Principal Interview Process

Call Committee
Timeline

- Call Committee Formed
- Process Definition
- Candidate Search
- Grace Interview
- Skype Interview
- Round 2 Process
- Wrap-up

Dates:
- Sep
- Oct
- Nov
- Dec
- Jan
- Feb
- Mar
Call Committee Formation

- Diverse membership of Call Committee
  - Church Council
  - Elder
  - School Vision Committee
  - Teachers
  - Parents/Congregation

- Membership:
  - Ron Klingensmith (Chair)
  - Mark Schmidt
  - Pat McTigue
  - Molly Polderman
  - Jennifer Woodmanse
  - Shea Fluegge
  - Kelly Jacob
  - Kim Arnold
  - Andy Kuwazaki
  - Betty Young
  - Phil Schultz
Grace Lutheran Church and Schools
Principal Call Team Charter
+ In the Name of Jesus +

The elders have formulated this basic charter document that will be further developed and adopted by the Call Team.

VISION:

1. The team will develop a list of qualified candidates for our Minister of Education/Principal’s position for distribution to the Elders.

TEAM PURPOSE:

1. The team will review applications, and conduct interviews, to determine recommendations of qualified candidates to the Elders.
2. The team will complete this process no later than December 15th or a date agreed upon by the call team and Elders.

TEAM VALUES AND NORMS:

1. The team will meet on Tuesday evenings from 6:30 to 8:00 p.m. as needed.
2. The team will meet additional times based upon need and agreement of team members.
3. The team will communicate via email during the week.

TEAM INITIATIVES:

1. The elders will appoint at most nine people to form a calling team for our new Minister of Education (Principal). The senior Pastor, Principal, School/Admissions Counselor and Church administrator will be advisory members of this team. They are there to answer questions that may arise during the process and offer thoughts as appropriate.
2. One or two members will be asked to act as chair for the committee. The chair will be responsible for conducting meetings and communicating with the candidates as needed.
3. One member will be asked to act as secretary. The secretary will take minutes of the meetings and remind members when meetings are scheduled. They will also be responsible for communicating progress of the committee to lay leadership, Elders, Council and the congregation via Principal’s Pen and Graceline.
4. Each team member will prayerfully consider the gifts/qualifications of the candidates and to communicate their viewpoints as needed during the process.
5. The team will develop interview questions and a strategy for interviewing the candidates. The elders will submit some basic questions for the team’s consideration.
Rigorous Process Defined

- Started from Elder created Job Description
- Reviewed Strategic Plan
- Discussed and clarified Skill Requirements
- Established a three step process:
  - Paper Screen
  - Skype Interview
  - On-Site Grace Interview
MINISTRY DESCRIPTION FOR POSITION OF
SCHOOL PRINCIPAL/MINISTER OF EDUCATION
Grace Lutheran Church and Schools
+ In the Name of Jesus +

PURPOSE
- To provide an atmosphere where the Holy Spirit can work to bring the children in our care to faith in Jesus Christ as their personal Lord and Savior
- To provide a Christian education through the leadership and discipleship of the teaching staff, support staff and volunteers of Grace Lutheran Church and Schools
- To provide spiritual leadership that draws families, faculty, and students into the ministry of Grace Lutheran Church and Schools (i.e. build relationships for eternity)
- To nurture individual and personal relationships with staff, parents, students, and congregational members

QUALIFICATIONS
- Personal faith in Jesus Christ as Savior and Lord
- A personal life that reflects living from a Christian not a worldly perspective
- Rostered by the Lutheran Church Missouri Synod
- Demonstrated ability to provide opportunities for spiritual growth, Bible study, and meaningful worship experiences for students and staff
- History of successful teaching, supervision, planning and other educational experiences in a variety of Christian settings (minimum 3 years teaching/5 years administration, preferred)
- Proven ability to effect growth in educational ministry
- Demonstrated leadership skills (planning, organizing, directing, communicating, etc.)
- Master’s degree in school administration preferred
- Proven ability to make independent decisions to support the objectives of the school ministry
- Strong interpersonal relationship skills required

ACCOUNTABILITY
- Accountable to Senior Pastor, Elders, and Administrative Council

