



# Middleton-Cross Plains Area School District

**Community Engagement  
Superintendent Leadership Profile**  
January 28, 2019

Steve Griesbach, Debra Hill, Joseph Porto

# Superintendent Leadership Profile

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

# Data Sources

- **Focus Groups** (155 participants)
  - Building administrators (15)
  - Superintendent Cabinet (12)
  - Elementary teachers and staff (19)
  - Secondary teachers and staff (22)
  - District office staff (14)
  - High school students (21)
  - Parents (42)
  - Community leaders (10)
- **Survey:** Respondents (966)
- **Interviews:** Board of Education members (9)

# District Strengths

(focus groups)

- Excellent Staff
- Supportive Community
- Teaching and Learning:
- High Expectations
- Equity Focus
- Students First
- Wellness
- Strong Reputation
- Fiscal Stability
- Student Opportunities

# District Challenges

(focus groups)

- Enrollment Growth
- Achievement Gap
- Staff Diversity
- Programming and Educational Options
- Funding
- Student Behavior, Safety & Discipline
- Organizational Approach
- Facilities
- Community Demographics
- Engagement

# Skills, Personal Characteristics, Experiences of Next Superintendent

(focus groups)

- Visible, approachable
- Strong commitment to equity, diversity, social justice
- Visionary leader
- Builds partnerships with parents and the community
- Experience in similar district
- People skills/relationship-building
- Strong decision-maker
- Accountability and transparency
- Communication skills
- Integrity and trust

# Survey Demographics

966 Respondents

- Employees (224)
- Non-employees (736)
- Parents of Current Students (538)
- Parents of Former Students (131)
- Current Students (256)

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

# District Strengths

(survey results)

1. Excellent teachers and staff
2. Educational options/programs
3. Reputation of the district
4. Academic achievement
5. Available resources





# Challenges

(survey results)

1. Enrollment growth
2. Educational options/programs
3. Facilities
4. Equity issues
5. Retaining high quality personnel



# Characteristics and Traits

(survey results)

1. Integrity and trust
2. Good decision-maker
3. Commitment to community
4. Genuine
5. Team builder
6. Active listener
7. Visionary



# MCPASD Leadership Profile

- A person with strong INTEGRITY, who earns the TRUST of others
- A VISIONARY leader who acts STRATEGICALLY and is capable of building TEAMS and RELATIONSHIPS
- A proven school leader with broad EXPERIENCE in MULTICULTURAL communities and advancing EQUITY throughout the school district and broader community
- An excellent COMMUNICATOR who actively LISTENS, RESPECTS diverse opinions, and makes informed decisions

# MCPASD Leadership Profile

- A leader who **COMMITTS** to the MCPASD and seeks to **CONTRIBUTE** to the larger community as well
- A leader with broad school **EXPERIENCE**\_at the classroom, building, and school levels in communities and school districts similar to MCPASD
- A **CHILD/STUDENT-CENTERED**\_leader who keeps the focus on doing what is best for children at the forefront of her/his **DECISION-MAKING**
- A **STRATEGIC** leader who can work effectively with the Board of Education to establish a strong **GOVERNANCE** model

# Next Steps

February 11

- BWP presents to Board slate of 5-7 candidates
- BWP workshop and preparation for interviewing candidates

February 21 & 22

- Board conducts first round of interviews of candidates

February 25 (week of)

- Board interviews finalists

March 11

- New superintendent named at Board meeting



*BWP thanks the Middleton-Cross Plains Area School District Board of Education, administration, and stakeholders for their strong support and active participation in this process.*

## Q1 Please indicate all which apply to you:

Answered: 960 Skipped: 1

ANSWER CHOICES	RESPONSES	
I live in the Middleton - Cross Plains Area School District attendance area.	81.9%	786
My children attend schools in Middleton - Cross Plains Area School District.	55.0%	528
My children attended schools in Middleton - Cross Plains Area School District.	13.6%	131
I am a student in Middleton - Cross Plains Area School District.	26.6%	255
I represent a current non-child household.	2.9%	28
I volunteer in Middleton - Cross Plains Area School District.	13.3%	128
I am retired.	0.9%	9
I hold an elected political office.	0.2%	2
I am employed by Middleton - Cross Plains Area School District.	21.4%	205
I am not employed by Middleton - Cross Plains Area School District.	40.5%	389
I am a member of the Board of Education for Middleton - Cross Plains Area School District.	0.3%	3
Total Respondents: 960		

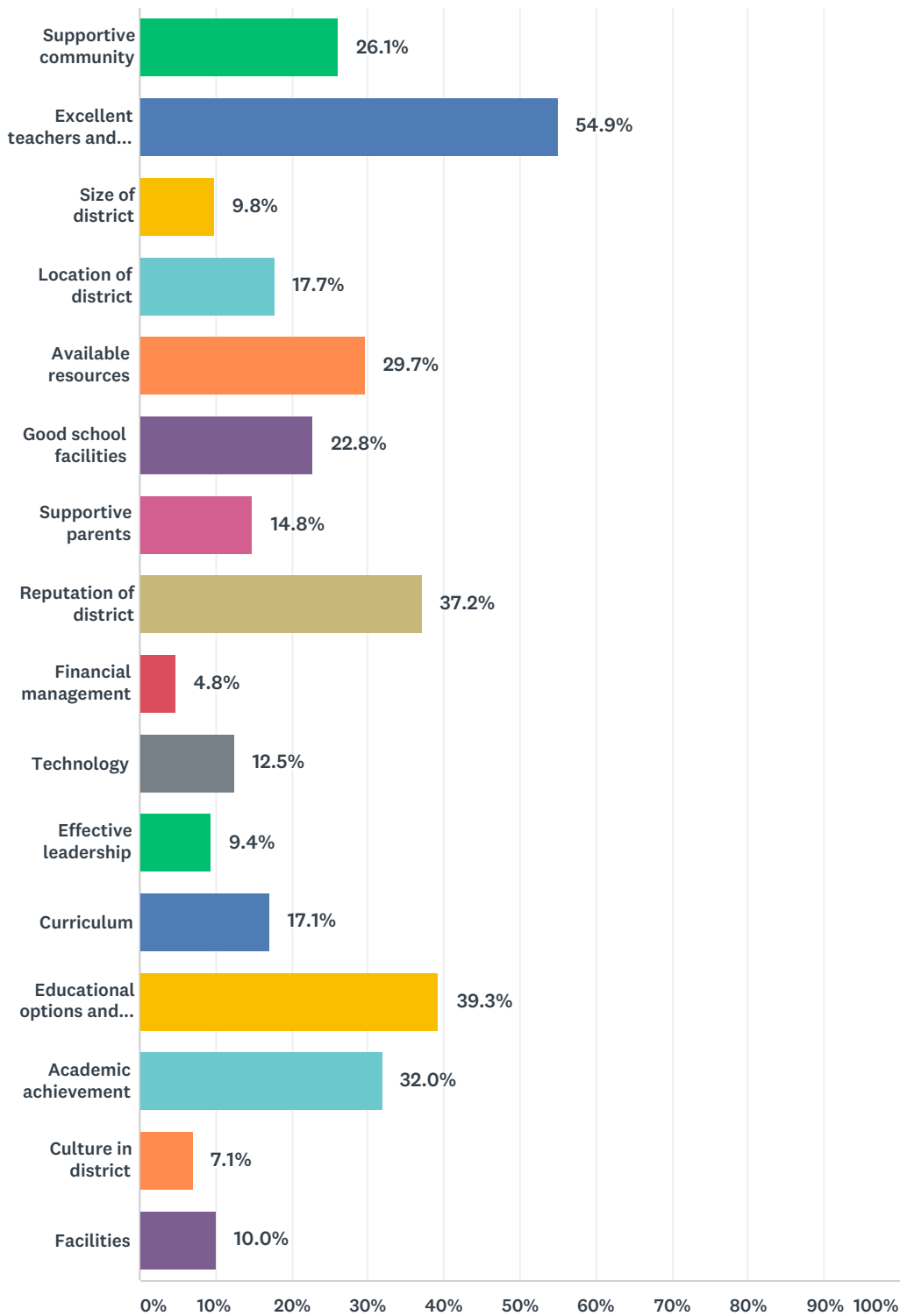
## Q2 If you are employed by Middleton - Cross Plains Area School District, please specify your position:

