



# LEADERSHIP PROFILE REPORT

**Port Washington-Saukville  
School District  
March 19, 2024**

## SELECTION PROCESS

The Port Washington-Saukville School Board has retained the services of HYA to assist the Board with the hiring of the next superintendent. 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 at [mikerichie@hyasearch.com](mailto:mikerichie@hyasearch.com) or Scott Winch at [scottwinch@hyasearch.com](mailto:scottwinch@hyasearch.com).

## EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) during the months of February and March of 2024 for the new superintendent of the Port Washington-Saukville School District. The data contained herein was obtained from input the HYA consultants received when they met with individuals and groups in either interviews or focus group settings. The interviews and focus group meetings were structured to gather input to assist the Board in determining the primary characteristics desired in the new superintendent. Additionally, the stakeholder interviews and focus groups collected information regarding the strengths of the organization and some of the challenges that it will be facing in the coming years. It should be emphasized that the data is not a scientific sampling, nor does it necessarily represent the majority opinion of each respective group.

All nine current School Board members were interviewed by an HYA Associate. In addition, HYA conducted 13 focus groups. A total of 143 individuals, including high school students, participated in either focus groups, individual interviews or email responses. A survey was also conducted from February 26 through March 8, 2024, which resulted in 375 responses.

The same questions were asked during each interview, focus group, and email response, and were as follows:

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

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

- Community/Parents
- Board
- Staff
- Students

**Process**

The structure of the individual meetings, forums, and focus groups was open, allowing for participants to build upon each other’s comments. All of those involved in providing input in the selection of the next Port Washington-Saukville Superintendent were asked to respond to the questions above.

**Participation**

The total number of individuals interviewed or participating within an interview/focus group/email responses was 143. The HYA consultants held nine (9) interviews and hosted thirteen (13) focus groups.

Interviews / Focus Groups
Individual Board Member Interviews
Administrative Council (Directors, Principals and APs)
District Office Staff
High School Students
HS/MS Teachers/Certified Staff
Elementary Teachers/Certified Staff
Parents and Community Members
Outgoing Interim Superintendent
Executive Assistant to the Superintendent
Community Leaders/Groups/Nonprofits/Partners
Support Staff

**Description of the District**

The Port Washington-Saukville School District is seeking a superintendent beginning on July 1, 2024. A regionally competitive salary and benefit package will be offered.

Port Washington is located along the shores of Lake Michigan, 25 miles north of downtown Milwaukee and 90 miles south of Green Bay. Port Washington is the county seat of Ozaukee County, Wisconsin. Saukville is one of the fastest developing communities in Wisconsin. Woods and water meet the interstate in this picturesque yet progressive community, just three miles west of Lake Michigan. Port Washington and Saukville offer the peace and serenity of small town life with accessibility to the metropolitan culture of Milwaukee where they are part of the Milwaukee Metropolitan Statistical Area. Despite being closely located to downtown Milwaukee, they retain their distinct town core and sit at some distance from the most urbanized parts of the area.

The Port Washington-Saukville School District (PWSSD) includes three elementary schools, one middle school, and one high school, altogether covering 4K through 12th grades. The District Exceeds Expectations on the 2022-2023 Wisconsin State Report Card with an overall score of 73.7. The PWSSD has just over 2,500 students, with a student teacher ratio of 14:1, the District is committed to a focus on educational excellence for its students, professional staff and entire community. The District consists of just over 57 square miles. The District has approximately 400 employees, and a general fund budget of \$34,230,000 million.

The PWSSD provides avenues for all students to succeed academically and socially. Academically, the District offers pathways for college prep students through dual credit courses, AP courses and honors courses. The District also offers multiple career pathways through our technology and engineering department and our Youth Apprentices Program. Socially, our students have opportunities to participate in a wide variety of co-curricular activities through athletics, music, technology clubs, and volunteer clubs. Academic expansion clubs (Forensics, DECA) assists students throughout their time at PWSSD to develop socially and independently outside of academics. The school board, administrators, and staff pride themselves in supporting students in a variety of areas as they grow and develop through their education.

The Port Washington and Saukville communities offer a wide variety of blended amenities. The active marina offers a boat ramp, boat slips, and charter fishing for different types of ventures on Lake Michigan. Two beaches, on the north and south ends of downtown, provide a shoreline connection with the lake year-round for hiking, cross-country skiing, kayaking, and surfing. The Interurban Bike Path which connects communities north of Port Washington all the way to Milwaukee passes through the city, making Port a great biking and walking community. The vibrant downtown boasts a variety of shops, restaurants, parks, and a place for year-round city festivals. Port Washington and Saukville each provide an abundance of parks throughout their communities, robust recreation departments, expanding business developments, and a safe community in which to live and visit.

Visit the Port Washington-Saukville Website for more information: [Port Washington-Saukville School District / Homepage \(pwssd.k12.wi.us\)](https://www.pwssd.k12.wi.us)

**IDENTIFIED BY COMMUNITY/PARENTS: [Strengths of the Port Washington-Saukville School District Based on the Data Analysis Collected](#)**

1. An overwhelming number of the respondents feel that the opportunities the district provides for students are excellent. Curricular and extra curricular opportunities were mentioned.
2. This group also feels the teachers in the district are talented and are appreciative of their efforts.
3. The support of parents, community and booster clubs was also characterized as very positive.

