HYA | EDUCATION EXPERTS



LEADERSHIP PROFILE REPORT

North Cape School District
October 22, 2026

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SELECTION PROCESS

The North Cape School District has retained the services of Hazard, Young, Attea & Associates (HYA) to assist the Board with the hiring of the next superintendent/principal. The consultants will screen applications and recommend candidates to the Board for interviews and further consideration. Any questions regarding the application process, selection process, and/or this Leadership Profile Report should be directed to: Mike Richie, HYA Vice President. mikerichie@hyasearch.com

PURPOSE

This report presents the findings of the Leadership Profile Assessment conducted by HYA during the months of September and October 2026 for the new Superintendent/Principal of the North Cape School District. The data contained herein was obtained from the input the HYA consultants received when they met with individuals and groups in either individual interviews or focus group settings and from the results of the online survey completed by stakeholders.

HYA and the Board intend to meet the challenge of finding an individual who possesses the skills and character traits required to meet the district's needs. The search team will focus its recruitment on candidates who possess leadership qualities congruent with the profile.

The search team would like to thank the North Cape School District for the opportunity to find your next leader who fits the criteria of your stakeholders. HYA would like to thank all of the participants who completed the online survey, the school Board, and District staff who helped coordinate the schedules, invitations, dates, and arrangements which supported the data collection for this report.

Respectfully submitted,
Dr. Mike Richie, HYA Vice President

DESCRIPTION OF THE DISTRICT

The North Cape School District is seeking a Superintendent/Principal beginning on July 1, 2027, this is a full-time position.

North Cape School District is a small, rural PK–8 district in Franksville, Wisconsin (Racine County), located about 30 minutes from Milwaukee. It operates as a single-building district serving approximately 200 students. The District has 33 FTE employees and a general fund budget of approximately 3.5 million.

North Cape can be described as a community that "cares deeply" about each student's academic, social, emotional, and personal success. North Cape emphasizes inclusive extracurriculars, outdoor learning, and hands-on experiences. With roughly 200 students, relationships among students, staff, families, and community members can be very personal. The North Cape School community of students, staff, parents, and Board are extremely proud of the strong, positive culture they have built. They set expectations high and work together to achieve excellence. North Cape School's vision is to be the "Best School on the Planet."

Academic Strength - North Cape consistently performs above Wisconsin state averages on core subjects, with a low student-teacher ratio (~12:1) that supports individualized attention. Its curriculum emphasizes STEM, project-based learning, and enrichment, giving students both structure and creativity. North Cape Exceeds Expectations, earning an 82.9 on the most recent Wisconsin DPI report card.

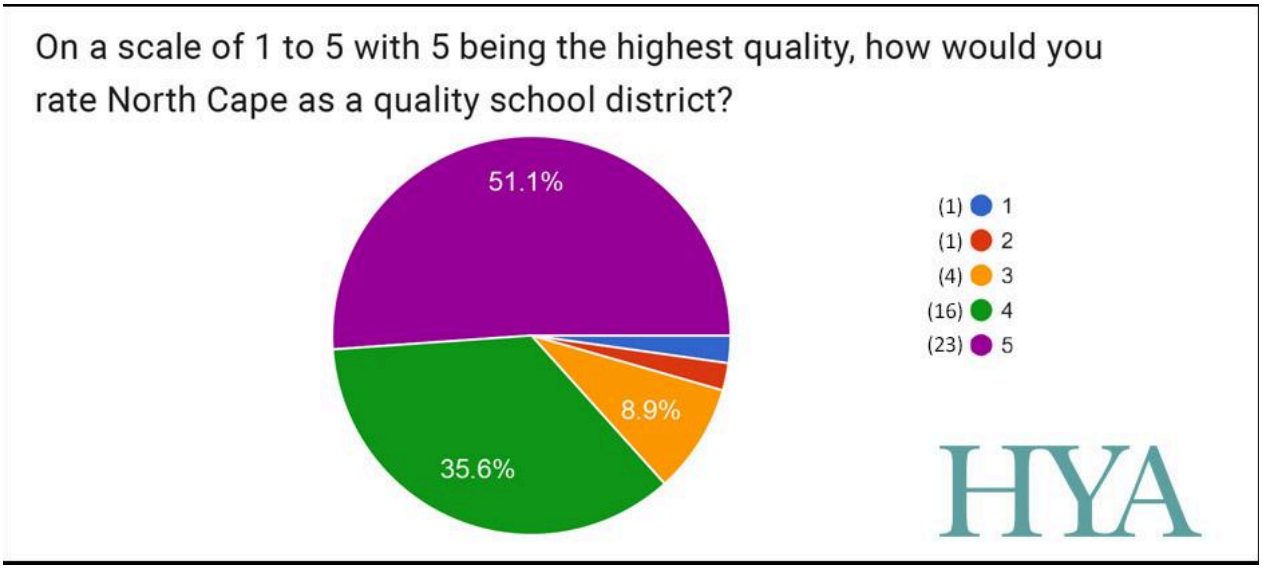
Community-driven culture - Parents are deeply involved in school events, volunteer programs, and fundraisers. The district's small size fosters strong relationships between families, teachers, and administrators, creating a supportive environment for kids.

Safe, rural setting - North Cape offers a quiet, low-crime, semi-rural environment while still being close to city amenities. Families often choose it for the balance of peaceful living and easy access to jobs, shopping, and activities.

Visit the North Cape School District Website for more information: North Cape School District Website

COMMUNITY ENGAGEMENT

From October 5 - 16, 2026, an online survey was conducted for all stakeholders. The North Cape School District received 45 responses; of those, a total of 39 respondents (86.7%) rated the district a 4 or 5 out of 5, reflecting a strong level of satisfaction.



To shape the search for a new superintendent/principal, the HYA Associates gathered valuable insights through surveys, and interviews. The HYA Associates conducted individual interviews with the School Board members, and the outgoing superintendent/principal.

These efforts aimed to identify the key qualities desired in the next leader while also highlighting the District's strengths and challenges ahead. Common themes voiced by multiple groups were used to build a well-rounded leadership profile, ensuring the selected candidate aligns with the district's needs and vision. It should be emphasized that the data is not a scientific sampling, nor does it necessarily represent the majority opinion of each respective group.

The following questions were developed using input and feedback collected through the online survey process and board interviews. These questions were designed to reflect the priorities, concerns, and expectations identified by students, staff, families, and community members, and to help guide meaningful discussion throughout the engagement process.

1. What are the strengths of the North Cape School District that the next superintendent/principal can build upon?
2. What are the challenges facing the North Cape School District that the next superintendent/principal should be aware of, or that you would like to see addressed?
3. What characteristics or traits are you looking for in your new superintendent/principal?
4. Is there anything else you would like to share with us or that we should know about the North Cape School District?

