

**WAUNAKEE COMMUNITY SCHOOL DISTRICT
BOARD OF EDUCATION SUPERINTENDENT SEARCH - LEADERSHIP PROFILE**

Monday, October 2, 2023

5:30 PM

Waunakee Community School District
905 Bethel Circle
Waunakee, WI 53597

AGENDA

I. CALL TO ORDER

II. ROLL CALL

III. APPROVE AGENDA

IV. LEADERSHIP PROFILE - BWP

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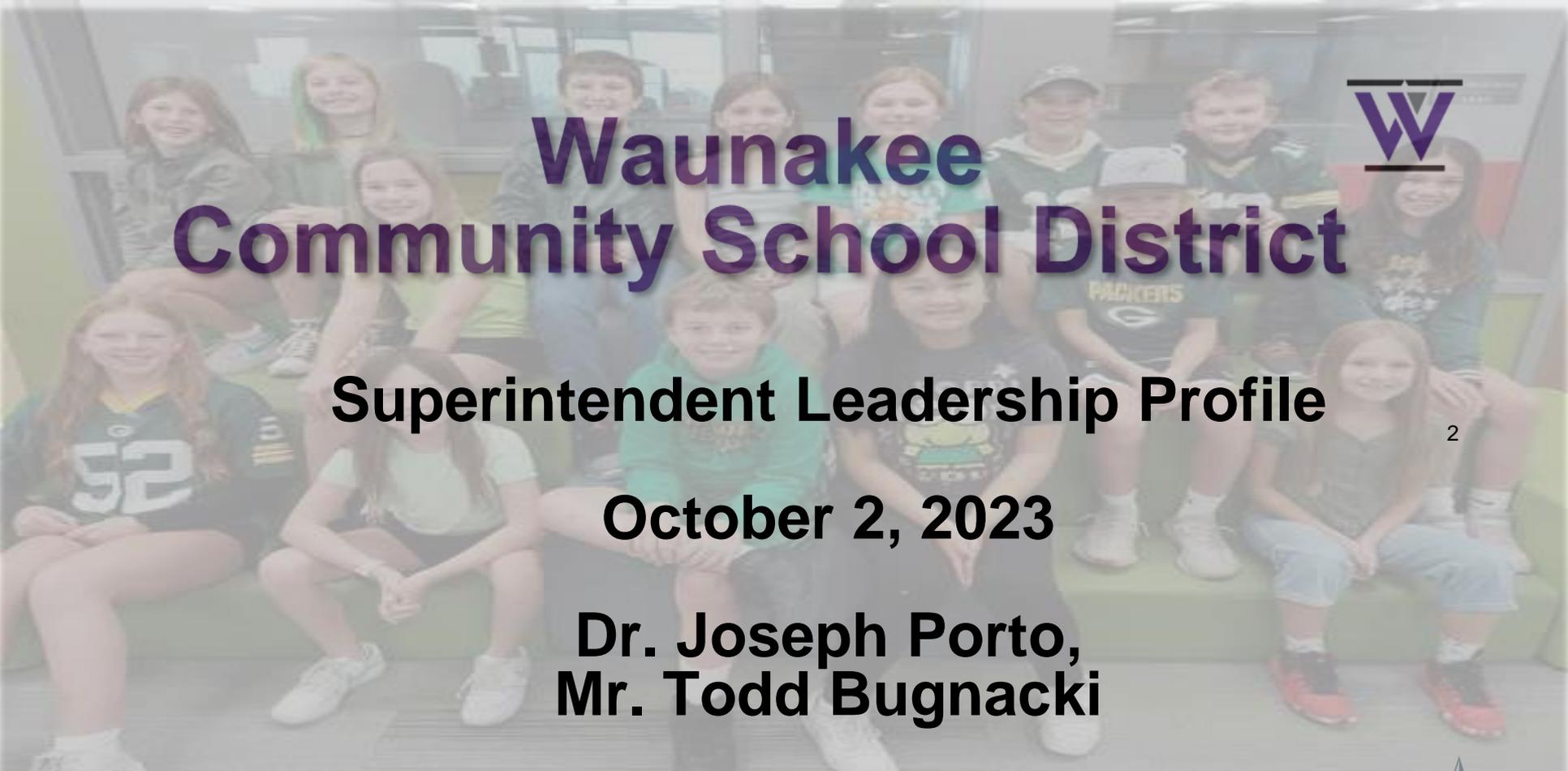
The BWP search team will share the leadership profile created from the Board interviews, stakeholder engagement meetings, and the superintendent search survey.

BWP will present a PowerPoint entitled Waunakee Leadership Profile Report. The report will include a presentation of the survey results, a summary of the focus groups/board interview findings and a profile of the characteristics for the next superintendent.

V. FUTURE MEETINGS

VI. ADJOURN

“Any person who has a qualifying disability as defined by the Americans with Disabilities Act who requires assistance with access or materials should contact the Waunakee Community School District Office at 849-2000, 905 Bethel Circle Drive Waunakee, WI 53597, at least twenty-four hours prior to the commencement of the meeting so that necessary arrangements can be made to accommodate the request.”



Waunakee Community School District

Superintendent Leadership Profile

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October 2, 2023

Dr. Joseph Porto,
Mr. Todd Bugnacki

BWP & Associates



Superintendent Leadership Profile



- Describes desired characteristics/experiences
- Based on stakeholder data from interviews, stakeholder groups, and an online survey
- Used to screen applicants to determine “match” for school district
- Provides guidance to the School Board and consultants in selecting new superintendent

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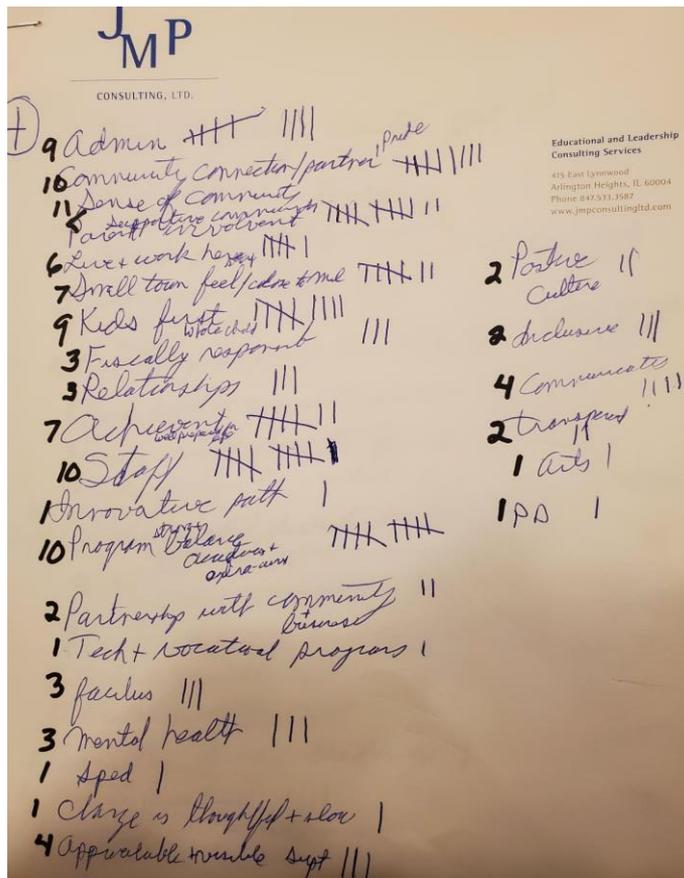
Data Sources



- **Stakeholder Focus Groups:** 98 total participants
 - District Office Administrative Team (8)
 - Principals/Building Administrators (15)
 - Teachers/Certified Staff (22)
 - Support Staff (18)
 - Parents/Community Members (17)
 - HS Students (18)
- **Survey:** Respondents (1123)
- **1:1 Interviews:** School Board Members (7)



Data Analysis



District Strengths (focus groups + board members)



- High student achievement; preparedness for college and life
- Reputation for excellence and high expectations
- Effective, balanced educational experience with academics, social-emotional learning, fine arts, sports and extracurricular options
- Strong community support and engagement with the district (referenda passed and parental involvement)
- Outstanding, dedicated staff and administrators
- Child-centered focus; whole child (cognitive/social-emotional), students with special needs, initiatives for extra student support, inclusive practices
- Strong financial management with updated facilities
- Positive relationships among administration, school board, staff, parents and the community