Answered: 224 Skipped: 737

ANSWER CHOICES	RESPONSES	
Teacher	45.5%	102
Administrator	8.5%	19
Other certified staff	7.6%	17
Support staff (includes secretary, instructional assistant, custodian, bus driver, food service, maintenance)	27.2%	61
Other	11.6%	26
Total Respondents: 224		

### Q3 Select from the list below the three most significant strengths of the district:

Answered: 950 Skipped: 11



ANSWER CHOICES

RESPONSES

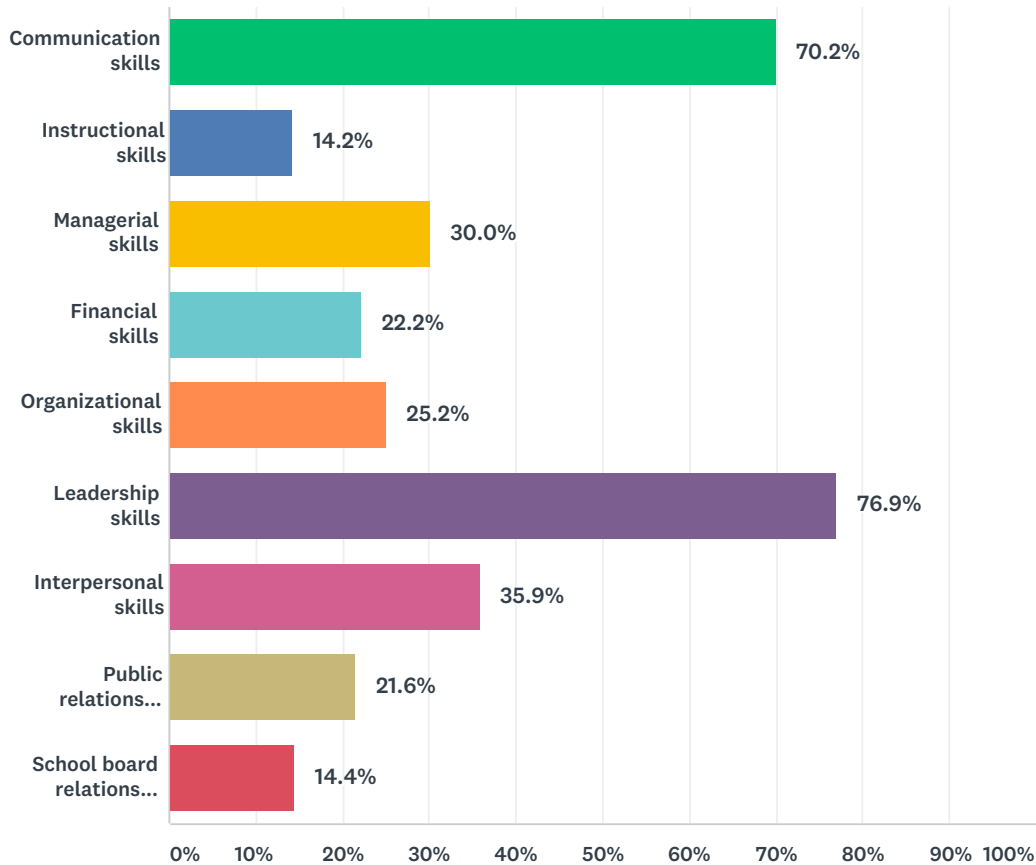


## Middleton - Cross Plains Area School District Superintendent Search Survey

Supportive community	26.1%	248
Excellent teachers and staff	54.9%	522
Size of district	9.8%	93
Location of district	17.7%	168
Available resources	29.7%	282
Good school facilities	22.8%	217
Supportive parents	14.8%	141
Reputation of district	37.2%	353
Financial management	4.8%	46
Technology	12.5%	119
Effective leadership	9.4%	89
Curriculum	17.1%	162
Educational options and programs	39.3%	373
Academic achievement	32.0%	304
Culture in district	7.1%	67
Facilities	10.0%	95
Total Respondents: 950		