ONLINE SURVEY SUMMARY

1. What are North Cape School District strengths that the next Superintendent can build upon?

- **Community and Relationships**: A strong sense of community, close-knit environment, and small class sizes allow staff to know students individually, foster deep connections, and maintain active parent and family involvement through various school events and traditions.
- **Positive School Culture**: A supportive, nurturing atmosphere characterized by mutual respect, collaboration, high standards for behavior and academics, and dedicated, hardworking teachers who prioritize student well-being.
- **Communication and Leadership**: Open communication, transparency, and administrative support are valued, with a desire for future leadership to maintain visible interaction, active community presence, and strong relationships with students, parents, and staff.

2. What are the challenges facing the North Cape School District that the next Superintendent should be aware of, or you would like to see addressed?

- **Staff Retention and Work Environment:** Attracting and retaining quality teachers, managing staff burnout, and addressing leadership culture, expectations, and support for work-life balance.
- **Academic Programming and Student Needs:** Expanding enrichment, gifted and talented programs, and specialized classes (such as full-time art, physical education, and health) while managing the limitations of small class sizes, varying academic levels, and appropriate technology use.
- **Financial Sustainability and Resources:** Managing tight state funding, rising costs, and long-term financial stability to maintain facilities and competitive compensation without necessarily relying on a referendum.
- **Communication, Transparency, and Trust:** Improving open and transparent communication between leadership, staff, and parents, and rebuilding trust regarding district issues and decision-making.

3. What are the characteristics or traits that you think an effective Superintendent should possess in order to best lead the North Cape School District?

- **Communication and Transparency:** Strong, open, and consistent communication with parents, staff, and the community is essential, prioritizing transparency and being accessible to address concerns.
- **Leadership and Integrity:** The superintendent should exhibit high integrity, honesty, and strong ethical standards, making fair decisions without favoritism and standing firm on what is best for students.
- **Community and Cultural Fit:** A successful candidate must appreciate and respect the small, connected, and unique values of the North Cape community, actively participating in school and community events.
- **Student and Staff Support:** The leader should prioritize student-centered outcomes, safety, and well-being while empowering teachers through trust, autonomy, and support for staff retention.

4. Is there anything else that you would like to share with us?

- **Leadership Qualities and Vision:** Seek a long-term, invested community member with a stable future rather than someone treating the role as a career stepping stone, while avoiding candidates related to current staff to prevent conflicts of interest. The new leader should possess strong communication skills, openness, a joyful and humorous disposition, and ideally local ties or female representation.
- **Student Support and Academic Focus:** Maintain and build upon current achievements such as IEP support, staff retention, and positive culture, while expanding programs like a formal gifted program and hands-on or outdoor extracurricular activities that reflect the farming community.
- **Discipline and Student Wellbeing:** Address student pressures by prioritizing recess and prohibiting its withholding as punishment, and ensure discipline issues are resolved collaboratively between parents and teachers rather than through extreme threats.
- **Technology and Curriculum:** Balance modern education by limiting excessive screen use and reducing over-reliance on technology in favor of foundational learning and student potential.

PROCESS

The structure of the individual interviews and the online survey allowed participants to share individual comments. All of those involved in providing input were asked to respond to the questions on page 4.

Through the information gathered, common themes were generated by the respondents. In this report, we will highlight what those themes were as identified by the following groups:

1. School Board (interviewed individually)
2. Staff
3. Parents and Community Members
4. Students (7th and 8th grade)

PROFILE DEVELOPMENT & QUALITIATIVE DATA

Perceived Strengths • Perceived Challenges • Desired Characteristics

Strengths of the North Cape School District as identified by BOARD OF EDUCATION

(Based on interviews and personal statements)

The North Cape School Board's strengths include stable, collaborative leadership, a strong focus on students, and a commitment to the District's long-term success. A positive working relationship between the Board and administration, coupled with minimal conflict, allows for thoughtful decision-making and a consistent focus on educational priorities.

The Board benefits from a close-knit, family-oriented school community, strong academic performance, dedicated staff, and meaningful parental and community support. Its commitment to fiscal responsibility, effective resource management, well-maintained facilities, modern technology, and continuous improvement provides a solid foundation for maintaining high-quality educational opportunities and building on the District's existing strengths.

1. Strong, Stable Leadership and Governance
North Cape benefits from a stable, supportive Board of Education that maintains a focus on students and the long-term success of the District. A collaborative working environment with minimal conflict allows the Board and administration to concentrate on educational priorities, sound decision-making, and continuous improvement.

2. A Close-Knit, Family-Oriented School Community
The District's small-school environment creates a welcoming, family-like atmosphere where students, staff, and families develop strong relationships. Small class sizes, low staff turnover, dedicated support personnel, and meaningful parental involvement help ensure students feel connected, supported, and valued throughout their educational experience.

3. Strong Academics and Student-Centered Education
North Cape is recognized for strong academic performance and a commitment to providing high-quality educational opportunities for all students. The District emphasizes effective instructional programs, including mathematics, current technology, and comprehensive student support, while taking a progressive approach to education that prepares students for future success.

4. Fiscal Responsibility and Effective Resource Management
The District demonstrates a strong commitment to responsible financial management, maintaining a balanced budget and a stable fiscal position. Effective business management, careful stewardship of resources, and community support allow North Cape to provide a high-quality educational experience while offering families the benefits of a small, personalized school environment without the cost of private school tuition.

5. Strong Community Support and Well-Maintained Facilities
North Cape benefits from a community that takes pride in its schools and demonstrates strong support for students, staff, and educational initiatives. Well-maintained facilities, modern technology, and ongoing policy updates through NEOLA reflect the District's commitment to maintaining a safe, efficient, and forward-thinking learning environment.

Challenges of the North Cape School District as identified by BOARD OF EDUCATION

(Based on interviews and personal statements)

The North Cape School District faces several challenges associated with its small size, limited resources, financial sustainability, and close-knit community dynamics. With no dedicated human resources department and the superintendent serving in both superintendent and principal roles, the District must carefully manage administrative responsibilities, staff support, and competing priorities while making the most of available resources. Maintaining stable student enrollment and addressing reductions in state aid and other funding pressures require continued fiscal responsibility and thoughtful planning to preserve essential programs and provide high-quality educational opportunities.

The Board must also balance the perspectives and expectations of individual families, including those who are new to the community, with decisions that serve the best interests of all students and the long-term goals of the District. In a small community where personal and professional relationships often overlap, maintaining objectivity, establishing appropriate professional boundaries, and making difficult decisions fairly and consistently are especially important. Ultimately, the Board seeks to preserve the District's identity and build upon its existing strengths by maintaining successful programs, strong relationships, and a positive educational environment while remaining focused on the fundamentals of learning—reading, writing, and arithmetic. The challenge is to make thoughtful, sustainable improvements that address evolving needs without introducing unnecessary change or compromising the qualities that make North Cape a successful and valued school community.

1. Limited Resources and Administrative Capacity
As a small school district, North Cape faces challenges associated with limited staffing, resources, and administrative support. The absence of a dedicated human resources department and the superintendent's dual responsibilities as superintendent and principal require careful management of time and competing priorities.