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District Opportunities (focus groups, board members)



- Growth and changing demographics in the district; need to build consensus on the best path and pace to address Diversity, Equity and Inclusion
- Political divide in the country is evident in the district; concern about listening to the loud and “squeaky wheel” voices that may not represent the majority in the community
- Growth in the community needs to be carefully planned for (more resources, facilities, land, etc.)
- Consistent recruitment and retention of high-quality staff
- Get back to pre-pandemic status in achievement, social-emotional stability and long-term vision; build proactively from there

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Qualities, Skills, Experiences of Next Superintendent

(focus groups + board members)



- Visible, approachable, accessible and engaged with the entire school community
- A collaborative decision maker who engages stakeholders in key decisions
- Authentic person who displays honesty and integrity, and develops trust with others
- Strong, decisive leader able to make difficult decisions, explain them clearly and then stand by them (able to say “no”)
- Student-centered; decisions connected to “the best interests of the students”
- Good listening skills; open to new ideas, other points of view and all voices
- Visionary, courageous leader focused on continuous growth for the district
- Warm, personable and able to build positive relationships
- Intelligent, thoughtful and reflective

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Survey Demographics



1123 Respondents

- 78% Waunakee CSD residents
- 62% Parents of students
- 24% Parents of former students
- 24% Employees
- 6% Students
- 16% Volunteer in schools



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*Some respondents fit into more than one survey category.
For example, an employee might also be a resident and/or a parent.*

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District Strengths (survey results)



1. Excellent teachers and staff
2. Academic achievement
3. District reputation
4. Supportive community
5. Schools/Facilities
6. Number of educational opportunities/programs



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District Opportunities (survey results)



1. Recruitment/retention of high-quality staff
2. Quality of instruction
3. Strategic plan for enrollment growth
4. Meeting the needs of an increasingly diverse student population
5. Financial well-being of the district
6. Maintaining positive community relations



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Next Superintendent – Qualities (survey results)

Leadership Skills

1. Communication skills
2. People/Team management
3. Relationship building
4. Instructional leadership
5. Fiscal management
6. Cultural competence

Personal Traits

1. Integrity
2. Child-centered
3. Commitment to community
4. Problem solver
5. Champion of DEI
6. Strategic thinker



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Leadership Profile



- A leader fully **INVESTED** in the Waunakee CSD community, who is **APPROACHABLE, VISIBLE and ENGAGED**.
- A skilled **DECISION-MAKER** who is open, fair and politically savvy; able to make difficult decisions, explain them clearly and stand by them.
- **AUTHENTIC** person who displays **HONESTY, INTEGRITY** and develops **TRUST** with others.
- A skilled **LISTENER, COMMUNICATOR, and COLLABORATOR**, who will engage all stakeholders within the school community.
- **CHILD-CENTERED** leader who makes decisions centered on “the best interests of the students”.
- **RELATIONSHIP** builder, with exceptional **INTERPERSONAL skills**.
- **COURAGEOUS, VISIONARY** leader focused on continuous growth for the district.
- **INTELLIGENT, THOUGHTFUL AND REFLECTIVE** leader able to think strategically.
- **CULTURALLY COMPETENT** leader able to work collaboratively toward consensus on addressing diversity, equity and inclusion.

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Next Steps in the Process



- Oct. 13: Last day to submit applications
- Oct. 9-13: BWP conducts initial interviews with the 10-12 candidates that most closely match the Leadership Profile
- Oct. 16: BWP conducts interview preparation workshop with Board and presents candidate slate of 5-7
- Nov. 1-2: Board conducts first round of interviews
- Nov. 6-11: Board dinner meetings/interviews with finalists
- Nov. 13-17: Board determines who will be new superintendent and works on contract offer
- Late Nov./
Early Dec.: Board approves the new superintendent's contract

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BWP would like to thank the Waunakee Community School District School Board, administration, and stakeholders for their strong support and active participation in this process.

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Thank You!

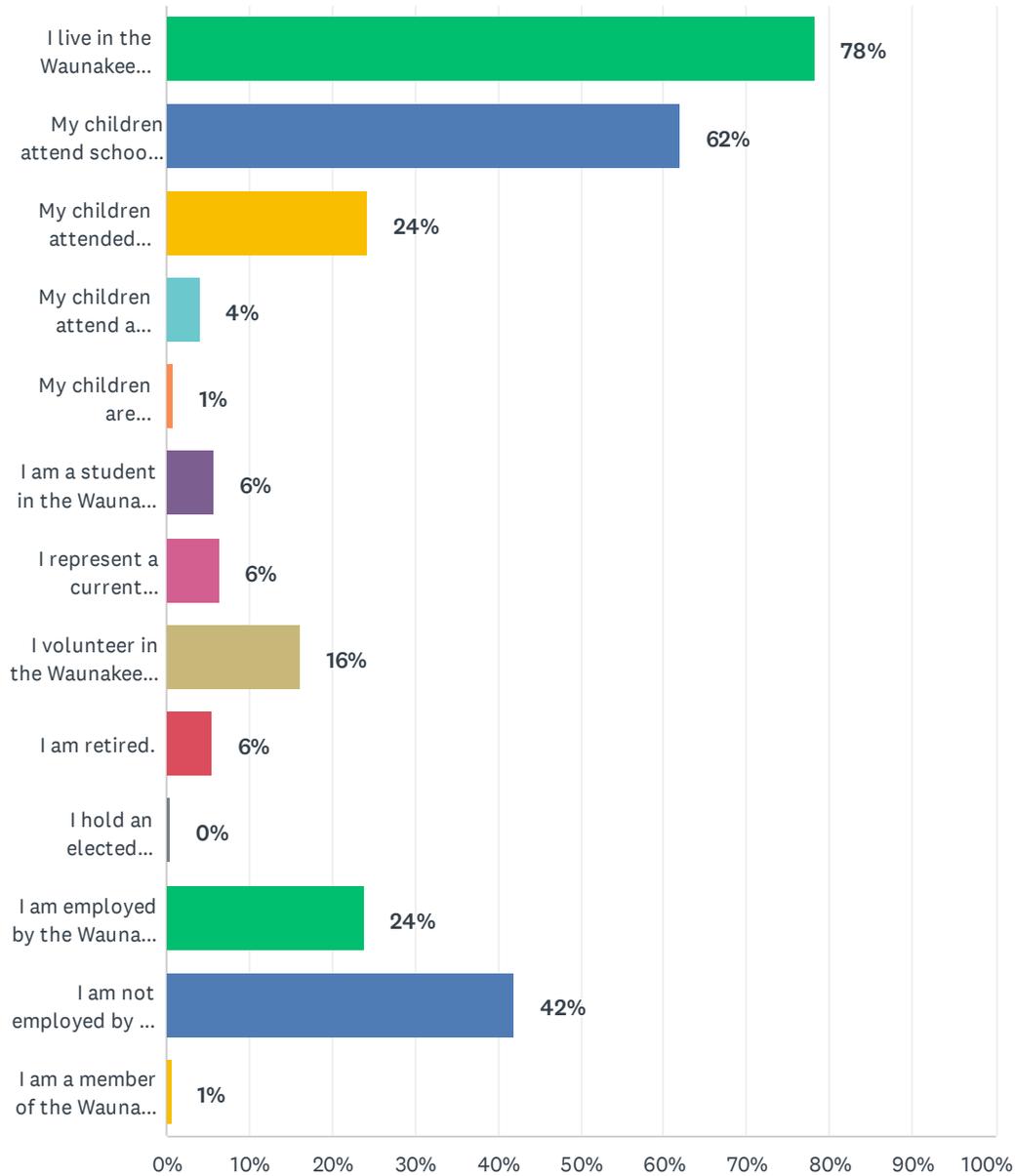


BWP & Associates

Providing Direction for Outstanding Leadership

Q1 Please indicate all which apply to you:

Answered: 1,118 Skipped: 10

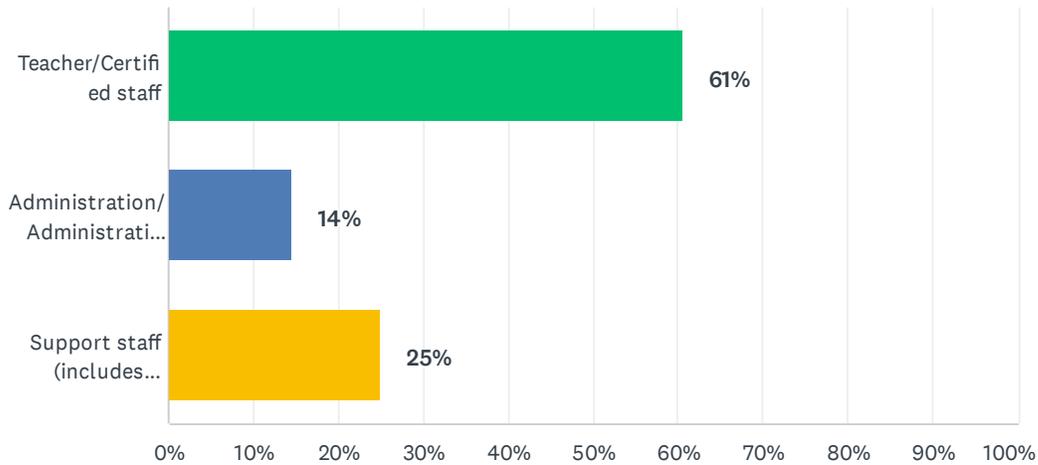


**Waunakee Community School District
Superintendent Search Survey**

ANSWER CHOICES	RESPONSES	
I live in the Waunakee Community School District attendance area.	78%	875
My children attend schools in the Waunakee Community School District.	62%	693
My children attended schools in the Waunakee Community School District.	24%	271
My children attend a private/parochial school.	4%	46
My children are open-enrolled to another school district.	1%	9
I am a student in the Waunakee Community School District.	6%	64
I represent a current non-child household.	6%	72
I volunteer in the Waunakee Community School District.	16%	181
I am retired.	6%	63
I hold an elected political office.	0%	5
I am employed by the Waunakee Community School District.	24%	268
I am not employed by the Waunakee Community School District.	42%	469
I am a member of the Waunakee Community School District Board of Education.	1%	7
Total Respondents: 1,118		

Q2 If you are employed by Waubesa Community School District, please specify your position. If you are not employed by the District, please advance to the next question.

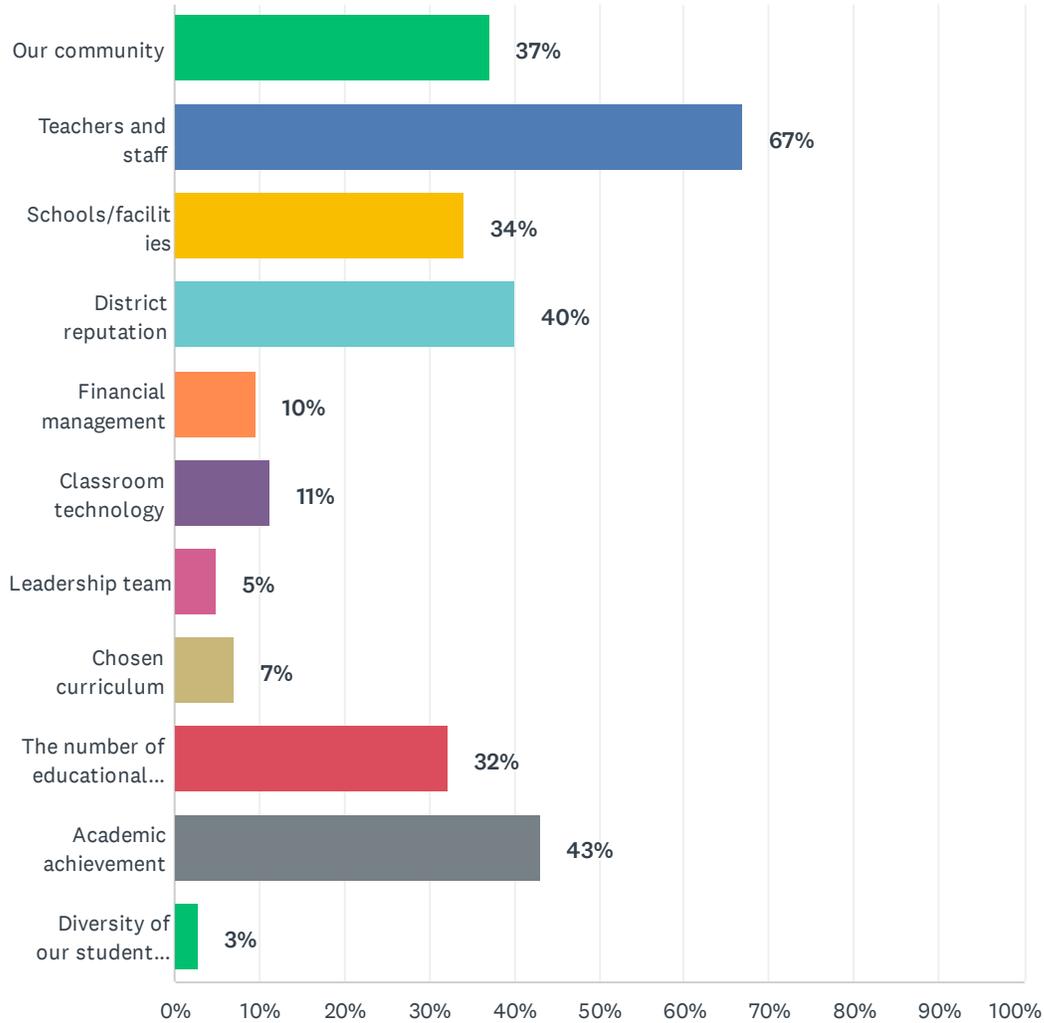
Answered: 269 Skipped: 859



ANSWER CHOICES	RESPONSES	
Teacher/Certified staff	61%	163
Administration/Administrative Support	14%	39
Support staff (includes Administrative Assistants, Paraeducators, Assistants, Custodial/Maintenance, Crossing Guards)	25%	67
Total Respondents: 269		

Q3 Select from the list below the three most significant strengths of the district. Select only three.

Answered: 1,064 Skipped: 64

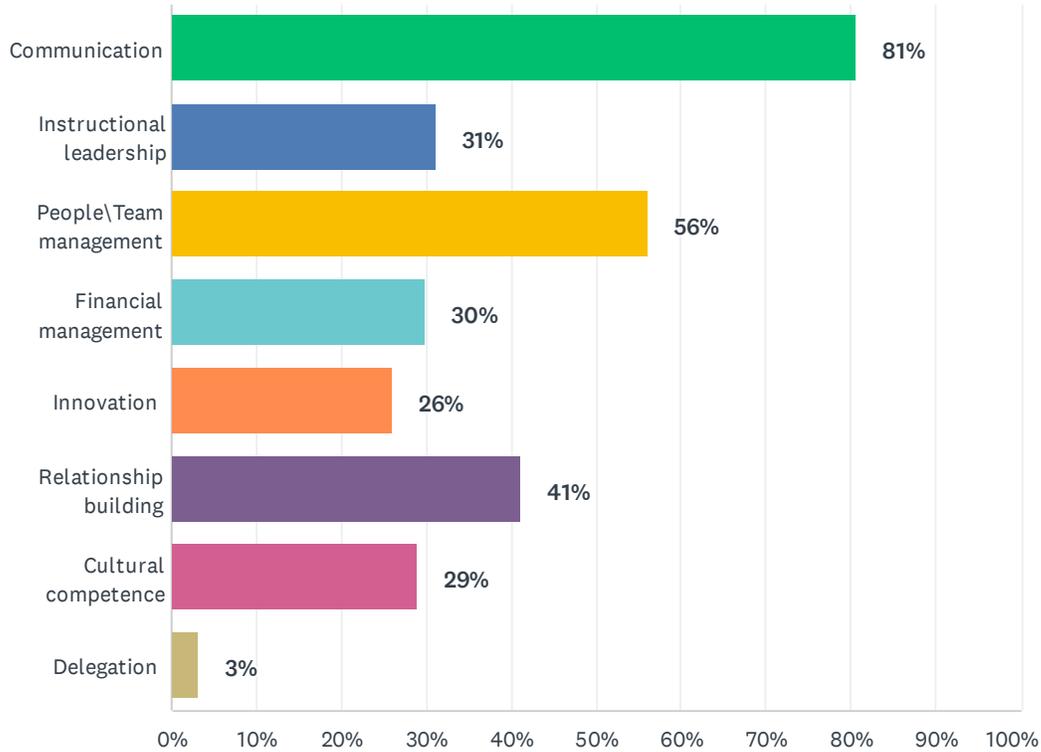


**Waunakee Community School District
Superintendent Search Survey**

ANSWER CHOICES	RESPONSES	
Our community	37%	394
Teachers and staff	67%	712
Schools/facilities	34%	362
District reputation	40%	427
Financial management	10%	103
Classroom technology	11%	121
Leadership team	5%	52
Chosen curriculum	7%	74
The number of educational options and programs	32%	343
Academic achievement	43%	458
Diversity of our student population	3%	30
Total Respondents: 1,064		

Q4 Select from the list below the three most important leadership skills you would like to see in a superintendent. Select only three.