PRIMARY DUTIES AND RESPONSIBILITIES
1. Team Ministry
   - Regularly meet with Senior Ministry Staff and attend Elders meetings to ensure that the school’s voice and vision are consistent with that of the church and to coordinate activities and programs
   - Be a resource person for Children’s Church ministry
   - In concert with the ministry staff provide opportunities for the students and staff to grow spiritually have meaningful worship experiences, and provide opportunities for regular Bible study together

Grace Lutheran Church and Schools
Five Key Skills (Gifts) of our new Principal
+ In the Name of Jesus +

1. Our Principal should provide educational and spiritual leadership to our school ministries.
2. Our Principal should provide relevancy in our educational experience to our young families.
3. Our Principal should provide relevant and cutting edge technology to our families and our educational experience.
4. Our Principal should provide energy and enthusiasm to our students, parents and teachers through our educational ministry.
5. Our Principal should be able to build team ministries throughout our school and church.

Key Skills:
- Leadership -- Able to influence the actions and opinions of others in a desired direction
- Creativity -- Able to develop unique and novel solutions to problems
- Energizing -- Able to create positive energy in both individuals and groups
- Team Building -- Able to work with people to build high morale group commitments to goals
- Organizing and Planning -- Able to organize people and tasks as well as develop realistic plans

In additions to the above skills some key qualities we need to find are:
- Godly Christian who is active in their faith
- Passion for teaching and children
- Embraces modern technology as a medium to further God's missions
District List Filtered

- Received 15 LEIFs from District of viable candidates
- Two candidates withdrew on their own due to extenuating circumstances
- Key criterion used to filter:
  - Teaching Experience
  - Principal Experience
  - Credentials
  - Technology
  - Relevant prior Calls
- Based on the criterion the list was reduced to five top candidates
Phone Screen Created

- Defined key areas to address via Skype
  - Background Clarification
  - Walk with Christ
  - Organizational and Leadership
  - Student/Family Interaction
  - Team Ministry
- Decision made to have three members of team question with the rest observing
  - Ron K. – Opening and Wrap-up
  - Kelly J. – Background and WWC
  - Phil S. – Org/Lead/Student/Team
- All sessions opened in prayer by Ron and closed in prayer by the candidate
- A standardized scoring sheet was created to aid in reviewing the results
Principal Interview Format and Questions-Round 1

Version 1.0

1. Introduce the Grace participants. Mention we will try to finish within one hour.
2. Open in prayer.
3. Ask about their understanding of Grace and what interests them about this position. We then explain a little more about our School (size, grades, number of staff, ministries, etc…). Mention that our church and schools are tightly coupled in operation.
4. Begin Interview of the applicant
   a. Questions to understand the applicants Educational/Employment background and work Experience
      i. In a few minutes can you provide us with your background including education and employment history highlighting your reasons for taking on new jobs challenges in your career?
   b. Questions to assess their walk with Christ.
      i. Describe your personal walk with Christ and how you help your staff develop their walk with Christ?
      ii. Many of our students experience Christ primarily in our school. What are some things you have done to integrate Christian principles in the daily life at your school?
   c. Questions to assess their organizational, leadership abilities and staff interactions.
      i. How is your staff organized, how do you divide up the school workload and what is your preferred method of interacting with your teachers on a regular basis?
      ii. Can you give us an example when you aligned your staff when there was differing opinions on how to proceed?
      iii. Describe a time when you were effective at setting a new direction for your school. How did you gain support? Who was involved in the goal setting process?
      iv. As a teacher or administrator what have you recently done to adapt to changes in learning techniques including bringing technology onto campus?
   d. Questions to assess their ability to positively interact with students and school families.
      i. What are the ways you have used to get to know students and their families?
      ii. Describe a time where you effectively resolved a particularly contentious issue brought to you from the parents.
   e. Questions to assess their capabilities/motivations in working within a team ministry and in outreach to the community.
      i. Where have you effectively worked with other ministries in your church to achieve common goals?
      ii. How have you reached out to the community to attract students and families to your school?
   f. Wrap up (Give them the opportunity to ask questions or clarify something)
      i. Do you have any questions for us?
      ii. Is there anything else you may want to tell us before we close the interview?
   g. Let them know the next steps in our selection process and when we may contact them again.
   h. Close in Prayer
      i. Would you mind closing us in prayer?