2. Enrollment Stability and Financial Sustainability
Maintaining consistent student enrollment and managing the financial impact of limited district growth are ongoing challenges. Reductions in state aid and other enrollment-related funding pressures require the District to be fiscally responsible while protecting essential programs and maintaining the quality of educational opportunities for students.

3. Balancing Individual Needs with the Best Interests of the District
In a small, close-knit community, new families may bring different expectations and ideas about how the District should operate. The Board must thoughtfully consider community input while ensuring that decisions prioritize the needs of all students and support the long-term interests of the entire school community.

4. Navigating Small-Town Dynamics and Community Relationships
The close personal relationships that make North Cape a special community can also create challenges when making difficult decisions. Board members and administrators may have personal connections with families and community members, making it important to remain objective, maintain professional boundaries, and distinguish individual concerns from broader District priorities.

5. Preserving Existing Strengths and Maintaining Educational Focus
A key challenge for the North Cape School District is sustaining the programs, relationships, and educational environment that have contributed to the District's success despite limited resources and changing expectations. The Board emphasizes maintaining what works, focusing on the fundamentals of education—the three Rs of reading, writing, and arithmetic—and making thoughtful, sustainable improvements that benefit students without unnecessarily changing the District's identity.

Top Five Desired Characteristics of the North Cape Superintendent/Principal as identified by SCHOOL BOARD MEMBERS	
Strong Communication and Relationship-Building Skills	**Student-Centered Staff Focused Leadership**
The ideal candidate will be an approachable, visible, and effective communicator who builds positive relationships with students, staff, parents, and community members. This individual will prioritize personal connections, actively listen to others, and foster trust through consistent engagement and open communication.	The candidate will demonstrate a genuine commitment to students by being present in the schools, interacting with students, and building meaningful relationships with them. Equally important, this leader will value and support staff, promote a positive work environment, and strengthen a culture where employees feel respected, appreciated, and motivated to succeed.
Financial Management and Collaborative Leadership	**Community Focussed Leadership and Respect for Small Town Values**
The ideal candidate will possess a solid understanding of school finance, budgeting, and district operations, with the ability to work collaboratively and effectively with the business manager. This individual will be policy-driven, fiscally responsible, and committed to making decisions that protect the district's financial stability and serve its long-term best interests.	The candidate will understand and appreciate the values, traditions, and relationships that define a small-town school district, demonstrating a willingness to listen and learn before pursuing significant changes. Rather than introducing unnecessary new initiatives or shifting the district's direction, this leader will build upon existing strengths, maintain strong community partnerships, and ensure decisions reflect local priorities and needs.
High Energy, Motivation and Long Term Commitment	
The ideal candidate will be self-driven, enthusiastic, and eager to lead, bringing the energy and initiative necessary to support staff, engage families, and strengthen the district. The Board seeks an individual who is committed to the district's success, demonstrates a strong work ethic, and is interested in establishing long-term roots in the community while potentially growing from an effective principal into a successful district leader.	

Strengths of the North Cape School District as identified by DISTRICT STAFF AND EMPLOYEES

(Based on interviews and personal statements)

1. A Close-Knit, Supportive School Culture

North Cape School District fosters a welcoming, close-knit environment where students are known by name and treated as individuals rather than numbers. A strong sense of mutual respect, shared responsibility, and teamwork is evident throughout the building, with staff members willing to step in and help wherever needed. This culture creates a school environment that feels like a private school within a public school setting.

2. Dedicated, Collaborative, and Experienced Staff
The district benefits from dedicated teachers and staff members who work collaboratively and demonstrate a strong commitment to student success. Staff longevity contributes to stability, continuity, and strong relationships among colleagues, students, and families. The district also supports its employees through a well-established mentoring program that helps new teachers become successful members of the school community.

3. Strong Student Achievement and High Expectations
North Cape demonstrates a strong commitment to academic excellence, as reflected in its high report card scores and focus on preparing students for success in high school. The district maintains strong expectations for all students while providing individualized attention and support to help them reach their potential. Its ability to deliver quality educational outcomes in a small-district setting is a significant strength.

4. Meaningful Opportunities and Strategic Investment
Despite its small size, North Cape provides students with a wide range of educational and enrichment opportunities, including access to the Southern Lakes Advanced Learners Network and the Waterford Special Education Consortium. The district demonstrates a proactive approach to maintaining and improving its learning environment through thoughtful facility planning and a strong technology plan. These efforts reflect a commitment to providing students with valuable resources and opportunities that might otherwise be difficult for a smaller district to offer.

5. Strong Family and Community Engagement
North Cape benefits from strong partnerships among families, staff, and the broader community, with parents actively supporting student learning and school activities. The Parent-Teacher Organization (PTO) plays an important role in enriching the school experience, while community traditions such as the annual spaghetti dinner raise more than $30,000 to support district needs. This high level of engagement, combined with established safety procedures and a shared commitment to students, reinforces the community's investment in the success of the school.

Challenges of the North Cape School District as identified by DISTRICT STAFF AND EMPLOYEES

(Based on interviews and personal statements)

1. Limited Funding and Resources
As a small school district, North Cape faces financial and resource constraints that can limit its ability to provide staffing, programming, and services. Employees often wear multiple hats, and limited personnel and shared staffing arrangements can stretch resources thin. Balancing budget priorities while maintaining quality educational opportunities will remain an important challenge for district leadership.

2. Staff Recruitment, Retention, and Workforce Stability
The district has experienced staff turnover, creating a need to strengthen recruitment and retention efforts. North Cape's size, location, and limited resources can make it difficult to attract and retain talented educators, particularly when larger districts may offer different opportunities. Continuing

to support new employees through mentoring, collaboration, and relationship-building will be important to maintaining staff stability and a positive working environment.

3. The Challenges of Operating a Small District
North Cape's small size creates unique operational challenges, including scheduling limitations, reliance on shared staff, and difficulty finding substitute teachers. With fewer employees available to cover responsibilities, staff members must often take on multiple roles to keep the district operating effectively. District leadership will need to balance these demands while ensuring that employees have the support and resources necessary to meet student needs.

4. Communication, Community Perceptions, and Relationships
In a small, close-knit community, information and opinions can spread quickly, sometimes contributing to rumors or misunderstandings. Maintaining confidentiality, communicating carefully, and building trust among staff, families, and community members are especially important in this environment. The district may also face challenges when parents have difficulty accepting that their children have made mistakes, requiring school leaders to communicate expectations consistently and maintain constructive partnerships with families.

5. District Visibility, Branding, and Public Perception
North Cape has an opportunity to do a better job communicating its strengths, accomplishments, and the quality of educational opportunities it provides. Its small size and location may affect its visibility among prospective employees and families, particularly when competing with larger districts for talented educators. Developing a stronger district brand and consistently sharing positive stories about student achievement, staff accomplishments, and community involvement could help strengthen public perception and support future recruitment and retention efforts.