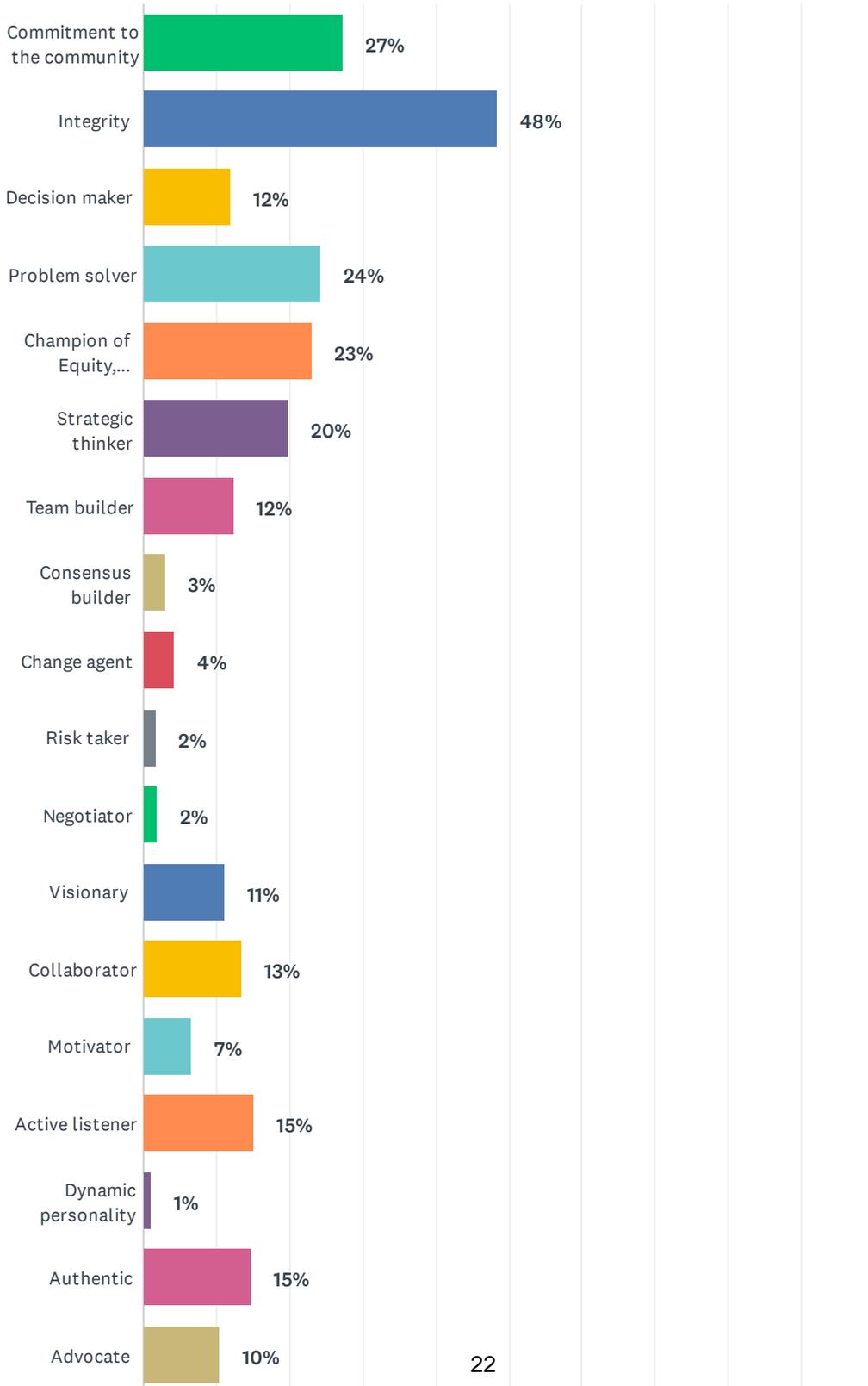
Answered: 1,051 Skipped: 77



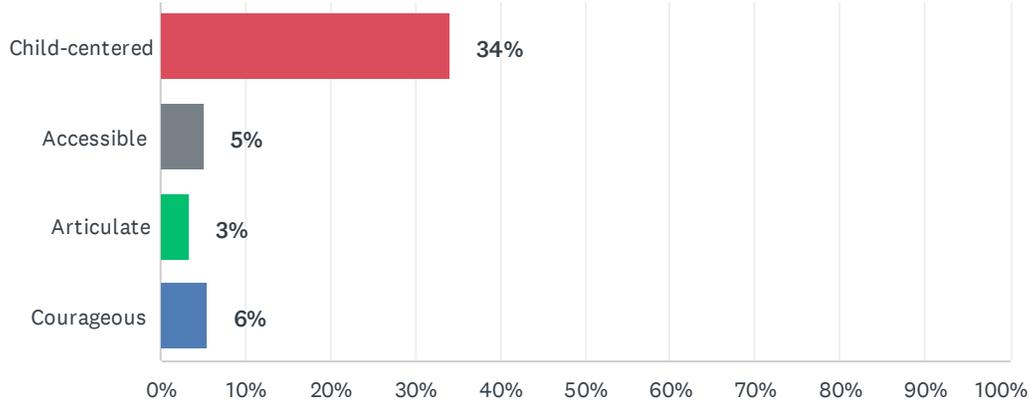
ANSWER CHOICES	RESPONSES	
Communication	81%	848
Instructional leadership	31%	327
People\Team management	56%	590
Financial management	30%	314
Innovation	26%	274
Relationship building	41%	432
Cultural competence	29%	304
Delegation	3%	34
Total Respondents: 1,051		

Q5 Select from the list below the three most important characteristics you would like a superintendent to exhibit. Select only three.

Answered: 1,031 Skipped: 97



**Waunakee Community School District
Superintendent Search Survey**



ANSWER CHOICES	RESPONSES	
Commitment to the community	27%	281
Integrity	48%	498
Decision maker	12%	123
Problem solver	24%	251
Champion of Equity, Diversity, and Inclusion	23%	238
Strategic thinker	20%	205
Team builder	12%	128
Consensus builder	3%	31
Change agent	4%	43
Risk taker	2%	18
Negotiator	2%	20
Visionary	11%	115
Collaborator	13%	139
Motivator	7%	69
Active listener	15%	155
Dynamic personality	1%	11
Authentic	15%	151
Advocate	10%	107
Child-centered	34%	352
Accessible	5%	53
Articulate	3%	35
Courageous	6%	57
Total Respondents: 1,031		