## Q4 Select from the list below the three most important skills you would like to see in a superintendent:

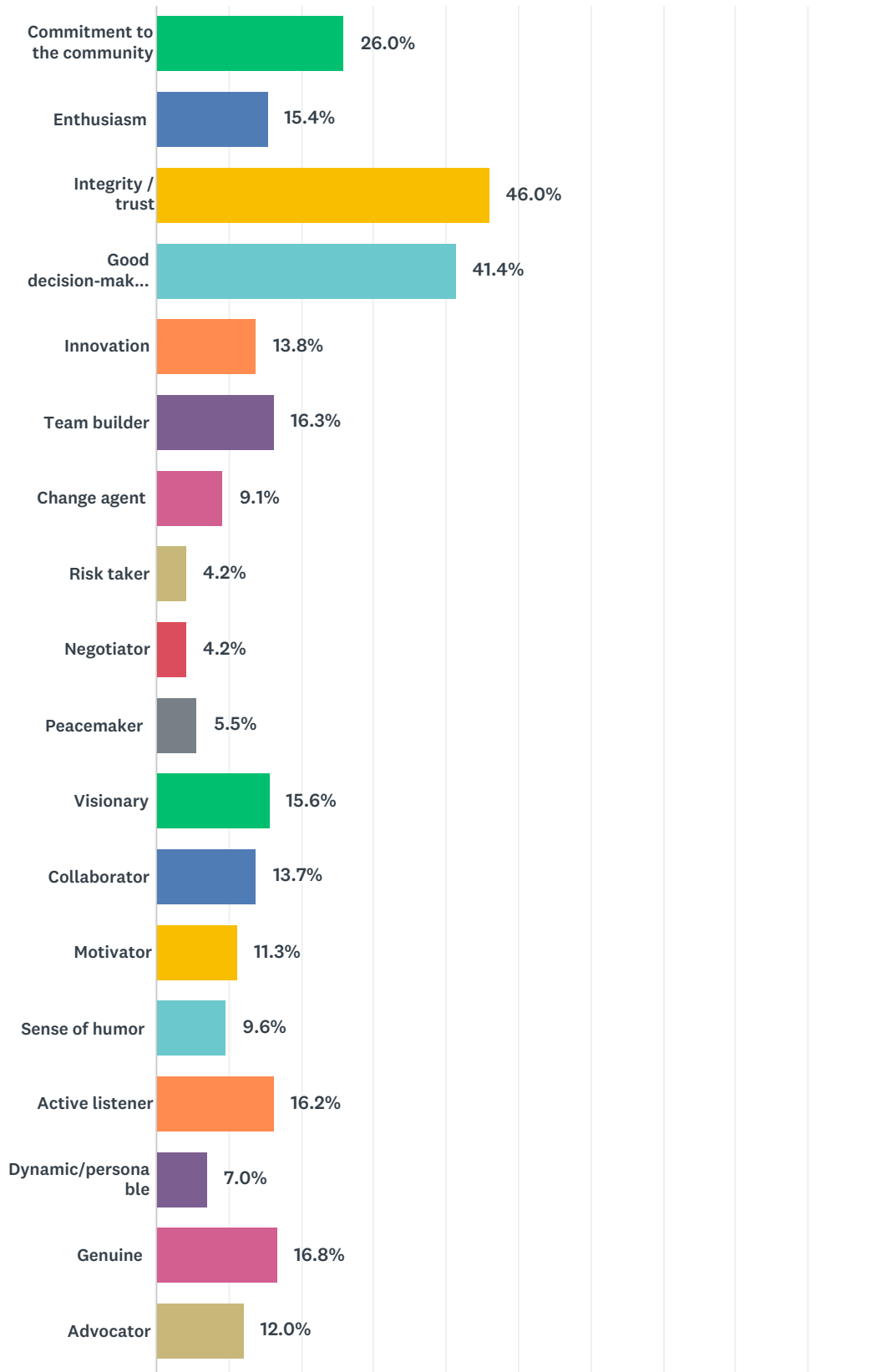
Answered: 949 Skipped: 12



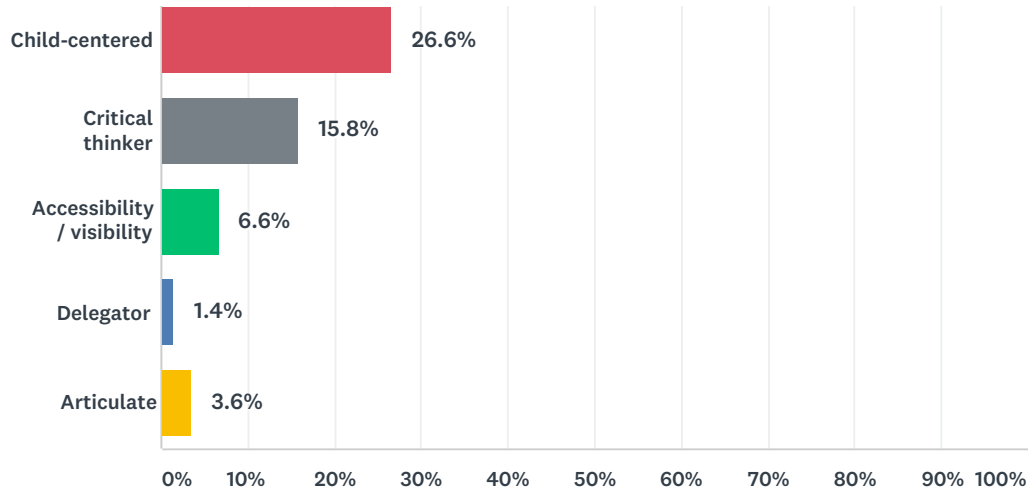
ANSWER CHOICES	RESPONSES	
Communication skills	70.2%	666
Instructional skills	14.2%	135
Managerial skills	30.0%	285
Financial skills	22.2%	211
Organizational skills	25.2%	239
Leadership skills	76.9%	730
Interpersonal skills	35.9%	341
Public relations skills	21.6%	205
School board relations skills	14.4%	137
Total Respondents: 949		

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

Answered: 955 Skipped: 6



## Middleton - Cross Plains Area School District Superintendent Search Survey



ANSWER CHOICES	RESPONSES	
Commitment to the community	26.0%	248
Enthusiasm	15.4%	147
Integrity / trust	46.0%	439
Good decision-maker / problem solver	41.4%	395
Innovation	13.8%	132
Team builder	16.3%	156
Change agent	9.1%	87
Risk taker	4.2%	40
Negotiator	4.2%	40
Peacemaker	5.5%	53
Visionary	15.6%	149
Collaborator	13.7%	131
Motivator	11.3%	108
Sense of humor	9.6%	92
Active listener	16.2%	155
Dynamic/personable	7.0%	67
Genuine	16.8%	160
Advocator	12.0%	115
Child-centered	26.6%	254
Critical thinker	15.8%	151
Accessibility / visibility	6.6%	63
Delegator	1.4%	13
Articulate	3.6%	34