Top Five Desired Characteristics of the North Cape Superintendent/Principal as identified by NORTH CAPE SCHOOL DISTRICT STAFF and EMPLOYEES	
Collaboritive, Trust Based Leadership	**Respect for Tradition and Continuous Improvement**
The North Cape School District values a leader who builds trust, listens openly, communicates effectively, and works collaboratively with staff, the Board, and the community. The ideal leader is approachable, maintains a positive attitude, and encourages staff autonomy rather than micromanaging their work.	The district seeks a leader who recognizes and preserves the strong programs, relationships, and practices already in place rather than attempting to reinvent the wheel. The focus should be on thoughtful refinement, building on existing successes, and maintaining the district's commitment to being the "Everyday Best School on the Planet."
Student-Centered Leadership and School Engagement	**Staff Appreciation, Empowerment and Retention**
Doing what is best for students should guide the leader's decisions, actions, and priorities. The ideal leader is visible and engaged in daily school life,	The district values a leader who celebrates the contributions of all staff members, inspires others, and creates a supportive environment where

enjoys interacting with students, participates in activities such as monthly student lunches, and remains willing to step in and substitute when needed.	employees feel respected and valued. Strengthening teacher retention through creative strategies, encouraging professional autonomy, supporting the arts and co-curricular activities, and continuing traditions such as "5-Minute Friday" are important ways to sustain staff morale and engagement.
Integrity, Fiscal Responsibility and Effective Management	
The ideal leader demonstrates integrity, sound judgment, and a strong understanding of school finance, policy, and responsible decision-making. The district seeks someone who manages resources carefully, avoids unnecessary spending, leads purposeful and productive meetings, and maintains a clear focus on the district's long-term success.	

Strengths of the North Cape School District as identified by PARENTS AND COMMUNITY MEMBERS

(Based on interviews and personal statements)

1. Small-Town Atmosphere and Strong Personal Connections

North Cape benefits from a close-knit, small-town atmosphere where people know one another by name and develop meaningful relationships. Small class sizes allow staff to provide more individualized attention and build strong connections with students and families. This personal approach creates a welcoming environment where students feel known, valued, and supported.

2. Strong Community Pride and Multigenerational Ties

The district is deeply connected to its community, with many families having attended the school for generations. These longstanding relationships foster a strong sense of belonging, shared history, and pride in the district. Community members care deeply about the school and are invested in preserving its unique identity and continued success.

3. A Unique Identity Rooted in the Community

North Cape is a special place with a distinct identity shaped by its rural setting and agricultural heritage. The district reflects the values, traditions, and relationships that define its farming community. This connection to the local community provides a strong foundation for maintaining traditions while preparing students for future opportunities.

4. Academic Excellence and a Commitment to Student Success

Academics are recognized as a strength of the North Cape School District, reflecting a commitment to providing students with a quality education. Small class sizes help create opportunities for individualized instruction and closer monitoring of student progress. The district's focus on student learning supports a strong educational foundation and helps students reach their potential.

5. Dedicated Staff Who Go Above and Beyond

North Cape is fortunate to have many talented teachers and dedicated staff members who are

committed to helping students succeed. Staff members demonstrate a willingness to go above and beyond to meet students' academic, social, and individual needs. Their dedication, personal investment, and strong relationships with students are important assets that contribute to the district's positive culture and reputation.

Challenges of the North Cape School District as identified by PARENTS AND COMMUNITY MEMBERS

(Based on interviews and personal statements)

1. Limited Opportunities and Resources Compared to Larger Schools

North Cape faces the challenge of providing students with opportunities comparable to those available in larger school districts, particularly in career exploration, specialized courses, and emerging technologies. District leaders will need to continually evaluate how students are being prepared for future career paths and a rapidly changing workforce. Finding creative, cost-effective ways to expand learning opportunities while maintaining the benefits of a small-school environment will be important.

2. Balancing Technology with Effective Learning

As technology becomes increasingly important in education and the workplace, North Cape must consider how best to prepare students for a technology-driven future. At the same time, the district faces the challenge of ensuring that technology supports learning without creating excessive screen time or replacing valuable face-to-face instruction. Establishing a thoughtful balance between digital learning, hands-on experiences, and traditional instructional approaches will be essential.

3. Staffing Stability, Recruitment, and Retention

Although North Cape has historically benefited from a stable staff, the recent departure of several employees, including some who left the teaching profession, has created new challenges. Recruiting qualified substitutes and maintaining consistent classroom coverage can be particularly difficult for a small district with limited staffing resources. The district will need to understand the factors contributing to recent turnover and develop strategies to support staff retention, strengthen morale, and maintain continuity for students.

4. Navigating Personal Relationships and Professional Boundaries

The close-knit nature of North Cape can be a strength, but longstanding personal relationships within the school community can sometimes complicate professional interactions and decision-making. Familiarity among staff members may make difficult conversations, accountability, and necessary changes more challenging. The next leader will need to build trust, establish clear professional expectations, and ensure that decisions are guided by what is best for students and the district.

5. Addressing Underlying Issues and Leading Meaningful Change

North Cape may need to look beyond its positive outward appearance to gain a clear understanding of the district's underlying challenges and opportunities for improvement. The next leader will face the task of identifying concerns that may not be immediately visible, listening

carefully to different perspectives, and building an accurate picture of the district's current culture and operations. This will require thoughtful assessment, honest communication, and a willingness to lead meaningful change while preserving the district's most valued traditions and strengths.

Top Five Desired Characteristics of the North Cape Superintendent/Principal as identified by PARENTS and COMMUNITY MEMBERS	
Strong Communication, Transparency and Active Listening	**Visible, Engaged and Student-Centered Leadership**
The next superintendent/principal must be approachable, accessible, and transparent in communication, ensuring staff, students, and families feel heard and respected. They should listen to understand rather than talk over others, encourage collaboration, and clearly explain decisions and the reasoning behind them.	The ideal leader will be actively involved in the daily life of the school, building meaningful relationships with students, interacting with families, and attending school and community events. They must be able to relate to students, understand their needs, and consistently prioritize high-quality teaching and learning.
Understanding and Respecting the Small-School Culture	**Accountability, Sound Judgement and Student-First Decisions**
The next leader must understand the unique dynamics of a small school district and recognize what makes North Cape special. They should build on existing strengths, understand what works well, and make thoughtful improvements that support the school's continued success without unnecessarily disrupting its culture	The superintendent/principal must hold staff accountable for high expectations while maintaining positive, professional relationships built on trust and mutual respect. They must also demonstrate the courage to make difficult or unpopular decisions when necessary, keeping students' best interests at the center of every decision.
Long-Term Commitment, Collaboration and Educational Growth	
North Cape seeks a leader who views the position as an opportunity to make a lasting commitment to the district rather than a stepping stone to another role. The next superintendent/principal should collaborate effectively with feeder schools and the high school, build strong community partnerships, and stay informed about the evolving educational landscape to ensure students are well prepared for the future.	

Strengths of the North Cape School District as identified by 7TH and 8TH GRADE STUDENTS

(Based on interviews and personal statements)

Students expressed strong satisfaction with the variety of educational and extracurricular opportunities available, including athletics, physical education, choir, and other activities that foster engagement and school pride. They also value experiences beyond the traditional classroom, particularly field trips that make learning enjoyable and meaningful. Overall, students appreciate the district's supportive learning environment, quality facilities, and classroom technology that enhance their daily educational experience.