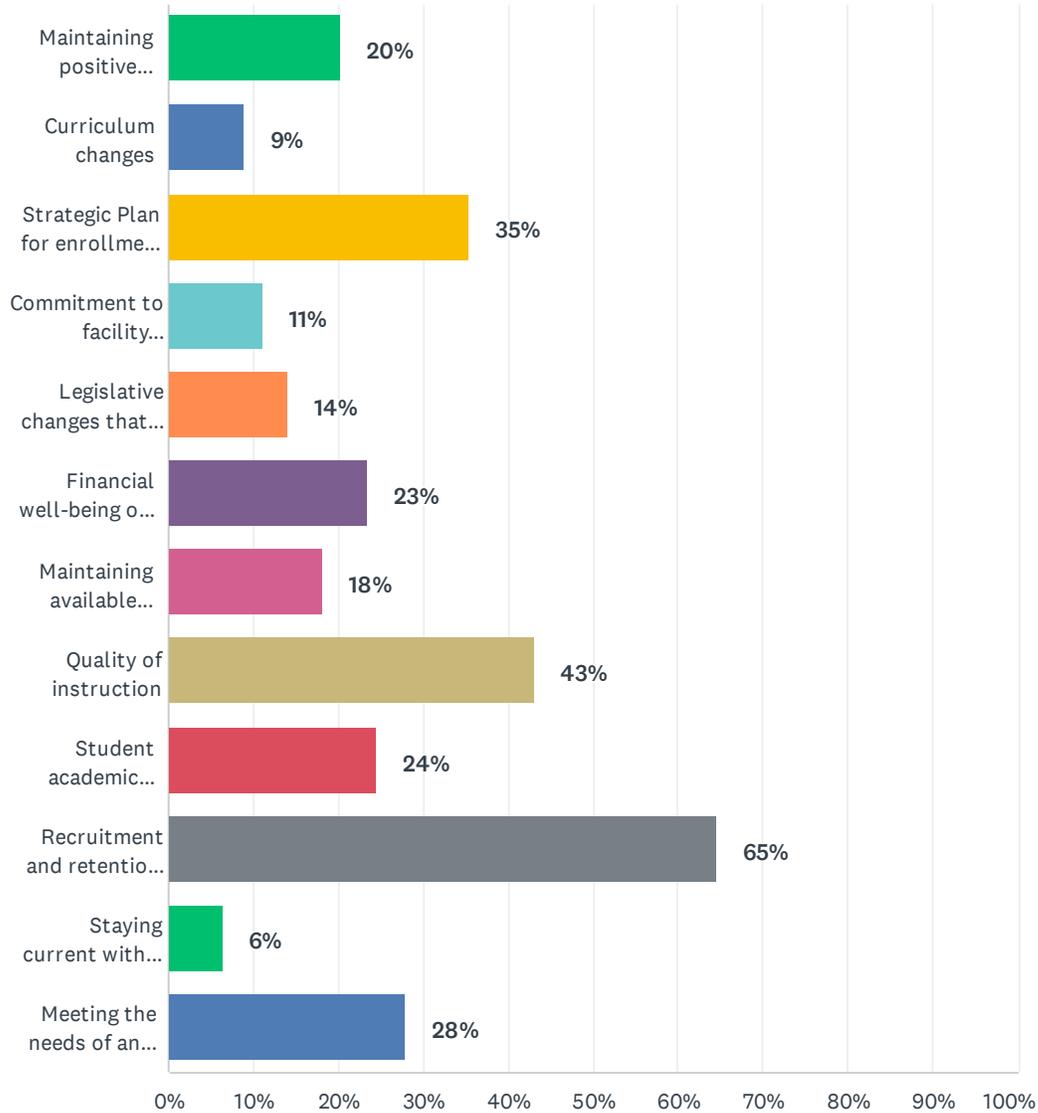
Q6 For each of the items below, indicate the importance of superintendent qualifications by selecting either extremely important, important, or not important.

Answered: 993 Skipped: 135

	EXTREMELY IMPORTANT	IMPORTANT	NOT IMPORTANT	TOTAL
A Doctorate degree in related field	12% 118	47% 469	41% 404	991
Experience as a superintendent with a proven record of success	43% 429	48% 476	8% 83	988
Experience as a superintendent in a district of similar size	21% 206	56% 548	24% 233	987
Experience collaborating with employee union groups	29% 283	50% 498	21% 206	987
Experience working in diverse communities	25% 251	44% 439	30% 298	988
Experience as an assistant superintendent	7% 70	57% 563	36% 349	982
Experience as a district level administrator	26% 254	60% 591	14% 141	986
Experience as a principal	25% 247	57% 559	18% 176	982
Experience as a classroom teacher	48% 471	40% 397	12% 121	989
Experience in finance	21% 209	65% 640	14% 136	985
Experience in personnel	33% 328	58% 570	9% 86	984
Experience in instruction	40% 395	53% 520	7% 69	984
Experience in facility construction and management	13% 131	55% 546	31% 308	985
Experience with technology	18% 180	65% 642	16% 162	984
Experience in an inclusive multicultural environment	28% 276	43% 421	29% 288	985
Experience in strategic planning	48% 473	49% 483	3% 30	986
Experience in a district serving a substantial percentage of low-income families	10% 94	43% 428	47% 464	986
Experience in Wisconsin	14% 140	36% 355	50% 491	986

Q7 What do you consider to be the three most important issues or concerns facing the district in the next five years? Select only three.

Answered: 985 Skipped: 143

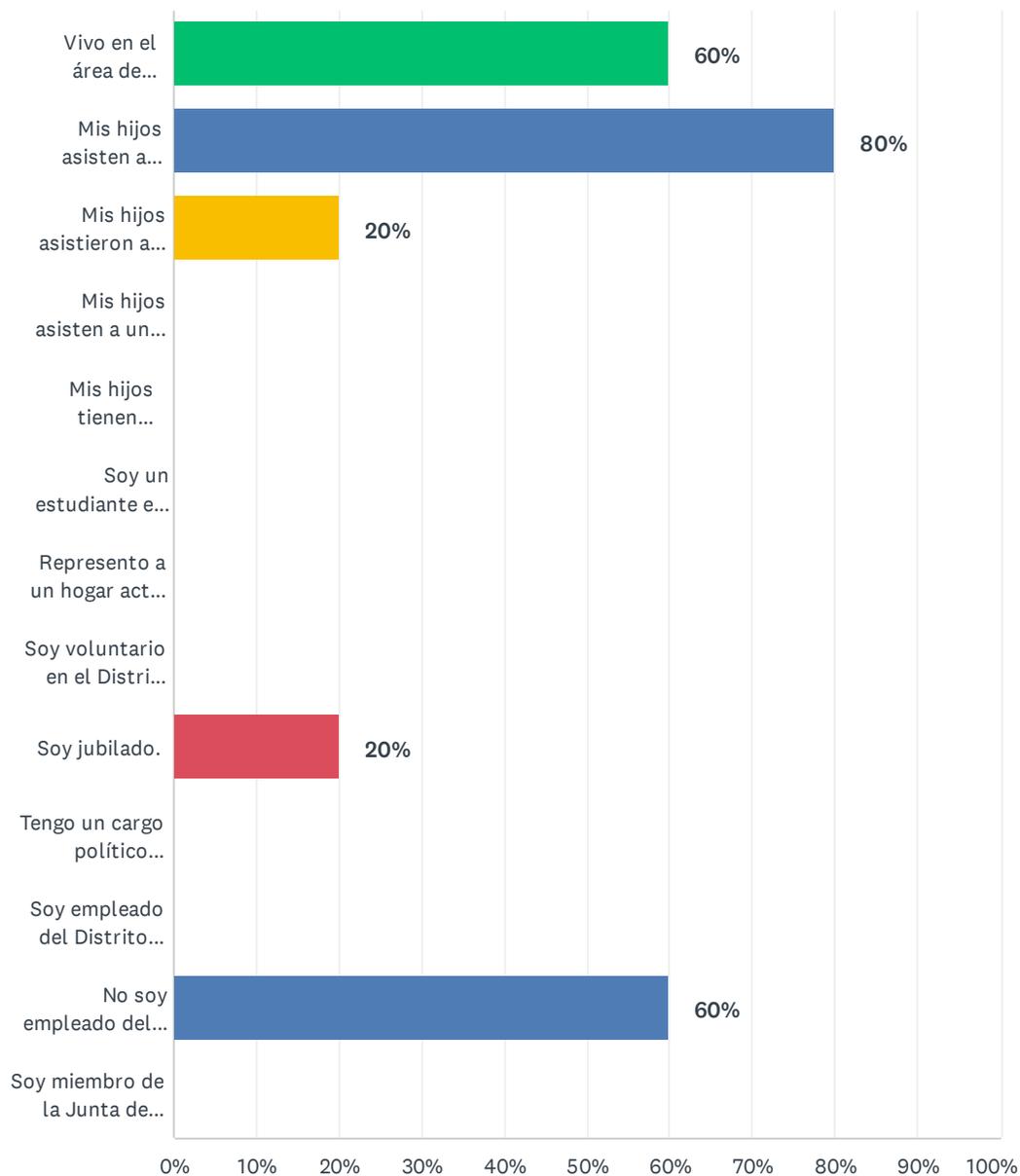


**Waunakee Community School District
Superintendent Search Survey**

ANSWER CHOICES	RESPONSES	
Maintaining positive community relations	20%	199
Curriculum changes	9%	89
Strategic Plan for enrollment growth	35%	348
Commitment to facility planning	11%	109
Legislative changes that impact public schools	14%	139
Financial well-being of the district	23%	231
Maintaining available educational options and programs	18%	178
Quality of instruction	43%	425
Student academic achievement	24%	241
Recruitment and retention of qualified staff	65%	637
Staying current with technology changes	6%	64
Meeting the needs of an increasingly diverse student population	28%	275
Total Respondents: 985		

Q1 Por favor, seleccione todas las respuestas que se aplican a usted.