# Middleton - Cross Plains Area School District Superintendent Search Survey

Total Respondents: 955

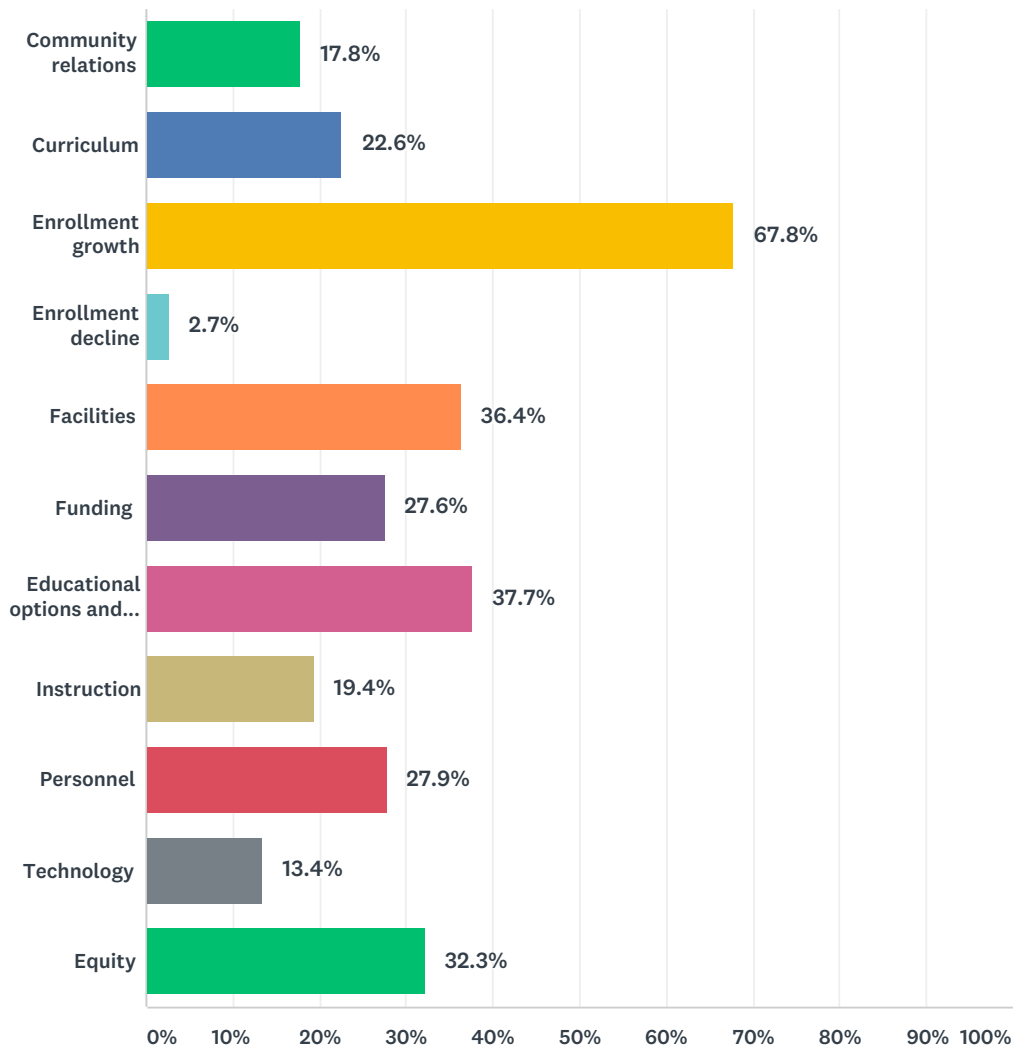
**Q6 For each of the items below, indicate whether you believe the item is either extremely important, important, or not important in the new superintendent:**

Answered: 955 Skipped: 6

	<b>EXTREMELY IMPORTANT</b>	<b>IMPORTANT</b>	<b>NOT IMPORTANT</b>	<b>TOTAL</b>
Doctorate degree	12.4% 117	48.2% 453	39.4% 370	940
Experience as a superintendent with a proven record of success	38.3% 364	49.7% 473	12.0% 114	951
Experience as a superintendent in a district of similar size	21.0% 199	49.5% 470	29.5% 280	949
Experience as an assistant superintendent	12.5% 118	55.5% 526	32.0% 303	947
Experience as a district level administrator	28.9% 274	53.2% 504	17.8% 169	947
Experience as a principal	31.5% 298	48.2% 456	20.4% 193	947
Experience as a classroom teacher	48.8% 465	37.2% 354	14.0% 133	952
Experience in finance	23.9% 226	59.8% 566	16.3% 154	946
Experience in personnel	31.2% 294	57.0% 537	11.8% 111	942
Experience in instruction	40.0% 378	51.7% 488	8.3% 78	944
Experience in facility construction and management	18.0% 170	49.7% 470	32.3% 306	946
Experience with technology	21.0% 199	59.7% 565	19.2% 182	946
Experience in a multi-cultural environment	47.9% 454	41.4% 392	10.8% 102	948
Experience in strategic planning	50.4% 478	46.9% 445	2.6% 25	948
Experience in the Midwest	15.0% 142	34.6% 328	50.5% 479	949

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

Answered: 953 Skipped: 8



ANSWER CHOICES	RESPONSES	
Community relations	17.8%	170
Curriculum	22.6%	215
Enrollment growth	67.8%	646
Enrollment decline	2.7%	26
Facilities	36.4%	347
Funding	27.6%	263
Educational options and programs	37.7%	359
Instruction	19.4%	185
Personnel	27.9%	266