1. Strong Physical Education and Athletic Opportunities
Students value the quality of gym class and appreciate the opportunities to participate in sports and other activities. These experiences promote physical fitness, teamwork, school spirit, and a positive connection to the school community.

2. Engaging Music and Fine Arts Programs
Students expressed enthusiasm for choir, highlighting the importance of music and creative opportunities in their school experience. Strong music programs allow students to explore their interests, develop their talents, and build confidence while working collaboratively with their peers.

3. Meaningful Field Trips and Enrichment Experiences
Students appreciate the field trips offered by the district, suggesting that learning beyond the classroom is an important part of their educational experience. These opportunities provide engaging, hands-on experiences that broaden students' perspectives and help connect classroom learning to the world around them.

4. Comfortable and Supportive Learning Environments
Students recognize and appreciate the physical features of their classrooms and school facilities, including air conditioning and a quality gymnasium. Comfortable learning spaces and well-maintained facilities contribute to student enjoyment, engagement, and the overall school experience.

5. Access to Modern Classroom Technology
Students value the availability of Smart Boards and the technology incorporated into their classrooms. These tools can make lessons more interactive, support different learning styles, and help teachers create engaging learning experiences that encourage student participation.

Challenges of the North Cape School District as identified by 7TH and 8TH GRADE STUDENTS

(Based on interviews and personal statements)

Students identified opportunities to improve school facilities, including restroom availability, locker room privacy, playground equipment, and the overall appearance of the building and grounds. They also emphasized the importance of student wellness through healthier lunches, adequate time for lunch and recess, and more engaging physical education, along with expanded academic, elective, and extracurricular opportunities that reflect their interests. Additionally, students would like instructional approaches that better support their learning, more time to complete assignments and transition between classes, and greater opportunities to share their ideas and have their voices considered in school decisions.

1. Improving School Facilities and Learning Environments
Students identified several areas where school facilities could be improved, including updating water fountains, adding bathrooms on the second floor, increasing bathroom availability, and replacing locker room curtains with doors to provide greater privacy. Students also expressed

interest in updating the school building, improving landscaping, and enhancing playground equipment to create a more comfortable, functional, and inviting environment.

2. Enhancing Student Wellness, Nutrition, and Daily Schedules
Students expressed concerns about having insufficient time for lunch and recess, along with a desire for healthier and more appealing lunch options. They also identified a need to improve physical education dress codes and bring back activities such as roller skating in gym class.

3. Expanding Academic, Elective, and Enrichment Opportunities
Students would like to see more course options, additional enrichment opportunities, and a return of practical learning experiences such as cooking classes. They also expressed a desire for dedicated art instruction rather than having the Spanish teacher teach both subjects.

4. Strengthening Instructional Practices and Academic Support
Students raised concerns about the format of the new math curriculum and expressed a need for more classroom work time and additional opportunities to complete missing assignments. They also suggested allowing more passing time between classes and providing more opportunities to catch up academically.

5. Increasing Student Voice, Respect, and Engagement
Students want their feedback to be heard and considered when decisions are made about school policies, programs, and learning experiences. They also expressed a desire for more after-school activities, greater openness to new ideas, and treatment that recognizes middle school students as increasingly mature and independent learners.

Top Five Desired Characteristics of the North Cape Superintendent/Principal as identified by NORTH CAPE 7TH AND 8TH GRADE STUDENTS	
Kindness and Compassion	**Student Voice and Engagement**
A strong leader demonstrates kindness, empathy, and genuine concern for the well-being of students. They create a welcoming and supportive environment where every student feels valued, respected, and cared for.	An effective leader actively listens to student ideas, concerns, and suggestions. They encourage student input and demonstrate that student perspectives are important in shaping decisions that affect their educational experiences.
Empathy and Understanding	**Thoughtful and Fair Decision Making**
A successful leader takes the time to understand different perspectives and recognize the individual needs and circumstances of students. They approach situations with patience, compassion, and an open mind rather than making assumptions or rushing to judgment.	A strong leader carefully considers information, feedback, and the potential impact of decisions before taking action. They demonstrate fairness, good judgment, and a willingness to consider multiple viewpoints to ensure decisions are thoughtful and well-informed.
Professionalism and Respect	

An effective leader consistently demonstrates professionalism through their words, actions, and interactions with students and others. They model respectful behavior, respond constructively to feedback, and maintain high standards of integrity, accountability, and positive leadership

FINDINGS / THEMES

Many of the discussions pertaining to strengths and challenges for the North Cape School District flow into the expectations for the next superintendent. Several of the characteristics that are present in the profile for the next superintendent build on the current strengths of the organization in addition to addressing the challenges ahead. The search team will seek a new superintendent who will understand issues facing the district.

When the data from board interviews and the online survey were combined, themes emerged. It should be noted that there was more similarity across groups than there were differences. In general, strengths and challenging issues were almost unanimous across groups. The characteristics desired in the next superintendent were also closely aligned across groups. This congruence is viewed as a positive characteristic of this search and will bring clarity in focus for the Board and the new superintendent.

The following themes are supported by the combined data.

STRENGTHS

North Cape School District is a small, relationship-driven learning community defined by strong academics, dedicated staff, meaningful student opportunities, and deep community pride. Stable leadership and responsible resource management support a safe, modern, and welcoming environment where students are known, supported, and prepared for future success.

1. **Close-Knit, Family-Centered Culture**

A small-school environment where students are known personally, relationships are strong, and the community feels like an extended family.

2. **Dedicated, Stable, High-Quality Staff**

Experienced, collaborative educators who go above and beyond, supported by strong mentoring and low turnover that creates continuity and trust.

3. **Strong Academics and High Expectations**

Consistently high achievement supported by individualized attention, rigorous instruction, and a commitment to preparing students for future success.

4. **Meaningful Student Opportunities and Enrichment**

A wide range of experiences—advanced learning networks, special education partnerships, athletics, arts, field trips, and modern technology—unusually robust for a small district.

5. **Deep Community Pride and Partnership**

Multigenerational ties, active parent involvement, strong PTO support, and community traditions that reinforce shared identity and investment in the school.

6. Safe, Comfortable, Well-Maintained Facilities
Clean, modern, and welcoming learning spaces—air conditioning, quality gymnasium, updated technology—that enhance student comfort and engagement.

7. Effective, Responsible Leadership and Governance
A stable Board focused on students, sound decision-making, and fiscal stewardship that protects resources and sustains long-term district health.

The following themes are supported by the combined data.

CHALLENGES

North Cape's challenges center on the realities of operating a small, close-knit district with limited staffing, resources, and programming capacity. Stakeholders consistently point to the need for stronger recruitment and retention, clearer communication, and a more visible district identity, all while balancing community dynamics and preserving what makes North Cape special. Students add an important layer, highlighting facility updates, wellness needs, and expanded academic and enrichment opportunities that will require thoughtful leadership and strategic investment.