4. Port Pride program was also mentioned as a strength. People are very appreciative of the opportunities for students to be engaged with the community
5. The facilities in general were mentioned as a strength, the high school and two elementary schools were specifically mentioned and also the opportunities for youth groups to use the facilities was also mentioned as a strength of the district.

**IDENTIFIED BY COMMUNITY/PARENTS: Challenges of the Port Washington-Saukville School District Based on the Data Analysis Collected**

1. Rebuilding the trust within the district and community is the number one priority according to the parents and community. As part of this the feeling that there is a need to foster a positive culture/environment and stop the negative vibes from trickling down to the students.
2. The parents and community feel that the communication from the district is disjointed. People want more consistent communication in a variety of forms from the district and also want direction in where to go for specific information. There is confusion of who does what at the district office, people need to know who to go to. They don't know who to contact.
3. Employee morale was also mentioned as a challenge, there is a concern that the district will be able to attract and retain quality employees.
4. Some facilities were mentioned as a strength but there is concern for the Middle School and Saukville Elementary School needing to be improved.
5. Financial stability was also mentioned as a concern. The feeling is that the district will need both an operational and capital project referendum in the near future.

<b>Desired Characteristics of the Next Port Washington-Saukville Superintendent as identified by the COMMUNITY</b>		
Confident in their abilities	Excellent in being a leader	Great communication with parents
Positive energy	Experience teaching kids	Visible in the district and community
Communicator	Educational background	Expertise in being a leader
Admit change is hard	Backbone to make a decision	Someone to heal the district
Be in the schools	Track record of success	Excited to get everyone's morale up
Build up the trust	Not afraid of a tough decision	Passionate about the school and community
Eager, aggressive, excited	Work collaboratively with staff	Experience and classroom experience
Must train the staff	Must work with the staff	Need to hold people accountable

Strong vision	Get community involvement	Someone that wants to be part of every building
Strong leader	Put roots down here	Someone the community and staff can trust
Listen to what the district wants - collaborative leader		
Stability - someone who will be in the district for more than five years		
With lack of accountability there is lack of empathy		
Maintain talent we have in the district and to recruit new talent		
Balance the quiet calm stakeholders in the district versus the few loud ones		

**IDENTIFIED BY SCHOOL BOARD: Strengths of the Port Washington-Saukville School District Based on the Data Analysis Collected**

1. The School Board is appreciative of the staff working in the schools and feel they are a true asset to the district. They feel that everyone in the schools is trying to do what is best for the students and that they are dedicated to providing the best education possible for the Port Washington-Saukville students.
2. The School Board feels that the district provides a wide variety of curricular and extra curricular activities for students to participate in. The Board appreciates the curriculum work that has been done, which has gone a long way towards updating materials for the district.
3. The location of the district is also viewed as a strength by Board Members. The small town feel with the proximity to Milwaukee is a true asset. The setting on Lake Michigan also makes the district appealing to people that are looking for a small town feel without being in the big city.
4. The growth of the communities was also mentioned as a strength. Current developments in Saukville are seeing housing developments continue to grow which is projected to help the district's enrollment as both communities continue to grow.
5. The School Board sees the support of the community as another overall strength of the district. The communities are invested and engaged in the school district and truly want what is best for the students.

**IDENTIFIED BY SCHOOL BOARD: Challenges of the Port Washington-Saukville School District Based on the Data Analysis Collected**

1. The Board feels that a major challenge facing the district is rebuilding the communities' trust in the district. As strongly as they believe the community supports the district they also believe there is a trust issue with the community and this is the priority moving forward.

2. To achieve that level of trust, communication and transparency must be improved particularly from the district level both with the community and the schools within the district.
3. Another challenge as seen by the Board is the turnover that is coming for the School Board with three incumbents not seeking reelection.
4. Change in general is hard, and the school district has seen a great deal of change over the past few years. This will be the fourth superintendent in the past five years and there has also been change in other key leadership roles in the district. Stability is needed to get the district moving forward again.
5. Overall, the School Board feels the district is financially stable but they do foresee the need for a capital improvement referendum to address some needs of the buildings and potentially an operational referendum to maintain the district at its current level of operation.

**IDENTIFIED BY STAFF: Strengths of the Port Washington-Saukville School District  
Based on the Data Analysis Collected**

1. Staff members feel that the staff in the schools is the heart of the district. The building level administrators have provided guidance and leadership to the staff and they are eager and willing to learn and grow to continue to provide a quality education for the students.
2. Community pride is also seen as a true value in the district. Alumni return to the school district to raise their families, this is also reflected in the number of current staff members that attended school in the district.
3. The staff feels the district offers a great variety of curricular and extra curricular opportunities for students. The feeling is that the district has done a good job of getting the curriculum streamlined from 4K-12.
4. Staff members feel the growth and continued development of the communities is an asset and will lead to an increase in enrollment in the district. The location and setting of the communities is desirable, staff members believe that 75-80% of the staff live in the district and feel the location as an asset, with the small town feel but having ready access to Milwaukee.
5. The staff also feels the current School Board is supportive and wants what is best for the students and staff in the district.

**IDENTIFIED BY STAFF: Challenges of the Port Washington-Saukville School District  
Based on the Data Analysis Collected**

1. Trust is seen by staff as a challenge and the Board and new superintendent need to work on building the trust with the community and with the staff. Consistent and clear communication is seen as a big part of rebuilding the trust. Board Governance was also mentioned to better align the board's roles and responsibilities.