Answered: 5 Skipped: 0

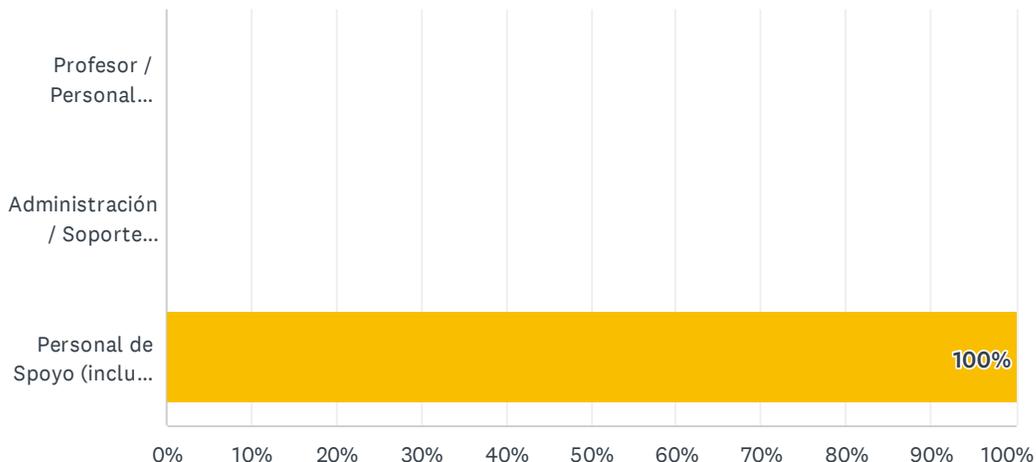


Encuesta de Búsqueda del Superintendente
del Distrito Escolar de la Comunidad de Waunakee

ANSWER CHOICES	RESPONSES	
Vivo en el área de asistencia del Distrito Escolar de la Comunidad de Waunakee.	60%	3
Mis hijos asisten a escuelas en el Distrito Escolar de la Comunidad de Waunakee.	80%	4
Mis hijos asistieron a escuelas en el Distrito Escolar de la Comunidad de Waunakee.	20%	1
Mis hijos asisten a una escuela privada/religiosa.	0%	0
Mis hijos tienen inscripción abierta en otro Distrito escolar.	0%	0
Soy un estudiante en el Distrito Escolar de la Comunidad de Waunakee.	0%	0
Represento a un hogar actual sin niños.	0%	0
Soy voluntario en el Distrito Escolar de la Comunidad de Waunakee.	0%	0
Soy jubilado.	20%	1
Tengo un cargo político electo.	0%	0
Soy empleado del Distrito Escolar de la Comunidad de Waunakee.	0%	0
No soy empleado del Distrito Escolar de la Comunidad de Waunakee.	60%	3
Soy miembro de la Junta de Educación del Distrito Escolar de la Comunidad de Waunakee.	0%	0
Total Respondents: 5		

Q2 Si está empleado por el Distrito Escolar de la Comunidad de Waunakee, especifique su puesto. Si no está empleado por el Distrito, avance a la siguiente pregunta.

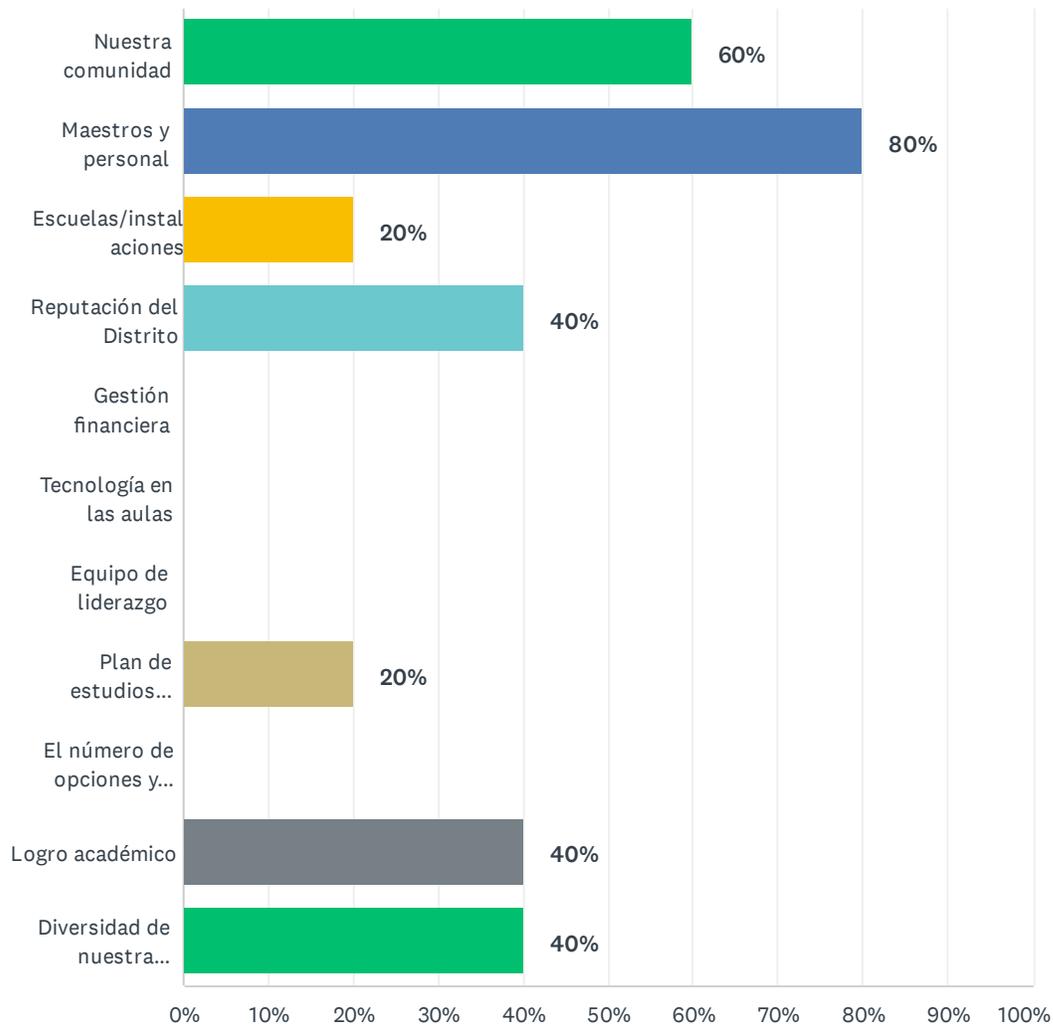
Answered: 1 Skipped: 4



ANSWER CHOICES	RESPONSES	
Profesor / Personal Certificado	0%	0
Administración / Soporte Administrativo	0%	0
Personal de Spoyo (incluye Asistentes Administrativos, Paraeducadores, Asistentes, Conserjes/Mantenimiento, Guardias de Cruce)	100%	1
Total Respondents: 1		

Q3 Seleccione de la lista a continuación las tres fortalezas más significativas del Distrito.