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Principal Interview Evaluation Form

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>Date</th>
<th>Interviewer</th>
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**Education/Work History**

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<tr>
<th>Education/Work History</th>
<th>Superior</th>
<th>Above Average</th>
<th>Meets Expectation</th>
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Comments:

**Walk with Christ**

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Comments:

**Organization & Leadership Skills**

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Comments:

**Staff Member Interaction**

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<th>Staff Member Interaction</th>
<th>Superior</th>
<th>Above Average</th>
<th>Meets Expectation</th>
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Comments:

**Interaction with Students and School Families**

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<th>Above Average</th>
<th>Meets Expectation</th>
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<th>Below Expectation</th>
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Comments:

**Team Ministry**

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<th>Meets Expectation</th>
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Comments:

**Outreach to Community**

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<th>Above Average</th>
<th>Meets Expectation</th>
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Comments:

**Other Comments (energizing, creativity, etc…)**

| Other Comments (energizing, creativity, etc…) | |

**Recommended Next Action**

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<tr>
<th>Recommended Next Action</th>
<th>2nd Interview</th>
<th>Consider</th>
<th>Not Consider</th>
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Reason for Not Considering:
Successful Phone Screen

- Skype Interviews conducted on Dec. 18-20
- All interviews held in the Multi-Purpose Room
- At least one Elder was present for each candidate
- Consensus reached that three Candidates passed:
  - Bell, Maxwell, Robson
- All Candidates contacted by Phil S. during week of Dec. 23
- One candidate withdrew due to a long-standing family situation
  - Maxwell
Grace Process Defined

- Needed broad participation in On-Site Interviews
  - Elders
  - Teachers
  - Church Council
- Four key areas identified for deep dive in person:
  - Administration
  - Academic Approach
  - Leadership Skills
  - Walk with Christ
- Small Teams identified for each topic area
- Questions sets created by each team and shared to insure alignment and coverage
- Agenda defined
- Standard Recap Form created
<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Topic Area</th>
<th>Team</th>
<th>Topic Details</th>
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<tbody>
<tr>
<td>7:50 - 9:15</td>
<td>School Office</td>
<td>Introduction and Tour</td>
<td>Sandy, Ronae, Ron, Pastor</td>
<td>Orientation, Morning Assembly, Tour, ...</td>
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<tr>
<td>9:15-10:15</td>
<td>Multi-Purpose</td>
<td>Administration</td>
<td>Pat, Rob, Ron, Jennifer</td>
<td>Budgeting, Growth Initiatives, Promotion Technology</td>
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<td>10:15-10:30</td>
<td>Break</td>
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<td>10:30-11:45</td>
<td>Multi-Purpose</td>
<td>Academic Approach</td>
<td>Kim, Kelly, Betty</td>
<td>Curriculum, Special Needs, Teaching Technology</td>
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<td>11:45-1:15</td>
<td>Multi-Purpose</td>
<td>Lunch</td>
<td>Teachers and Staff</td>
<td>Meet and Greet with Teaching and Admin Teams</td>
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<td>1:15-2:15</td>
<td>Multi-Purpose</td>
<td>Leadership Skills</td>
<td>Phil, Kara, Andy</td>
<td>Staff Development, Team Building, Resolving Contention</td>
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<td>2:15-2:30</td>
<td>Break</td>
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<td>2:30-3:45</td>
<td>Multi-Purpose</td>
<td>Walk With Christ</td>
<td>Pastor, Scott, Elders, Shea</td>
<td>Spiritual Approach, Ministry</td>
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<td>3:45-4:30</td>
<td>Church Office</td>
<td>Wrap-Up</td>
<td>Sandy, Ronae, Ron, Pastor</td>
<td>Answer questions, seek feedback</td>
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<td>4:30-6:00</td>
<td>Free Time</td>
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<td></td>
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<td>6:00-8:00</td>
<td>Brigantine</td>
<td>Hosted Dinner</td>
<td>Church Council, Elders, Molly, Mark</td>
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Candidate: ____________________________

Area of Evaluation: ________________________________

Interviewers: ________________________________

Notes and Observations:

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<th>Skill Evaluated</th>
<th>Score</th>
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<tr>
<td>Personality Fit</td>
<td>Score</td>
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<td>Communication Approach</td>
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<tr>
<td>Inclusiveness</td>
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<tr>
<td>Overall Style</td>
<td>5</td>
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Recommendation: Call  Decline
Round 1 Recommendation

Call Team Recommends:

- While both candidates evidenced some strong but different gifts, we were not convinced that either was the right fit for Grace at this time. We are moved by the Holy Spirit to continue our search process.