2. Staff members feel the district lacks an identity and vision for the future. The staff feels there is a lot of things going on but no plan to see things through. Stagnation is seen as a challenge with the “this is how we always have done it” mentality needing to change.
3. The staff compensation model is also seen as a challenge. New staff members are being brought in at a higher rate than staff members with experience. Another concern mentioned with the model is the ability for newer staff members to get to the top of the pay scale.
4. Financial stability is a concern of staff members as well. How will the district replace the one time ESSER funds? The potential of an operational and building referendum is also on the horizon to keep the district moving forward and to address some of the building needs (Saukville and Middle School were specifically mentioned).
5. The high turnover in office staff has led to inequities in policies and procedures which also leads to staff not knowing who to go to when something needs to be done.

<b>Desired Characteristics of the Next Port Washington-Saukville Superintendent as identified by the <u>STAFF</u></b>		
Integrity	Keep it about the kids	Stay level headed when making decisions
Well spoken	Experience at the district level	Transparent, clear communication
Come in with eyes wide open	Good communicator, all aspects	Build relationships with staff
Professionalism	Proactive rather than reactive	Be present in the district and community
Educational background	Follow through, follow up with people	Genuinely wants to be in this community
Fiscally responsible	Consistent decision making	Building level experience important
Build a positive culture	Bring back the “why are you here”	Work with resources that exist in the district
Create a team environment	Experience and success in the position	Longevity, stay and commit to the district
Visible	Build the trust back with the community	
Teaching experience	Value in all curriculum and levels of education	
Ethics and integrity	Successful experience	Do what is best for kids
Knowledgeable	Work with teacher group	Know and want to be in the area
Trustworthy	Value the experience of staff	Visible in the schools
No 12 part plan	Forward thinking	Experience in education
Establish trust	Visible in the schools	Plant roots in the community
Collaborative leader	Visible in the community	Think outside the box to solve problems
Delegate where needed	Have a vision and stick to the plan	Consider all data points and all voices



Prioritize issues	Personable, use people first names	Up to date on current trends/data points
Open minded	Build relationships, charismatic	Would like more diversity in the district
Active listener	Find balance of thick skin and empathy	Leadership that you can learn and grow from
Long term plan, explain the why and the road to get there		
Mend things with the community, mutual respect		
Decisive, have a vision of where the district needs to go		
Positive culture and instructional leadership, find the balance		
Take time to learn the district, be a collaborative leader		
Strong sense of accountability for staff and students		
Strategic plan, get everyone going in the same direction		
Be present in the building, build relationships and trust		
Come in and observe the district and community before taking action		
Balance budget but not at the expense of staff		
Personable, someone you can have a conversation with		
Solicit feedback from stakeholders but also make the tough decisions		
Invested in the community, provide evidence and ideas of what that looks like		
Licensed and qualified for the job, preferably with successful experience		
Someone that wants to stay long term in the district		
Strong willed, consider all aspects of the population		
Give the principals ownership and have them make some decisions		

**IDENTIFIED BY STUDENTS: Strengths of the Port Washington-Saukville School District Based on the Data Analysis Collected**

1. The students feel the staff is a strength of the district and they care about the students. The students like that the staff members come from a variety of backgrounds, that they feel welcome in the classrooms and that the staff shows interest in their activities outside of the school day.
2. The whole district (all buildings) gets students involved in community activities. The students are active in community events which develops their sense of pride in their community.

3. The students are appreciative of the local scholarship program and the opportunities provided to them to further their education.
4. Course variety is seen as a strength, the students mentioned several programs specifically and feel all students have an opportunity to pursue their interests - college, tech school, work force and military.
5. The diversity in clubs and sports is also appreciated by the students. The student body participates in these activities at a high level and also appreciates it when groups are brought in from the outside to help promote activities and clubs that are of interest.

**IDENTIFIED BY STUDENTS: Challenges of the Port Washington-Saukville School District Based on the Data Analysis Collected**

1. Senior Prom was specifically mentioned but the students would like to see more activities such as dances, trivia nights and movie nights so they have more things to do outside of school.
2. The students would like to see an expansion in the course offerings and consideration of weighting the grades for the higher level courses (medical and business courses were specifically mentioned).
3. The students feel the cost to participate in sports is high and that there is an inequity in funding for the less popular sports.
4. Upgrades to facilities are needed. In particular the middle school, baseball field and tennis courts were mentioned.
5. More discipline is needed in the eyes of the students, they would like to see less fighting, vaping, and more discipline in the classroom as sometimes it makes it difficult to concentrate in class. In conjunction, the schools should look at ways of reinforcing positive behavior.

<b>Desired Characteristics of the Next Port Washington-Saukville Superintendent as identified by the STUDENTS</b>		
Involvement in school and community	Respectful stand up guy	Someone that will bring people together
Apply themselves to all events	Someone people can talk to	Listen to all voices and take some action
Quality experience	Management of money	Outgoing, get people involved
More discipline	Be involved with students	Present, in the buildings
Be at events	Be immensely involved	Someone who can make changes
Outgoing	Interaction with students	Don't push a problem to the side

## DESIRABLE CHARACTERISTICS OF NEXT SUPERINTENDENT

Many of the discussions pertaining to strengths and challenges for the Port Washington-Saukville School District flow into the expectations/characteristics 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. It will be important for the new superintendent to constantly foster positive energy, and must know or be willing to get to know the Port Washington and Saukville communities. The new superintendent must be a good listener, be genuine, be trusted, have integrity, and build relationships that will be the driving force to all of the work in the Port Washington-Saukville School District. It is vital that the new leader communicate effectively with all stakeholders, be a good listener and a team player. It is an expectation of all stakeholders that the new superintendent will be visible in the schools and in the community, be engaged and be present to rebuild the trust in the district and in the community.