Answered: 5 Skipped: 0

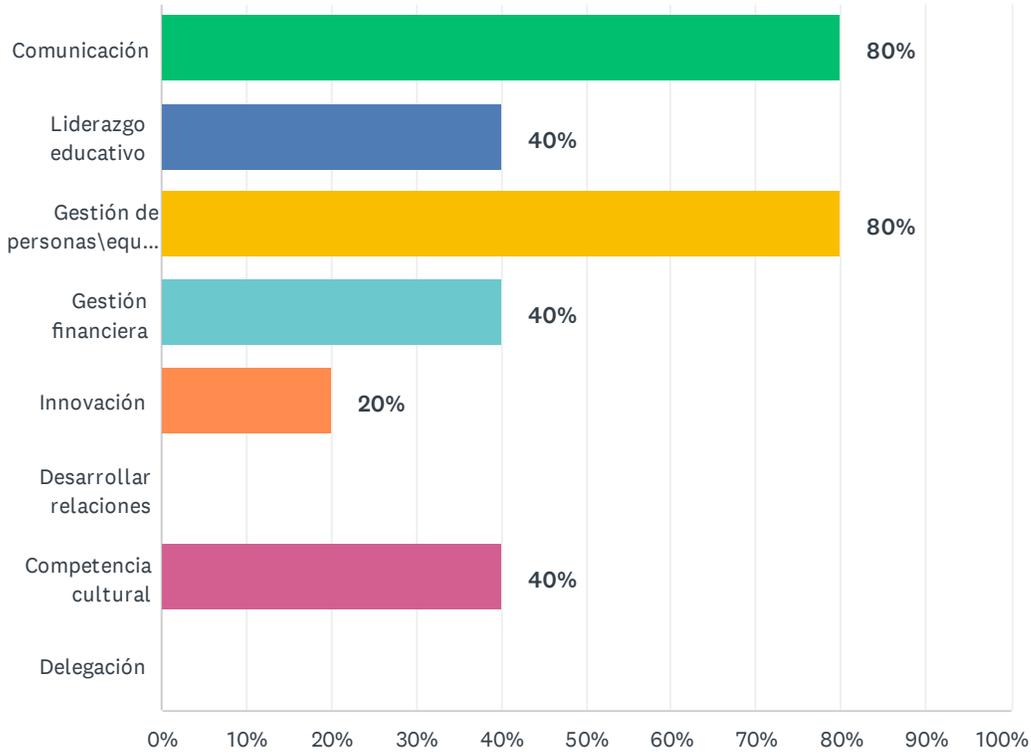


Encuesta de Búsqueda del Superintendente
del Distrito Escolar de la Comunidad de Waunakee

ANSWER CHOICES	RESPONSES	
Nuestra comunidad	60%	3
Maestros y personal	80%	4
Escuelas/instalaciones	20%	1
Reputación del Distrito	40%	2
Gestión financiera	0%	0
Tecnología en las aulas	0%	0
Equipo de liderazgo	0%	0
Plan de estudios elegido	20%	1
El número de opciones y programas educativos	0%	0
Logro académico	40%	2
Diversidad de nuestra población estudiantil	40%	2
Total Respondents: 5		

Q4 Seleccione de la lista a continuación las tres habilidades de liderazgo más importantes que le gustaría ver en un Superintendente.

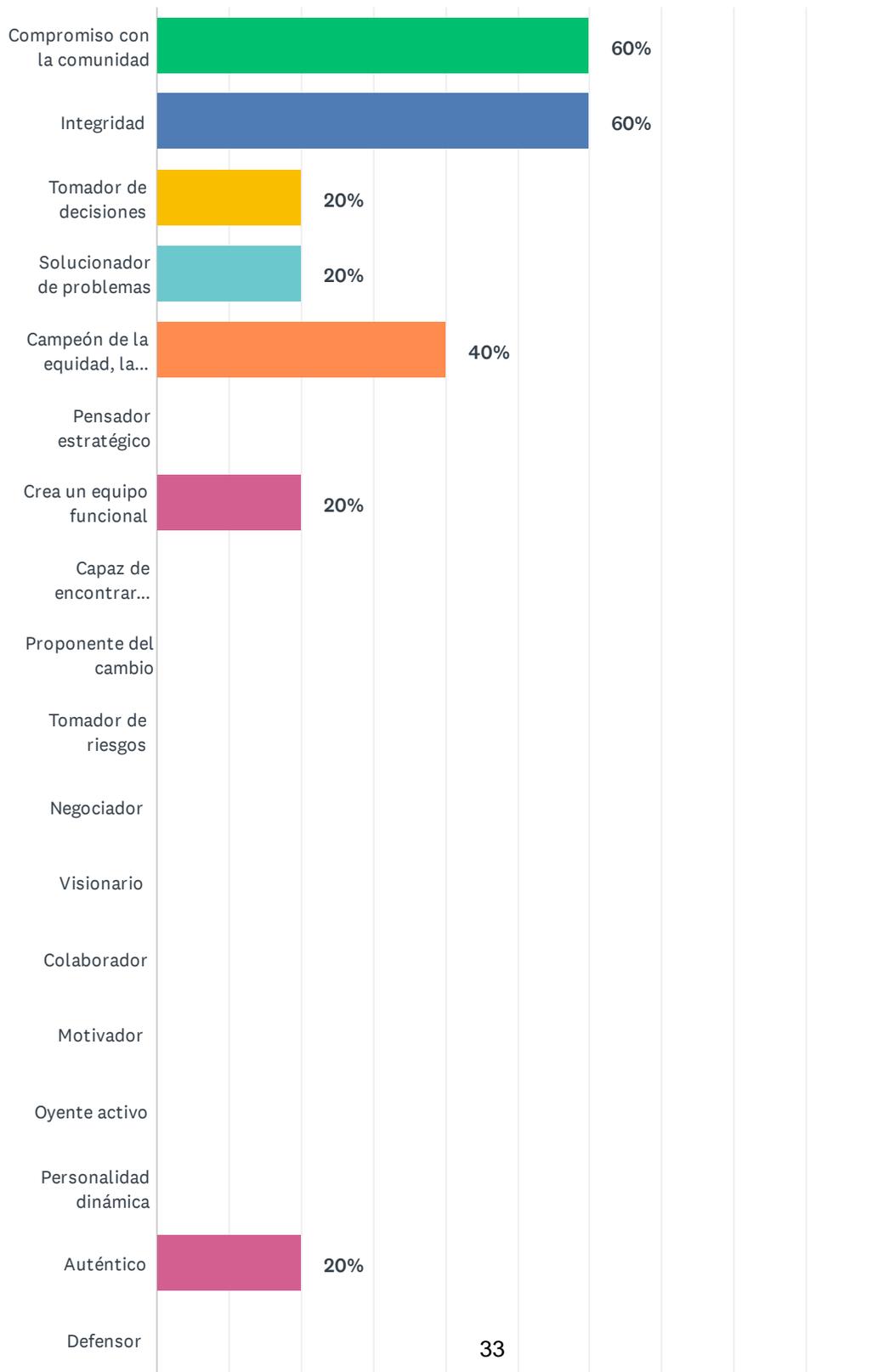
Answered: 5 Skipped: 0



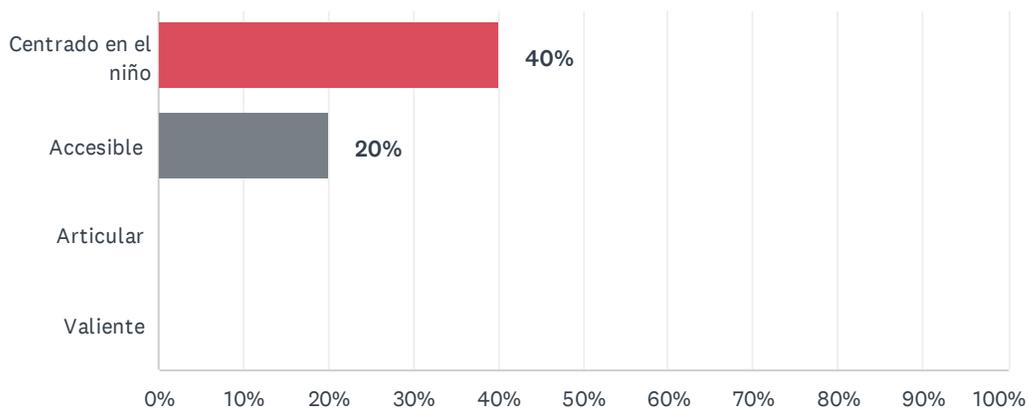
ANSWER CHOICES	RESPONSES	
Comunicación	80%	4
Liderazgo educativo	40%	2
Gestión de personas\equipos	80%	4
Gestión financiera	40%	2
Innovación	20%	1
Desarrollar relaciones	0%	0
Competencia cultural	40%	2
Delegación	0%	0
Total Respondents: 5		

Q5 Seleccione de la lista a continuación las tres características más importantes que le gustaría que exhibiera un Superintendente.

