



Waunakee Community School District

Superintendent Leadership Profile

October 2, 2023

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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



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



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- 9 Admin IIII
- 16 Community connection/partner ^{pride} IIII
- 11 Sense of community ^{deeply engaged} IIII
- Parent involvement IIII
- 6 Lives work here III
- 7 Small team feel/idea to me IIII
- 9 Kids first ^{with a child} IIII
- 3 Fiscally responsible III
- 3 Relationships III
- 7 Achievement ^{with pride} IIII
- 10 Staff III III
- 1 Innovative path I
- 10 Program ^{strong} ^{centered +} ^{operation} IIII III
- 2 Partnerships with community ^{business} II
- 1 Tech + vocational programs I
- 3 facilities III
- 3 mental health III
- 1 Sped I
- 1 Charge is thought + slow I
- 4 Appreciable number staff III
- 2 Positive Culture II
- 3 disclosure III
- 4 Communicate III
- 2 transparent III
- 1 Arts I
- 1 PA I



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



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



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



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



*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



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



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



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.



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



**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.**

Thank You!



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Providing Direction for Outstanding Leadership