The new leader will be one who is laser focused and can advocate for the Port Washington-Saukville School District in a challenging climate. He or she will be able to articulate a systemic communication plan that is transparent, open, and builds trust through respectful and collaborative relationships within the school and across the community. It is critical that the next superintendent stops the revolving door of the past administrative turnover, meaning the past few superintendents serving in the position for only a short period of time. The stakeholders are looking for their next leader to establish roots in the district and community. The new superintendent needs to have an active role in making Port Washington-Saukville his/her home. They must be present and engaged.

The new superintendent will also need to be a great Board facilitator, have Board Governance skills, make difficult decisions and must be able to put things in simple terms when explaining them. The ideal candidate will have educational administrative leadership experience, be a strong instructional leader, and have the knowledge and understanding of school finance (how school funding works in Wisconsin). A critical characteristic of the new superintendent is that he or she **MUST** be approachable and be a people person.

### Port Washington-Saukville School District Superintendent Desired Candidate Profile

The Port Washington-Saukville School District 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 Board members, staff, students, parents and community members via individual and group interviews and focus groups, the Port Washington-Saukville School District seeks a strong, visionary superintendent who possesses the following characteristics:

#### A visionary, inspirational leader who:

- Builds strong relationships with all stakeholders and understands the Port Washington-Saukville School District.
- Develops and implements a collaborative vision with the board, community, staff, students, and administrators.

- Listens to and effectively represents the interests and concerns of students, staff, administrators, parents, and the community.
- Inspires, motivates, supports, and empowers the staff and administrators to lead change with transparency.
- Promotes a vision of excellence, innovation, and equity to the students, staff, Board, parents and community.

**An exceptional communicator and consensus builder who:**

- Fosters trust and respect among the Board, staff, and community by listening, being decisive and courageous.
- Communicates regularly, clearly and concisely in a way that engages and values stakeholders.
- Is visible throughout the school building and community and is actively engaged in building and sustaining positive relationships with all students, staff and stakeholders.
- Is able to create a positive and collaborative working relationship with the staff, city, businesses, non-profit organizations and the community.

**An experienced educational leader who:**

- Is able to bring the school and community together and regains the trust of the district again. This must be a priority.
- Is a talented facilitator who can motivate, engage and bring all stakeholders together.
- Effectively plans and manages the long-term financial situation and the demographics of the school district.
- Exhibits integrity and a high level of emotional intelligence.
- Has the ability to work with and develop relationships with all school district employees and the board, targeted to student success.
- Is accountable and holds others accountable.

**A successful candidate will:**

- Have exemplary, executive-level, K-12 educational leadership experience.
- Have a track record of authentic leadership.
- Be a team player and in the trenches with staff, leading by example.
- Have an awareness and understanding of Federal, State and local policy.

Thank you for the opportunity to work with the Port Washington-Saukville School District, we look forward to finding your next leader that fits the criteria of your stakeholders. The HYA Associates would like to thank the Port Washington-Saukville staff who helped coordinate the schedules, invitations, dates and arrangements which supported the data collection for this report. Additionally, we thank all participants who shared their thoughts, opinions and suggestions throughout this search process.

We value the opportunity to work with your school district and we look forward to finding your next leader that fits the criteria of your stakeholders.

Respectfully submitted,  
Mike Richie, HYA Vice President  
Scott Winch, HYA Associate

## DATA SUMMARY

The interviews and focus groups of stakeholders generated the following responses. Careful attention has been made to accurately convey the message. The comments listed below emerged from statements made by stakeholders and they are to be considered personal opinions of the individual making the comments regarding the Port Washington-Saukville School District.

### Strengths as Identified by Parents/Community Members:

- Teachers, staff is excellent, dedicated staff, really care about the teachers
- Teachers live in the community
- Variety of opportunities for students, curricular and extra curriculars
- Phenomenal support staff
- Parent involvement
- Strong booster groups for all schools
- Community support
- Community pays it forward, vested in what the kids are doing
- Port Pride, kids are involved
- School size, community driven
- Wonderful facilities
- Growing district
- Very good professionals
- Facilities are used by youth groups, great partnership
- Great diversity of programs at all levels
- Great place to live and work
- Great music program

### Strengths as Identified by Board Members:

- Great teachers
- Great principals/administrators
- Supportive parents
- Supportive community
- Do what is best for the students
- Everyone is working together for a common goal
- Wide range of course offerings
- Small but not tiny
- Community commitment
- Staff is committed to the district and live in the district
- Good quality of teachers and administrators
- High school building is amazing
- Activities are high quality, athletics and music
- Great student body
- Curriculum work was good, got materials up to date
- Great community to live in and go to school

- Student services department
- Board works well together
- Current Interim is getting us to a good place for the new superintendent
- Community supports the staff
- Board has the best interest of kids in mind
- Passionate community about education
- Wide variety of options for students, not just college bound students
- Engaged community
- Financially stable
- Awesome teaching staff, invested
- Beautiful community
- Communities are growing
- Programming for kids, curricular and extra curricular
- SPED program
- Good reputation
- Decent extracurricular
- Location of the district
- Good administrators in the buildings
- Exciting time, change, strategic plan
- Staff is dedicated
- Invested community that cares about the school
- Programming for students curricular and cocurricular