Answered: 5 Skipped: 0



Encuesta de Búsqueda del Superintendente del Distrito Escolar de la Comunidad de Waunakee



ANSWER CHOICES	RESPONSES	
Compromiso con la comunidad	60%	3
Integridad	60%	3
Tomador de decisiones	20%	1
Solucionador de problemas	20%	1
Campeón de la equidad, la diversidad y la inclusión	40%	2
Pensador estratégico	0%	0
Crea un equipo funcional	20%	1
Capaz de encontrar consenso	0%	0
Proponente del cambio	0%	0
Tomador de riesgos	0%	0
Negociador	0%	0
Visionario	0%	0
Colaborador	0%	0
Motivador	0%	0
Oyente activo	0%	0
Personalidad dinámica	0%	0
Auténtico	20%	1
Defensor	0%	0
Centrado en el niño	40%	2
Accesible	20%	1
Articular	0%	0
Valiente	0%	0
Total Respondents: 5		

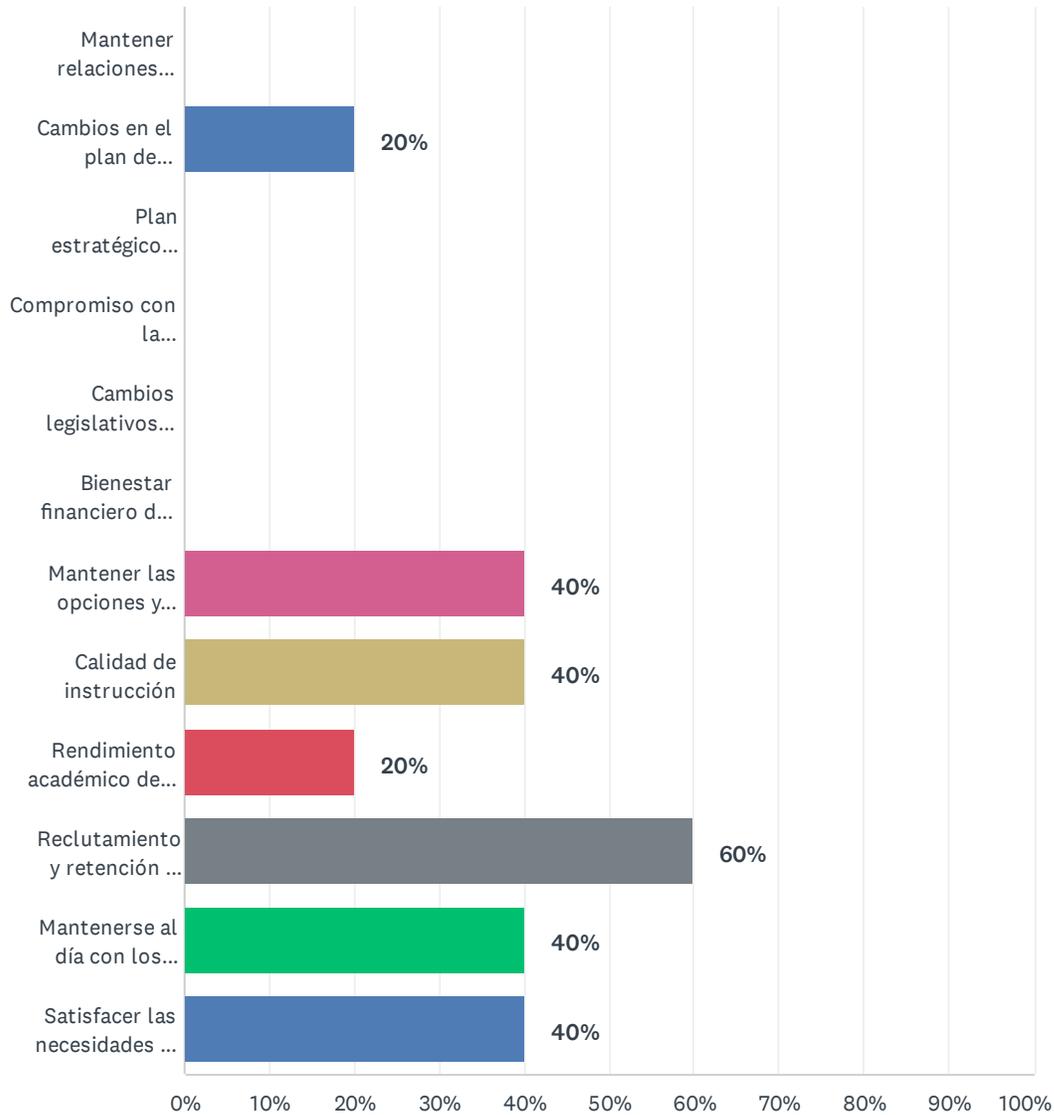
Q6 Para cada uno de los elementos a continuación, califique la importancia de las calificaciones del Superintendente seleccionando extremadamente importante, importante o no importante.

Answered: 5 Skipped: 0

	EXTREMADAMENTE IMPORTANTE	IMPORTANTE	NO IMPORTANTE	TOTAL
Un doctorado (PhD) en un campo relacionado	0% 0	80% 4	20% 1	5
Experiencia como Superintendente con un historial de éxito	0% 0	80% 4	20% 1	5
Experiencia como Superintendente en un Distrito de tamaño similar	0% 0	80% 4	20% 1	5
Experiencia colaborando con grupos sindicales de empleados	20% 1	80% 4	0% 0	5
Experiencia trabajando en comunidades diversas	60% 3	40% 2	0% 0	5
Experiencia como Superintendente asistente	0% 0	80% 4	20% 1	5
Experiencia como Administrador/a a nivel de Distrito	40% 2	60% 3	0% 0	5
Experiencia como Director/a de una escuela	20% 1	40% 2	40% 2	5
Experiencia como maestro/a	40% 2	40% 2	20% 1	5
Experiencia en finanzas	20% 1	40% 2	40% 2	5
Experiencia en personal (Recursos Humanos)	40% 2	20% 1	40% 2	5
Experiencia en instrucción	20% 1	80% 4	0% 0	5
Experiencia en construcción y gestión de instalaciones.	50% 2	25% 1	25% 1	4
Experiencia con la tecnología	60% 3	0% 0	40% 2	5
Experiencia en un entorno multicultural inclusivo	50% 2	25% 1	25% 1	4
Experiencia en planeación estratégica	60% 3	40% 2	0% 0	5
Experiencia en un Distrito que atiende a un porcentaje sustancial de familias de bajos ingresos	60% 3	40% 2	0% 0	5
Experiencia en Wisconsin	20% 1	20% 1	60% 3	5

Q7 ¿Cuáles considera que son los tres problemas o preocupaciones más importantes que enfrenta el Distrito en los próximos cinco años?

Answered: 5 Skipped: 0



Encuesta de Búsqueda del Superintendente
del Distrito Escolar de la Comunidad de Waunakee

ANSWER CHOICES	RESPONSES	
Mantener relaciones comunitarias positivas	0%	0
Cambios en el plan de estudios	20%	1
Plan estratégico para el crecimiento económico	0%	0
Compromiso con la planificación de instalaciones	0%	0
Cambios legislativos que impactan a las escuelas públicas	0%	0
Bienestar financiero del distrito	0%	0
Mantener las opciones y programas educativos disponibles	40%	2
Calidad de instrucción	40%	2
Rendimiento académico de los estudiantes	20%	1
Reclutamiento y retención de personal calificado	60%	3
Mantenerse al día con los cambios tecnológicos	40%	2
Satisfacer las necesidades de una población estudiantil cada vez más diversad	40%	2
Total Respondents: 5		