for Advice and Input
- Don’t take it personally. I have a Board member who wants what she believes in now. She has been very critical. Her last statement to me, “You have not helped get any of my stuff through. Students still can’t use cell phones at the high school and the class schedule does not work for juniors and seniors (her son is a junior).” She told me she is getting off the Board at the latest, at the end of the year, if she can make it that long because nothing she wants gets done. This is not a surprise as she told me the reason she chose to be a Board member was “Teachers not doing what they were supposed to do. A way to improve. It’s been a tough several years.”
- Be Flexible
- *Hear and Listen*
- Stick to your values and principles. You have to be able to look at yourself in the mirror.
- *Hear and Listen*
- Focus on the Big Picture, but make sure to swoop down to ground level
- Believe in yourself
- Get some confidants
- Remember why you chose education as your calling
- Laugh and Smile
IF YOU ARE NOT VISIBLE AS
THE SUPERINTENDENT
YOU ARE NOT VALUABLE