1. Limited Resources, Staffing, and Operational Capacity
As a small district, North Cape faces constraints in personnel, funding, and administrative bandwidth. Staff often wear multiple hats, substitutes are hard to find, and the superintendent carries dual roles, creating pressure on time, coverage, and long-term sustainability.

2. Recruitment, Retention, and Workforce Stability
Recent turnover and the district's rural location make attracting and retaining high-quality staff more difficult. Maintaining morale, strengthening mentoring, and stabilizing the workforce are ongoing needs shared across stakeholder groups.

3. Small-District Limitations on Programming and Opportunities
Students and families want more electives, enrichment, career exploration, and specialized courses. The district must creatively expand opportunities while balancing cost, staffing, and the realities of a small school environment.

4. Balancing Technology, Instructional Quality, and Student Needs
Stakeholders recognize the importance of technology but also express concerns about screen time, instructional balance, and the effectiveness of certain curricular approaches (e.g., math curriculum format). Ensuring technology enhances—not replaces—strong teaching is a key challenge.

5. Communication, Perception, and Community Dynamics
In a close-knit community, information spreads quickly, misunderstandings can escalate, and personal relationships can complicate professional boundaries. Strengthening communication, confidentiality, and trust is essential for maintaining positive partnerships.

6. District Visibility, Branding, and External Perception
North Cape's small size and rural location limit its visibility to prospective families and employees. The district needs a stronger brand presence and more consistent storytelling about its strengths, achievements, and opportunities.

7. Student Wellness, Daily Schedules, and Learning Environment Needs
Students identify challenges related to lunch/recess time, nutrition, PE expectations, and facility updates (bathrooms, water fountains, locker room privacy, playground improvements). These issues affect comfort, wellness, and overall student experience.

8. Academic Support, Instructional Time, and Student Voice
Students want more work time, passing time, opportunities to complete assignments, and a stronger voice in decisions. They also seek more after-school activities and recognition of their growing independence.

9. Navigating Change While Preserving Core Strengths
Stakeholders value North Cape's identity and traditions but acknowledge the need to address underlying issues, adapt to changing expectations, and make thoughtful improvements. The challenge is leading meaningful change without losing what makes the district special.

THE NORTH CAPE SCHOOL DISTRICT SUPERINTENDENT/PRINCIPAL DESIRED CANDIDATE PROFILE

The North Cape School Districts seeks a superintendent who in collaboration with the Board, staff, students, parents and community, will focus the district on shared goals and vision. After seeking input from stakeholders through interviews and an online survey, the North Cape School District seeks an engaged, visionary superintendent who possesses the following characteristics:

1. Exceptional Communication, Transparency, and Relationship-Building
Approachable, visible, and actively engaged with students, staff, families, and the community; listens deeply, communicates clearly, and builds trust through openness and consistency.

2. Student-Centered Leadership and Daily School Presence
Prioritizes students in every decision, remains highly visible in classrooms and activities, builds meaningful relationships with learners, and ensures high-quality teaching and learning.

3. Staff-Focused Leadership that Builds Trust, Appreciation, and Retention
Supports, empowers, and celebrates staff; avoids micromanagement; strengthens morale; and fosters a collaborative, respectful culture where employees feel valued and motivated to stay.

4. Respect for Small-School Culture, Traditions, and Community Values
Understands what makes North Cape special, honors long-standing relationships and traditions, and leads with sensitivity—improving thoughtfully without disrupting the district's identity.

5. Collaborative, Integrity-Driven Leadership with Sound Judgment
Works effectively with the Board, staff, and families; maintains professionalism; models fairness; and makes courageous, student-first decisions even when they are difficult or unpopular.

6. Strong Financial Management and Operational Competence
Demonstrates fiscal responsibility, understands school finance and policy, manages resources wisely, and collaborates closely with the business manager to protect long-term district stability.

7. High Energy, Enthusiasm, and Long-Term Commitment to North Cape
Brings motivation, initiative, and a strong work ethic; invests deeply in the community; and views the role as a long-term commitment with potential to grow into a seasoned district leader.

8. Collaborative Culture Builder Who Strengthens Community Partnerships
Engages families, feeder schools, and community organizations; enhances district visibility and branding; and builds strong external relationships that support student success.

9. Kind, Compassionate, and Empathetic Leadership
Demonstrates genuine care for students, approaches situations with patience and understanding, and creates a welcoming environment where every student feels respected and supported.

10. Fair, Thoughtful, and Professional Decision-Making
Considers multiple perspectives, evaluates impacts carefully, and models respectful, accountable leadership that sets a positive tone for the entire school community.

11. Champion of Student Voice, Engagement, and Opportunities
Actively listens to student ideas, expands enrichment and elective options, supports co-curriculars and the arts, and ensures students feel heard, respected, and included in shaping their school experience.

DATA BRIEF



2024-2025
Wisconsin
State Report Card Analysis

State Percentile Analysis

North Cape Elementary

ECRAGROUP

ECRAGROUP.COM

Purpose

The purpose of this report is to examine how North Cape Elementary compared to other Wisconsin schools of a similar type on a range of metrics for the 2023-2024 and 2024-2025 school years. Percentiles are reported for context and indicate where North Cape Elementary falls in the distribution of schools of the same type across the state of Wisconsin on various indicators.

Methods

Data were collected across the five areas listed below from the Wisconsin Report Card website (https://apps2.dpi.wi.gov/reportcards/) :

Student Achievement	Target Group Performance	Financial Information*	Student Demographics	District Characteristics
Proficiency – ELA & Math	Target Group Outcomes Score	Total Education Cost Per Student	Economically Disadvantaged	Enrollment
Achievement Score – ELA & Math	Target Group Achievement Score	Instructional Expenditures Per Student	English Learners (EL)	Graduation/Attendance
Growth Score – ELA & Math	Target Group Growth Score	Percent Revenue from Property Tax	Disabilities	Chronic Absenteeism
3rd Grade ELA Achievement Score	Target Group Chronic Absenteeism	Teacher Average Salary and Fringe	Ethnicity	
8th Grade Math Achievement Score	Target Group Graduation/Attendance	Teacher Average Experience		
On-Track to Graduate				

Percentiles were calculated by ranking all Wisconsin elementary schools who had data on the particular metric appearing in the state report card. A percentile of 60, for example, indicates a district is the same or higher than 60% of districts across Wisconsin on that particular indicator value. Note that it may not be desirable to have high percentile rankings for all indicators. For example, it may be preferable to have an average or lower percentile ranking for metrics such as student to staff ratios.

Tables 1-5 display the values corresponding to the state 50th percentile, the school values, and the school percentile rankings within the state of Wisconsin for the elementary-elementary and 2023-2024 school years. Note that the state value is the 50th percentile value across all 2024 schools in the state. The change in the value and percentile between these two school years is also reported. Figures 1 and 2 visualize the shift in the state's distribution of ELA and Math proficiency from the Spring of 2025 to the Spring of elementary. The vertical lines represent the School proficiency in the Spring of 2024 and the Spring of 2025. Figures 3 and 4 show the percentage of students designated as economically disadvantaged against the percentage of all students meeting ELA and Math proficiency across the school in the spring of 2024.