## Middleton - Cross Plains Area School District Superintendent Search Survey

Technology	13.4%	128
Equity	32.3%	308
Total Respondents: 953		

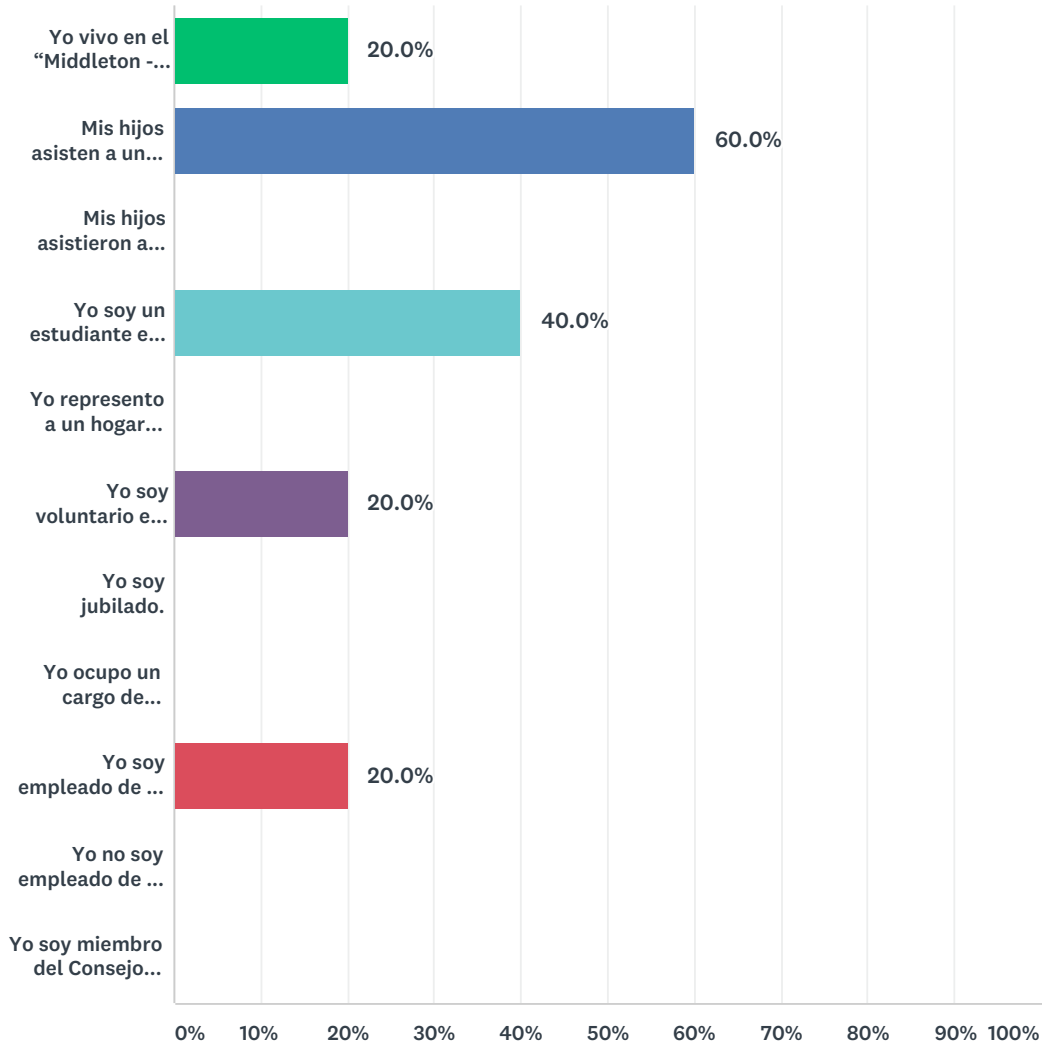


**Q8 If you have additional comments you wish to share with the BWP consultants, please make them here:**

Answered: 206 Skipped: 755

## Q1 Por favor indique todo lo que le aplique a usted:

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yo vivo en el "Middleton - Cross Plains Area School District".	20.0%	1
Mis hijos asisten a una escuela en el "Middleton - Cross Plains Area School District".	60.0%	3
Mis hijos asistieron a una escuela en el "Middleton - Cross Plains Area School District".	0.0%	0
Yo soy un estudiante en el "Middleton - Cross Plains Area School District".	40.0%	2
Yo represento a un hogar actual sin niños.	0.0%	0
Yo soy voluntario en el "Middleton - Cross Plains Area School District".	20.0%	1
Yo soy jubilado.	0.0%	0
Yo ocupo un cargo de elección política.	0.0%	0
Yo soy empleado de el "Middleton - Cross Plains Area School District".	20.0%	1
Yo no soy empleado de el "Middleton - Cross Plains Area School District".	0.0%	0

# Encuesta para la Búsqueda de un Superintendente para "Middleton - Cross Plains Area School District"

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Yo soy miembro del Consejo Educativo de el "Middleton - Cross Plains Area School District".	0.0%	0
Total Respondents: 5		

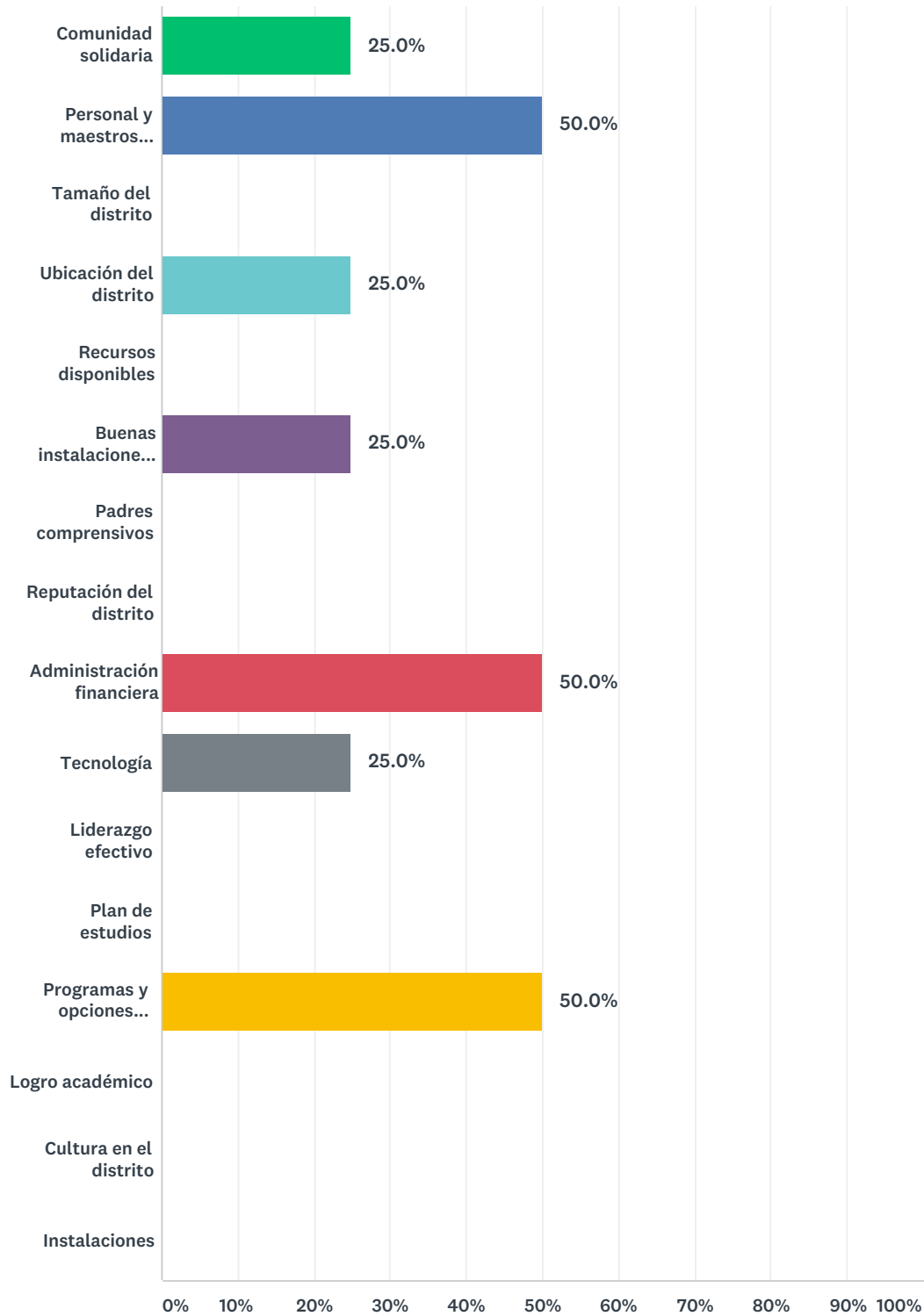
## Q2 Si usted está empleado por el "Middleton - Cross Plains Area School District", por favor especifique su posición:

Answered: 2 Skipped: 3

ANSWER CHOICES	RESPONSES
Profesor	0.0% 0
Administrador	50.0% 1
Otro miembro del personal certificado	0.0% 0
Personal de apoyo (incluye secretaria, asistente de instrucción, conserje, conductor de autobús, servicios de alimentos, mantenimiento)	0.0% 0
Otra	50.0% 1
Total Respondents: 2	

### Q3 Seleccione de la lista siguiente las tres fuerzas más importantes del distrito:

Answered: 4 Skipped: 1



ANSWER CHOICES

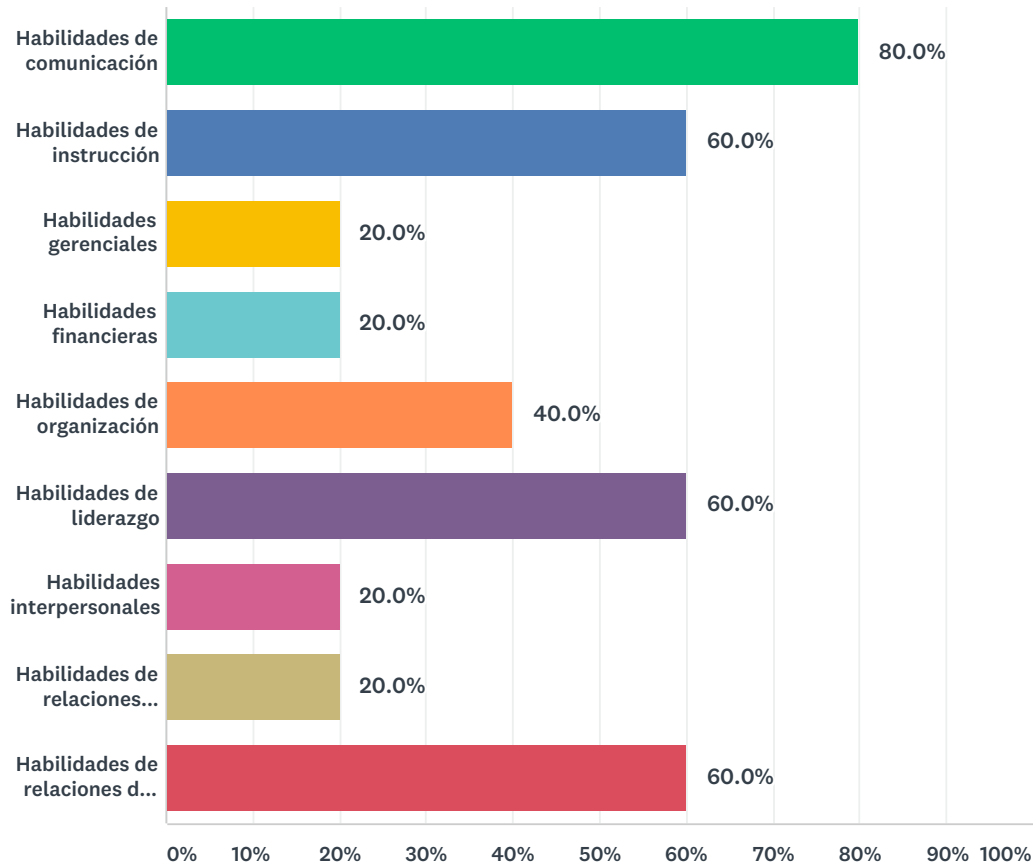
RESPONSES

Encuesta para la Búsqueda de un Superintendente para "Middleton - Cross Plains Area School District"

Comunidad solidaria	25.0%	1
Personal y maestros excelentes	50.0%	2
Tamaño del distrito	0.0%	0
Ubicación del distrito	25.0%	1
Recursos disponibles	0.0%	0
Buenas instalaciones escolares	25.0%	1
Padres comprensivos	0.0%	0
Reputación del distrito	0.0%	0
Administración financiera	50.0%	2
Tecnología	25.0%	1
Liderazgo efectivo	0.0%	0
Plan de estudios	0.0%	0
Programas y opciones educativas	50.0%	2
Logro académico	0.0%	0
Cultura en el distrito	0.0%	0
Instalaciones	0.0%	0
Total Respondents: 4		