#### Strengths as Identified by Staff:

- People are outstanding - building leaders, and staff
- Positive community involvement
- Community supports the students
- Location, on the lake close to Milwaukee
- Size is right
- New developments in the district that could lead to student growth
- Fiscally in good shape
- District Pride, grads come back to work here
- School Board is strong
- Teachers are fantastic
- Teachers have been here, retention rate is very good
- Teachers are eager to learn and grow and want the best for students
- Leaders see people as people, understanding of family issues (work/life balance)
- Staff rely on each other a lot
- Strong community
- 75-80% of staff live in district
- Facilities could be upgraded, middle school and Saukville
- Families are supportive
- Kids are great



- Lots of opportunities for kids for city size
- Teachers make this district their career, not a stepping stone
- High percentage of Master's Degrees
- Value the whole person
- Community is a strength, parents care and volunteer
- Picturesque community, great city
- Passionate and dedicated staff that are student focused
- Focus on student wellness and mental health
- Curriculums are getting streamlined 4K -12
- Building principals are strong
- Principal team, strong and a group that works well together
- Supportive Board, good communication with superintendent
- Administration and staff will go above and beyond for students
- Offerings are great

#### Strengths as Identified by Students:

- Hands on learning
- Teachers are involved and care about the students
- Course variety
- Sports offerings
- Schools are secure and safe
- Strong tech ed, welding and auto shop in particular
- Community service opportunities
- Events going on
- Scholarship program
- Provide opportunities to get people in the building, colleges, careers and military
- Variety of classes in the high school
- Supportive school district, staff supports the kids all throughout the school
- Teachers are good, variety of backgrounds
- Teachers make you feel comfortable in the classroom
- Teachers support students outside of school
- Teachers relate well to the students as people
- Clubs and sports in the school or community have a high student participation
- Diversity in the clubs offered
- Clubs support community engagement
- Students volunteer at community events
- The whole district (all schools) get students involved in the community
- The school is clean
- Love the educational opportunities
- Alumni have gone on to do great things - NFL, surgeons
- Diversity both in ethnicity and language

### Challenges as Identified by Parents/Community Members:

- Employee morale
- Turnover
- Leadership that will be committed to the community, meet with and talk to people
- Crisis in confidence in district level administration
- Facilities that need to be addressed
- Long term strategy, leader of the ship
- Safety plan for all the schools and discuss with community leaders
- Communication is disjointed
- Where do you find the information
- Easy to follow information
- Test scores compared to our neighbors
- Need to have more pride in the schools
- Things in the buildings are going good, just need the leadership from the top
- Value the staff
- Rebuild the trust with the community
- Need to foster positive environment, poor vibes going down to the kids
- Potential referendum
- Saukville and middle school facilities need an upgrade
- Population growth can be an issue
- Staff retention
- 4K in the community in private business, Y, church and daycares not communicated well with stakeholders
- Communication needs to improve
- Rebuild the trust
- Communication and transparency needs to be improved
- Superintendent needs to be involved
- Getting to know who people in the district are, must be genuine
- Big lack of trust in the district office, must earn that back
- No buy in from the staff to the district office
- Lack of professionalism in the district office
- Needs to be a line of professionalism from district office
- Look at what the district has and how does that fit in with the goals and vision
- Confusion of who does what at the district office, it's very confusing, people need to know who to go to, they don't know who to contact
- There has been a lack of planning and missed opportunities
- Will need experience to be able to be successful, must listen to the teachers and administrators
- Spotlight will be on the new superintendent, communication will be critical, let people know if district is not hitting marks, embarrassed for the district because of what has been going on here, must make a commitment to the district and community
- District is in shambles, a disaster

- Teachers are holding the district together
- If we are ever going to get another referendum passed we must build up trust
- Will need to look at who is working for him/her and assess the job and needs
- Lots of concerned families in the district

#### Challenges as Identified by Board Members:

- Communication needs to improve
- Overhaul the central office
- Community doesn't trust the Board or administration
- Critical change, fourth superintendent in three years
- Change is hard, left district unstable
- Lack of a strategic plan
- "It's always been that way" type of thinking
- Union can be a challenge
- Under current in the community, I heard this/that
- Lack of trust in administration
- Turnover in administration
- Old school ways can be a challenge, the old superintendent didn't like conflict (past administration is haunting us)
- Inability to correct misinformation
- Regain trust and communication with staff
- Regain trust and communication with community
- Poor communication with both what needs to improve and what we are doing good at
- Board turnover
- Administration turnover
- Finance could become a challenge
- Transparency
- Going through transition again
- Turnover in leadership, hard to get continuity
- Lack of trust
- Change can be challenging
- Public can be challenging as well
- Teachers Union can be a challenge
- School report card is second lowest in Ozaukee County
- Focus on improvements that need to be made
- Potential referendum for upkeep of buildings

#### Challenges as Identified By Staff:

- Tight knit community can be a challenge
- Perspective, if all you know is Port Washington
- Mistrust, need to build that back up, relationships need to be built back up
- Need work on the systems
- Stagnation in doing things, this is how we have done it, no real reason why