*Financial expenditure and revenue data reported is from the previous school year.

Table 1. Student Performance

* The state value columns report values at the 50th percentile across the state.

Indicator	2024 State Value*	2024 School Value	2024 School Percentile	2025 State Value*	2025 School Value	2025 School Percentile	Change 2024 to 2025 School Value	Change 2024 to 2025 School Percentile
ELA Proficiency	55.3%	73.4%	89	53.4%	69.9%	85	-3.5%	-4
Math Proficiency	58.3%	73.4%	82	56.0%	67.2%	73	-6.2%	-9
Achievement Score	66.9	74.6	70	70.5	82.0	78	+7.4	+8
ELA Achievement Score	63.0	74.9	80	67.7	81.1	84	+6.2	+4
Math Achievement Score	69.9	74.3	60	72.8	82.9	73	+8.6	+13
Growth Score	67.9	72.7	62	67.9	68.9	54	-3.8	-8
ELA Growth Score	67.9	75.5	66	67.9	75.5	67	0.0	+1
Math Growth Score	66.0	69.8	57	67.9	62.2	38	-7.6	-19
3rd Grade ELA Achievement Score	61.5	76.3	85	67.5	77.7	75	+1.4	-10
8th Grade Mathematics Achievement Score	41.5	83.4	88	58.6	76.5	72	-6.9	-16
On-Track to Graduation Score	85.5	89.1	75	86.7	89.3	66	+0.2	-9

Notes:

Table 2. Target Group Performance

* The state value columns report values at the 50th percentile across the state.

Indicator	2024 State Value*	2024 School Value	2024 School Percentile	2025 State Value*	2025 School Value	2025 School Percentile	Change 2024 to 2025 School Value	Change 2024 to 2025 School Percentile
Target Group Outcomes Score	63.6	76.4	79	67.7	82.2	78	+5.8	-1
Target Group Achievement Score	27.2	35.6	69	31.3	49.9	86	+14.3	+17
Target Group Growth Score	67.9	74.6	69	67.9	70.8	60	-3.8	-9
Target Group Chronic Absenteeism Score	83.1	89.7	73	83.8	92.9	84	+3.2	+11
Target Group Graduation/ Attendance Score	93.5	94.2	64	93.9	94.5	64	+0.3	0

Notes:

Table 3. Student Demographics

* The state value columns report values at the 50th percentile across the state.

Indicator	2024 State Value*	2024 School Value	2024 School Percentile	2025 State Value*	2025 School Value	2025 School Percentile	Change 2024 to 2025 School Value	Change 2024 to 2025 School Percentile
Economically Disadvantaged	45.7%	11.2%	4	43.2%	8.2%	3	-3.0%	-1
English Learner (EL)	3.0%	0.0%	9	3.1%	0.0%	8	0.0%	-1
Disabilities	17.0%	12.7%	18	17.7%	14.4%	25	1.7%	+7
Asian	1.2%	0.0%	12	1.1%	0.0%	12	0.0%	0
Black	1.7%	1.5%	48	1.6%	0.0%	8	-1.5%	-40
Hispanic	7.6%	3.6%	16	7.8%	3.6%	16	0.0%	0
White	78.0%	94.4%	96	77.3%	96.4%	99	2.0%	+3
Two or More Races	5.1%	0.5%	3	5.1%	0.0%	1	-0.5%	-2

Table 4. School Characteristics

* The state value columns report values at the 50th percentile across the state.

Indicator	2024 State Value*	2024 School Value	2024 School Percentile	2025 State Value*	2025 School Value	2025 School Percentile	Change 2024 to 2025 School Value	Change 2024 to 2025 School Percentile
Enrollment	323	197	19	322	194	18	-3	-1
Graduation/Attendance Score	94.1	94.2	53	94.6	94.6	52	+0.4	-1
Chronic Absenteeism Rate Score	88.1	88.6	53	88.2	90.0	59	+1.4	+6

Notes:

The graphs below illustrate the percentage of students meeting proficiency standards for all subjects in each elementary school across Wisconsin. The distributions of these percentages in 2024 and 2025 are captured under the grey and purple curves respectively. The elementary school median is noted for each year as well. The vertical lines illustrate the percentage of students meeting proficiency each year in your school.