## Q4 Seleccione de la lista siguiente las tres habilidades más importantes que le gustaría ver en un Superintendente:

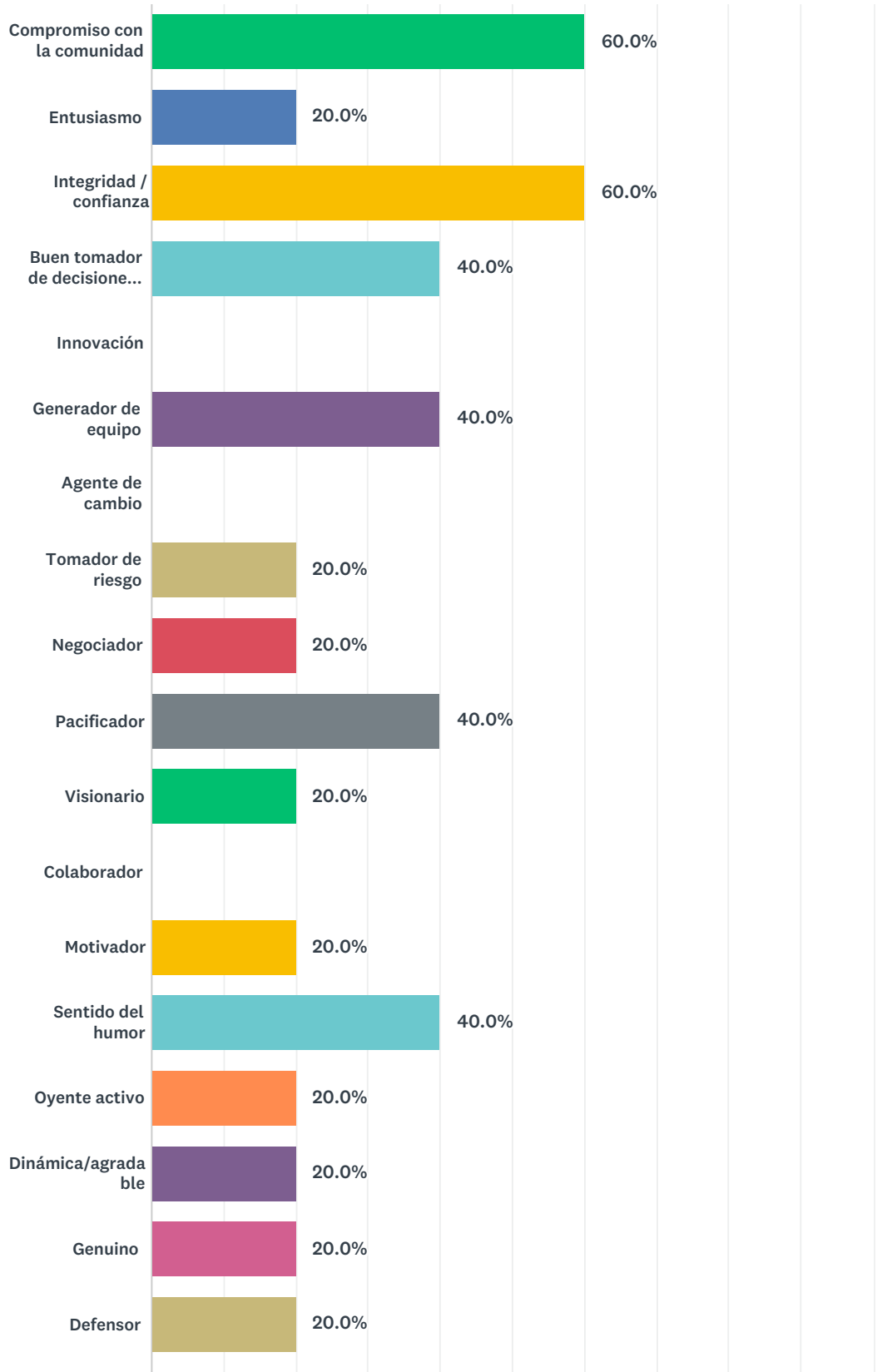
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Habilidades de comunicación	80.0%	4
Habilidades de instrucción	60.0%	3
Habilidades gerenciales	20.0%	1
Habilidades financieras	20.0%	1
Habilidades de organización	40.0%	2
Habilidades de liderazgo	60.0%	3
Habilidades interpersonales	20.0%	1
Habilidades de relaciones públicas	20.0%	1
Habilidades de relaciones del consejo educativo	60.0%	3
Total Respondents: 5		

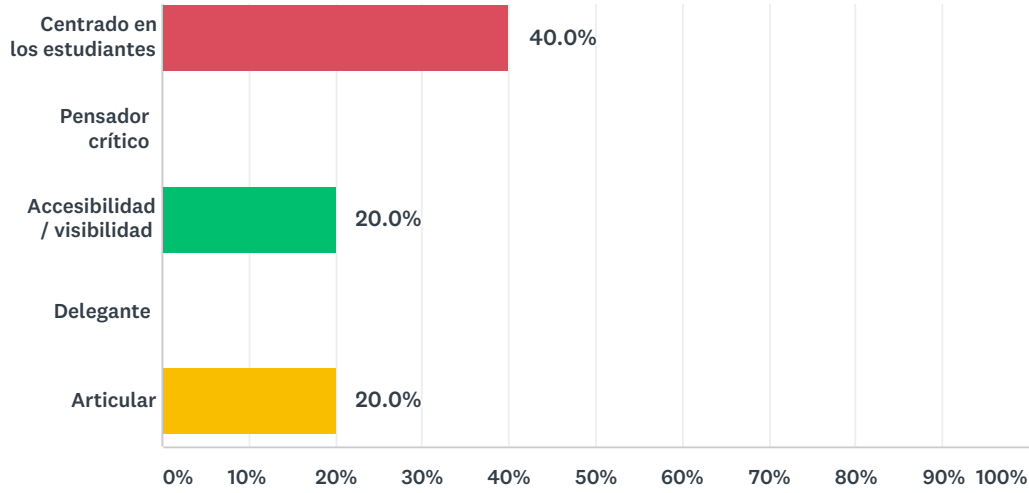
### Q5 Seleccione de la lista siguiente las tres características más importantes que le gustaría que el superintendente demostrara:

Answered: 5 Skipped: 0





## Encuesta para la Búsqueda de un Superintendente para "Middleton - Cross Plains Area School District"



ANSWER CHOICES	RESPONSES	
Compromiso con la comunidad	60.0%	3
Entusiasmo	20.0%	1
Integridad / confianza	60.0%	3
Buen tomador de decisiones / Solucionador de problemas	40.0%	2
Innovación	0.0%	0
Generador de equipo	40.0%	2
Agente de cambio	0.0%	0
Tomador de riesgo	20.0%	1
Negociador	20.0%	1
Pacificador	40.0%	2
Visionario	20.0%	1
Colaborador	0.0%	0
Motivador	20.0%	1
Sentido del humor	40.0%	2
Oyente activo	20.0%	1
Dinámica/agradable	20.0%	1
Genuino	20.0%	1
Defensor	20.0%	1
Centrado en los estudiantes	40.0%	2
Pensador crítico	0.0%	0
Accesibilidad / visibilidad	20.0%	1
Delegante	0.0%	0
Articular	20.0%	1