- Not sure who to go to to get things done, the squeaky wheel gets heard
- A lot of things going on but no plan to see them through
- Port Washington vs Saukville students
- Facilities, the high school is great, the other buildings need work
- Compensation model is challenging and needs to change
- Heavy union based staff
- Recruit and retain staff, district office turnover
- Stability and consistency
- Not consistent with district protocols
- Lack of trust
- Clear and consistent communication
- Not knowing who to go to for help
- District lacks an identity
- Losing the small town feel to the district
- New hires come in at a higher rate than people that have been here, this causes issues
- Turnover in district office
- Long term funding without Esser funds
- Some facilities and equipment need work, largely in the middle school
- Central office needs to rebuild trust with staff
- Be invested in the community
- Losing to students to open enrollment
- Communicate better
- High Special Education population
- Substitute teachers
- Other districts we are compared to are affluent, elementary school comparisons
- Some systems may be broken, are not followed and causes confusion
- Too much administration with less efficiency
- Lack a vision
- Transparency
- Rebuild trust and relationships with community organizations
- Will need operational and building referendum in the near future
- High turnover in office staff
- Inequities in policies and procedures
- Turnover in staff, hard to maintain a strategic plan
- Trust is a huge issue right now
- Staff wellness, support the staff
- Administration at the district level needs to be more visible
- Program cuts at the elementary level
- Communication
- Transparency
- Collaboration with all stakeholders
- Transitions between buildings

- Very close knit community
- Community is hard to build trust with if you don't live here
- Educate Board on roles and responsibilities
- A lot of work to do, grounded in solid practices
- Rebuild the trust
- Amount of change has been huge

### Challenges as Identified By Students:

- Cost of participating in sports
- Funding unfair for sports
- Offer more languages even in after school club
- Would like to have a Senior Prom
- Weighted business classes (higher level) college level
- Medical classes
- Honors classes should have weighted grades
- Teachers feel they should be more respected, more of a say in things
- Facilities need an upgrade, sports facilities need to be upgraded (baseball and tennis were mentioned)
- Equal funding for all sports equipment
- Teachers that are class advisors could care more about the class
- More discipline in the classroom, hard to concentrate
- Vaping in the bathrooms
- More rewards for students doing good things
- Grading scale, 90 - 10 percentile (90% summative, 10% formative)
- Too many retake opportunities
- World language grading could be better, subjective
- Staff could be better, some teachers may not be meant to be teachers
- Transition from middle school to high school
- Communication in the school, try to get everyone on the same page
- Publicize school events better
- Incentivize the students, not always followed through on
- Highlight student achievements, display in the school
- Find better ways to get information out, announcements don't always work
- Be better about getting the celebrations out to the public, one main account
- More students activities, trivia nights, movie nights
- More activities to build school pride and school spirit
- Better security at the high school (stop the vaping and fighting)



# Port Washington-Saukville School District Survey for Superintendent Search

**HYA** | HAZARD  
YOUNG  
ATTEA  
ASSOCIATES

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## METHODOLOGY

The survey results contained in this document are based on HYA's research related to superintendent leadership standards. The survey addresses both district performance and desired characteristics of the superintendent in relation to the following areas:

- Vision and Values (VV) - The leader's ability to provide a clear and compelling vision for the future, align district programs to the broader vision of the district, and uphold high expectations for all stakeholders
- Teaching and Learning (TL) - The leader's ability to guide educational programs, make data-driven decisions, and implement effective instructional change
- Community Engagement (CE) - The leader's ability to be the voice of the district, engage with the community, and involve stakeholders in realizing the district's vision
- Management (M) - The leader's ability to guide operations, manage resources, recruit and retain highly effective personnel, and create an equitable accountability system for all employees

Through the understanding of stakeholder's views regarding the state of the district and the desired profile of the next superintendent, this report will help the district prioritize the desired characteristics of the superintendent in a way that will advance the priorities of the community.



## EXECUTIVE SUMMARY

The Port Washington-Saukville School District Survey for Superintendent Search was completed by 375 stakeholders. With over half the respondents, the largest stakeholder group surveyed were parents of students attending school. Parents of students attending school represented 53.1 percent of all respondents. Nearly a quarter of respondents were certified/licensed staff. They made up the second most populous stakeholder group at 21.1 percent of all respondents. The third largest participant group were community members at 14.4 percent of all respondents.

Regarding the State of the District, the following statements were perceived to be district strengths:

- Technology is integrated into the classroom. (TL)
- Teachers personalize instructional strategies to address individual learning needs. (TL)
- District technology infrastructure is sufficient to support use of technology in the classroom. (M)
- District schools are safe. (TL)
- The District employs effective teachers, administrators and support staff in its schools. (M)

The top-rated leadership profile characteristics constituents desire in a new superintendent are:

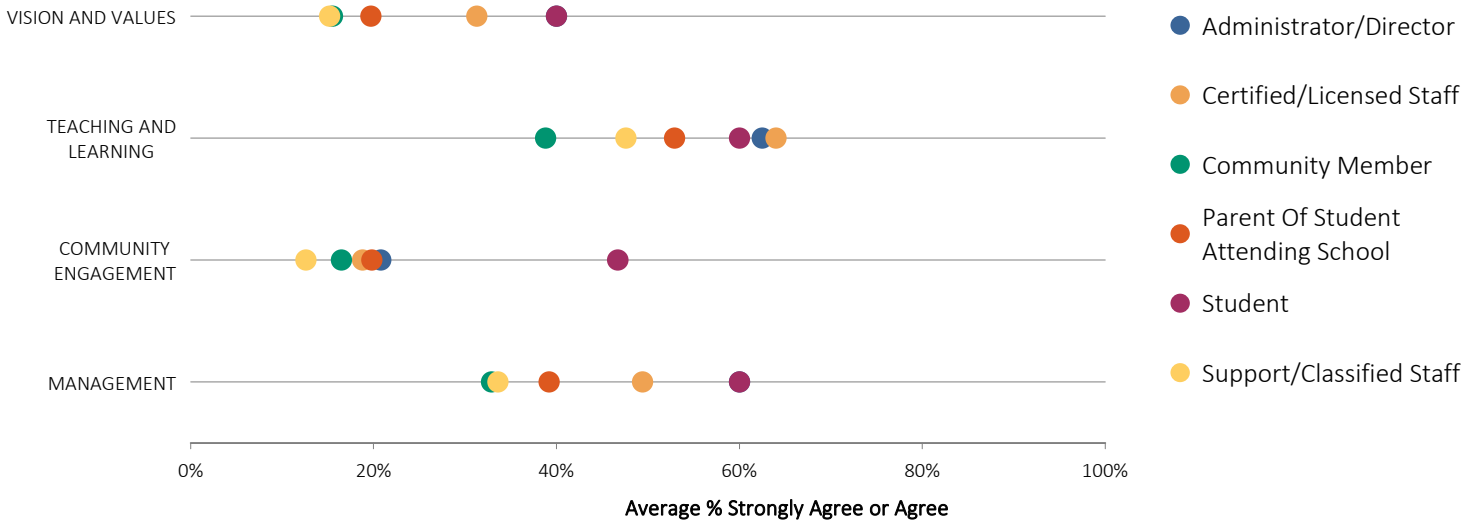
- Foster a positive, professional climate of mutual trust and respect among faculty, staff, and administrators (CE)
- Be visible throughout the District and actively engaged in community life (CE)
- Recruit, employ, and retain effective personnel throughout the District and its schools (M)
- Provide transparent communication (CE)
- Establish a culture of high expectations for all students and personnel (VV)

# ANALYSIS

## State of the District Summary

Respondents rated statements related to the state of the district on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Each statement corresponds to one of the following constructs: Vision & Values, Teaching & Learning, Community Engagement, and Management. Overall results are presented below; results for individual items are reported in the appendix.

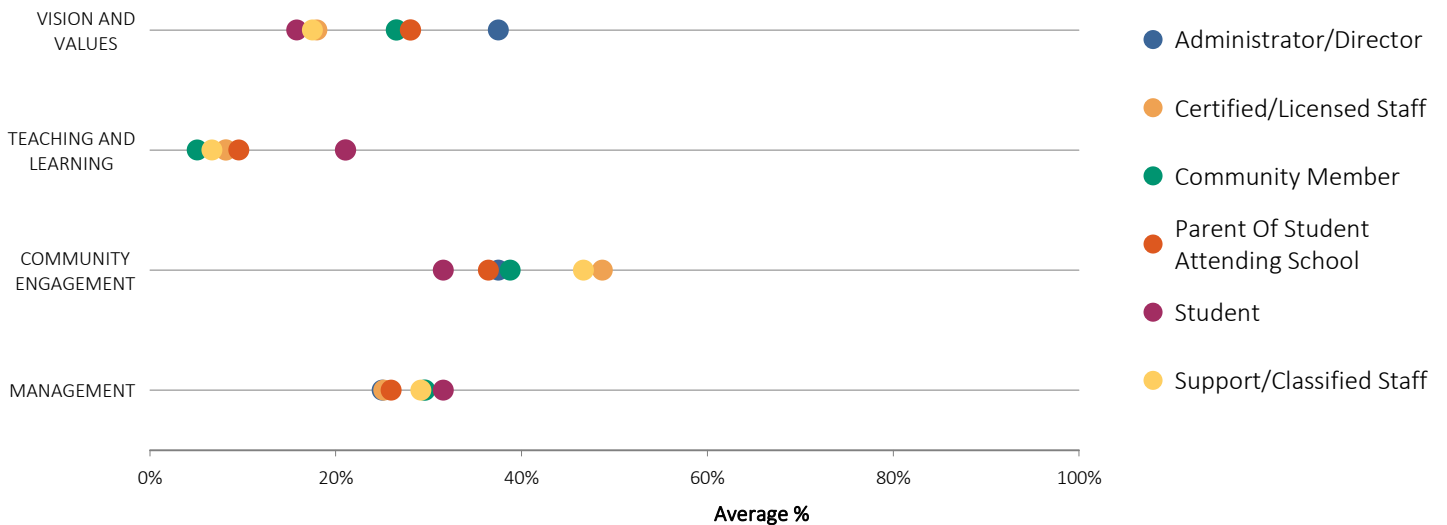
### State of the District Results by Constituent Group



## Leadership Profile Summary

Respondents were asked to select leadership statements that are most important in selecting a new superintendent. Each statement corresponds to one of the following constructs: Vision & Values, Teaching & Learning, Community Engagement, and Management. Overall results are presented below; results for individual items are reported on the next page.