Figure 1. Proficiency Distribution of Wisconsin Elementary Schools - ELA

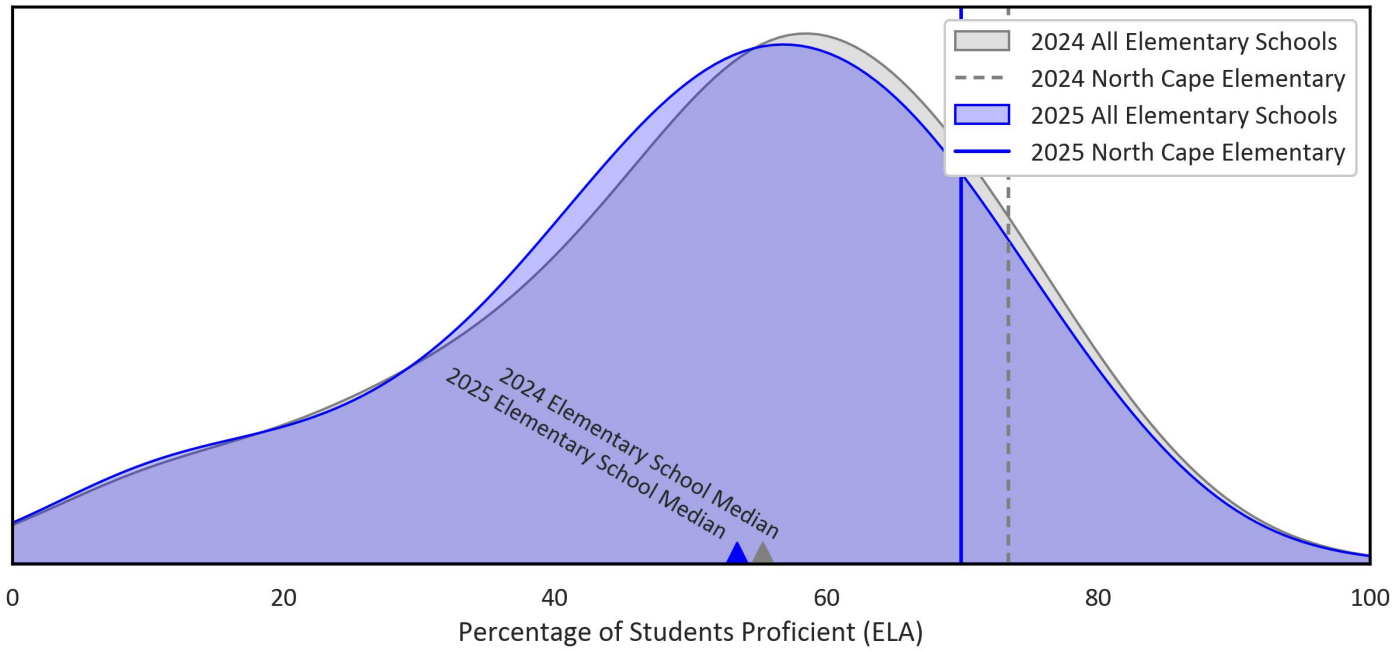
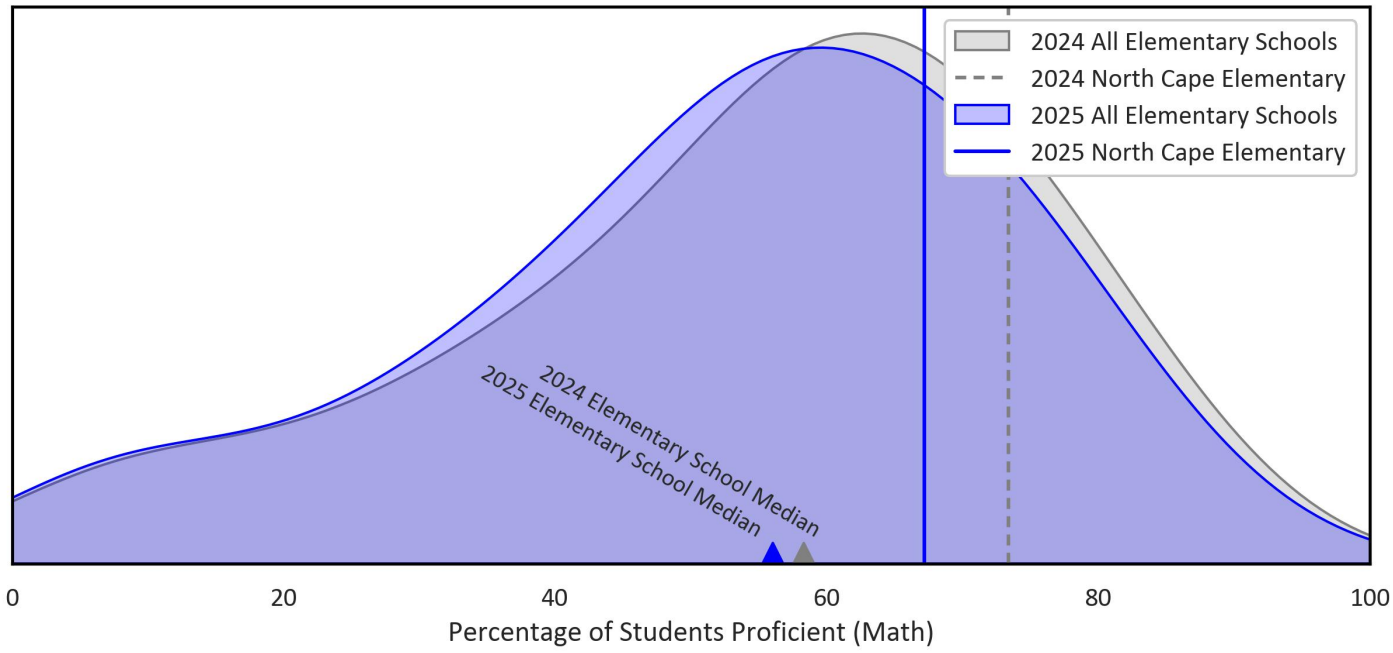


Figure 2. Proficiency Distribution of Wisconsin Elementary Schools - Math



The graphs below depict the percentage of students designated as Economically Disadvantaged against the percentage of all elementary school students meeting proficiency in the Spring of 2025. The proficiency grey dots represent all other elementary schools in the state, with a trend line included through the center of the distribution meeting proficiency.

Figure 3: Economically Disadvantaged vs. ELA Proficiency 2025

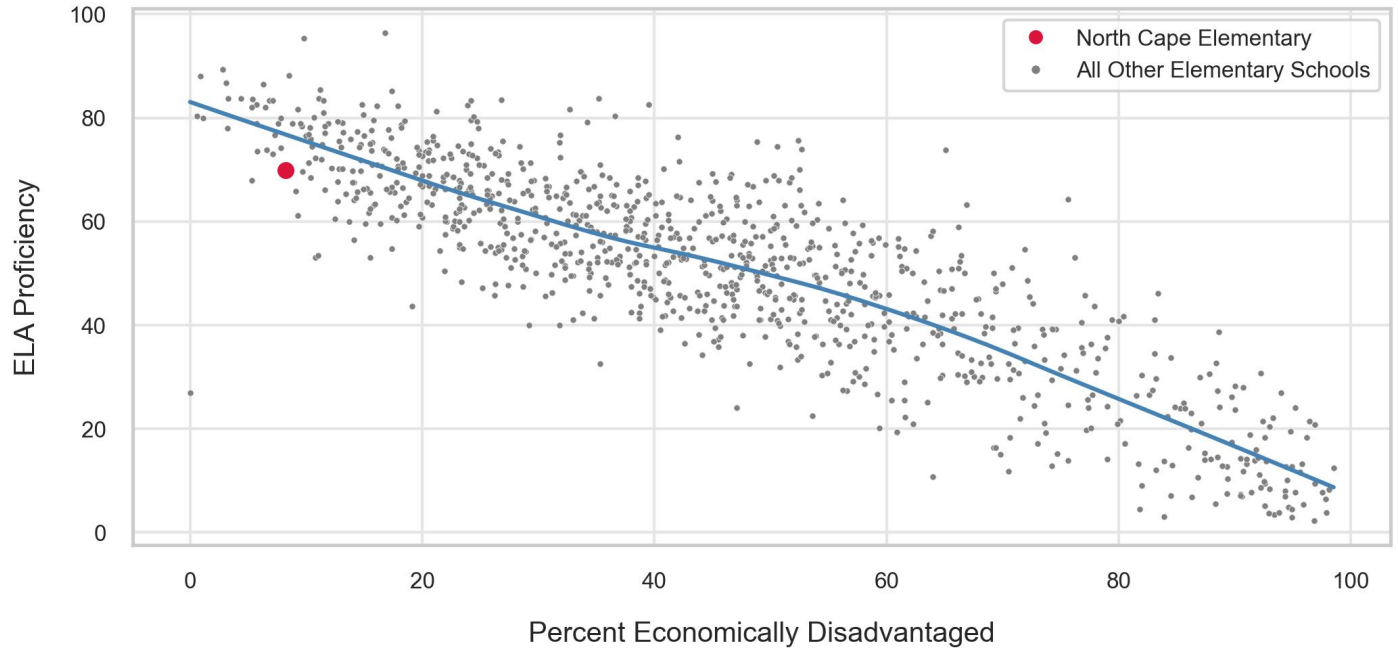


Figure 4: Economically Disadvantaged vs. Math Proficiency 2025