Encuesta para la Búsqueda de un Superintendente para "Middleton - Cross Plains Area School District"

Total Respondents: 5

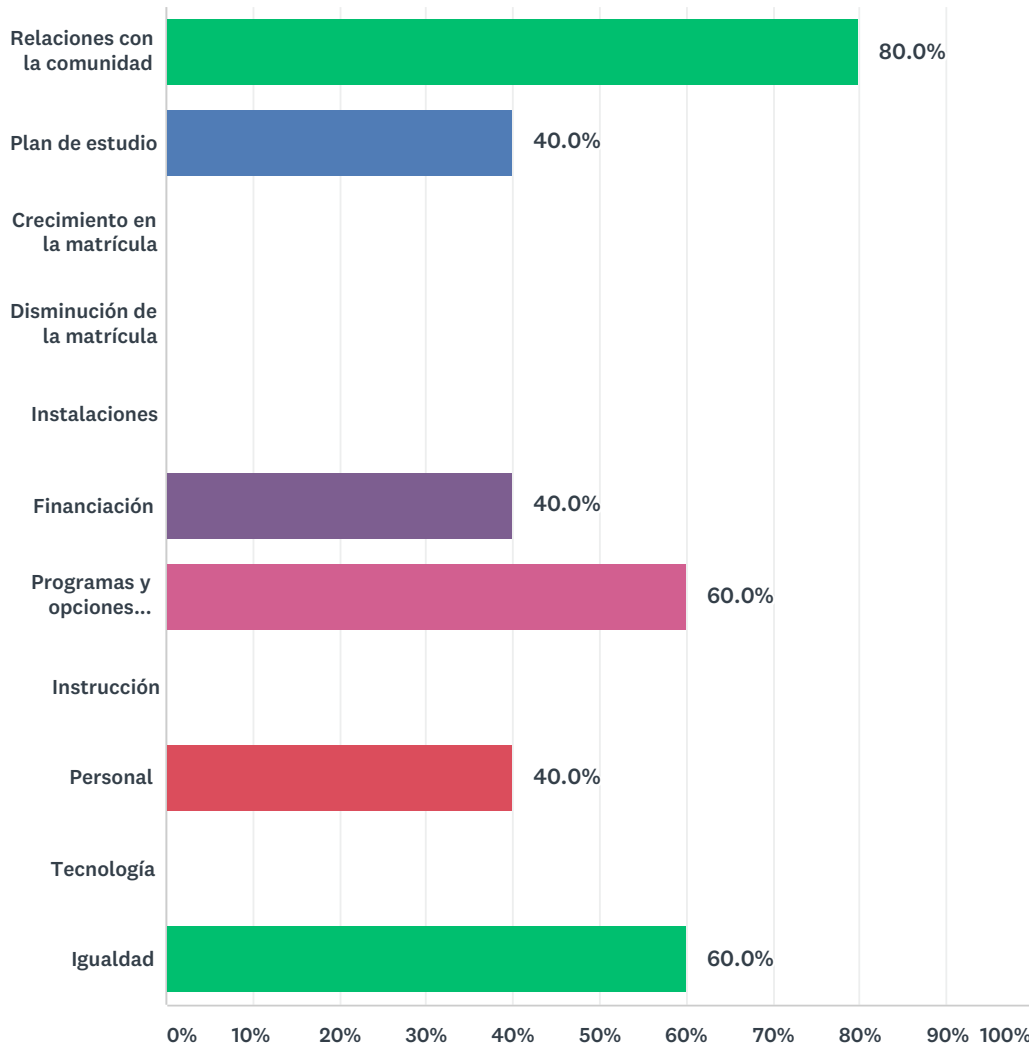
**Q6 Para cada uno de los siguientes artículos, indique si usted considera que el tema es muy importante, importante o no importante en el nuevo superintendente:**

Answered: 5 Skipped: 0

	<b>EXTREMADAMENTE IMPORTANTE</b>	<b>IMPORTANTE</b>	<b>NO ES IMPORTANTE</b>	<b>TOTAL</b>
Doctorado	40.0% 2	40.0% 2	20.0% 1	5
Experiencia como superintendente con un historial probado de éxito	50.0% 2	25.0% 1	25.0% 1	4
Experiencia como Superintendente en un distrito de tamaño similar	0.0% 0	75.0% 3	25.0% 1	4
Experiencia como asistente del Superintendente	0.0% 0	50.0% 2	50.0% 2	4
Experiencia como administrador del nivel del distrito	0.0% 0	80.0% 4	20.0% 1	5
Experiencia como Director	20.0% 1	40.0% 2	40.0% 2	5
Experiencia como profesor de aula	40.0% 2	20.0% 1	40.0% 2	5
Experiencia en finanzas	25.0% 1	75.0% 3	0.0% 0	4
Experiencia con el personal	75.0% 3	25.0% 1	0.0% 0	4
Experiencia en la enseñanza	60.0% 3	20.0% 1	20.0% 1	5
Experiencia en administración y construcción de instalaciones	20.0% 1	60.0% 3	20.0% 1	5
Experiencia con la tecnología	50.0% 2	25.0% 1	25.0% 1	4
Experiencia en un entorno multicultural	50.0% 2	25.0% 1	25.0% 1	4
Experiencia en planificación estratégica	25.0% 1	50.0% 2	25.0% 1	4
Experiencia en el medio oeste	50.0% 2	25.0% 1	25.0% 1	4

### Q7 ¿Cuáles son los tres temas o asuntos más importantes que tú consideras que el distrito enfrentará en los próximos cinco años?

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Relaciones con la comunidad	80.0%	4
Plan de estudio	40.0%	2
Crecimiento en la matrícula	0.0%	0
Disminución de la matrícula	0.0%	0
Instalaciones	0.0%	0
Financiación	40.0%	2
Programas y opciones educativas	60.0%	3
Instrucción	0.0%	0
Personal	40.0%	2

Encuesta para la Búsqueda de un Superintendente para "Middleton - Cross Plains Area School District"

Tecnología	0.0%	0
Igualdad	60.0%	3
Total Respondents: 5		

### Q8 Si usted tiene más comentarios que quiera compartir con los consultores de BWP, por favor presentar aquí:

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	no chicos	1/15/2019 2:32 PM