### Leadership Profile Results by Constituent Group



## LEADERSHIP PROFILE DETAILS

Respondents were asked to select 4 statements they deem most important in selecting a new superintendent. Results by constituent group are presented below. Each constituent group's top 4 most frequently selected statements are depicted by blue cells (reading the chart vertically); consensus is illustrated as multiple constituent groups selected the same statements (reading the chart horizontally).

 Top 4

	All (375)	Administrator/Director (8)	Certified/Licensed Staff (79)	Community Member (54)	Parent Of Student Attending School (199)	Student (5)	Support/Classified Staff (30)
Foster a positive, professional climate of mutual trust and respect among faculty, staff, and administrators	61%						
Be visible throughout the District and actively engaged in community life	50%						
Recruit, employ, and retain effective personnel throughout the District and its schools	50%						
Provide transparent communication	43%						
Establish a culture of high expectations for all students and personnel	38%						
Provide a clear, compelling vision for the future	30%						
Effectively plan and manage the long-term financial health of the District	29%						
Demonstrate a deep understanding of educational research and emerging best practices and implement strategies	27%						
Be an effective manager of the District's day-to-day operations	23%						
Provide guidance for district-wide curriculum and instruction	14%						
Understand and be sensitive to the needs of a diverse student population	11%						
Integrate personalized educational opportunities into the instructional program	7%						

## APPENDIX I: STATE OF THE DISTRICT ITEM ANALYSIS

Percentages of parents, students, administrators, teachers, community members, and other constituents selecting 5 (Strongly Agree) or 4 (Agree) for each item are presented below.

	All (375)	Administrator/D irector (8)	Certified/Licens ed Staff (79)	Community Member (54)	Parent Of Student Attending School (199)	Student (5)	Support/Classifi ed Staff (30)
<b>OVERALL</b>							
Please rate the overall quality of education in the District.	42%	50%	66%	26%	37%	40%	37%
<b>VISION AND VALUES</b>							
The District provides a clear, compelling shared vision for the future.	16%	13%	23%	9%	16%	40%	13%
The District is heading in the right direction.	13%	38%	9%	11%	14%	40%	3%
The District has high performance standards for all students.	30%	63%	39%	22%	28%	40%	20%
The District makes decisions based on information from data and research.	21%	38%	33%	15%	17%	40%	23%
The District is working to close achievement and opportunity gaps.	28%	50%	51%	19%	22%	40%	13%
<b>TEACHING AND LEARNING</b>							
The District provides a well-rounded educational experience for all students.	41%	63%	56%	24%	39%	60%	33%
Teachers personalize instructional strategies to address individual learning needs.	56%	38%	76%	33%	54%	80%	57%
District schools are safe.	53%	50%	53%	48%	55%	80%	47%
The social and emotional needs of students are being addressed.	42%	50%	48%	33%	44%	0%	33%
Students are on track to be ready for the next grade and ultimately college and career ready.	43%	75%	58%	24%	43%	40%	27%
Technology is integrated into the classroom.	78%	100%	90%	56%	78%	100%	73%
<b>COMMUNITY ENGAGEMENT</b>							
The District engages the community as a partner to improve the school system.	21%	25%	24%	17%	21%	40%	13%
There is transparent communication from the District.	10%	25%	4%	11%	12%	40%	3%
The District engages with diverse racial, cultural and socio-economic groups.	24%	13%	27%	20%	25%	60%	20%
<b>MANAGEMENT</b>							
Facilities are well maintained.	35%	38%	35%	37%	38%	80%	7%
The District is fiscally responsible.	17%	50%	11%	24%	18%	20%	7%
The District employs effective teachers, administrators and support staff in its schools.	52%	88%	61%	33%	51%	60%	57%
Employees are held accountable to high standards.	38%	38%	58%	24%	33%	60%	43%
District technology infrastructure is sufficient to support use of technology in the classroom.	55%	88%	75%	39%	51%	80%	50%

## APPENDIX II: LEADERSHIP PROFILE ITEM ANALYSIS

Respondents were asked to select 4 statements they deem most important in selecting a new superintendent. Results are presented below by constituent group.

	All (375)	Administrator/D irector (8)	Certified/Licens ed Staff (79)	Community Member (54)	Parent Of Student Attending School (199)	Student (5)	Support/Classifi ed Staff (30)
Foster a positive, professional climate of mutual trust and respect among faculty, staff, and administrators	61%	63%	80%	54%	53%	20%	83%
Be visible throughout the District and actively engaged in community life	50%	38%	68%	48%	46%	40%	43%
Recruit, employ, and retain effective personnel throughout the District and its schools	50%	38%	56%	50%	48%	80%	47%
Provide transparent communication	43%	50%	41%	39%	41%	60%	60%
Establish a culture of high expectations for all students and personnel	38%	38%	33%	35%	44%	20%	27%
Provide a clear, compelling vision for the future	30%	75%	19%	39%	32%	20%	20%
Effectively plan and manage the long-term financial health of the District	29%	38%	28%	28%	28%	20%	33%
Demonstrate a deep understanding of educational research and emerging best practices and implement strategies	27%	38%	18%	22%	32%	20%	23%
Be an effective manager of the District's day-to-day operations	23%	25%	14%	30%	24%	20%	37%
Provide guidance for district-wide curriculum and instruction	14%	0%	15%	13%	15%	40%	10%
Understand and be sensitive to the needs of a diverse student population	11%	0%	14%	6%	12%	40%	3%
Integrate personalized educational opportunities into the instructional program	7%	0%	3%	0%	10%	0%	13%