



School District of Altoona

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Greg Fahrman, Superintendent

www.altoona.k12.wi.us

ALTOONA BOARD OF EDUCATION
Special Meeting/Work Session
Superintendent's Conference Room
1903 Bartlett Avenue
November 10, 2011
8:00 a.m.

Agenda

1. Call to Order
2. Roll Call
3. Reading of Public Notice
4. Pledge of Allegiance
5. Superintendent Job Description/Search Considerations
 - a. Required and Preferred Qualifications
 - b. Area(s) of Emphasis
 - c. Salary
 - d. Search Process
6. Adjournment

In partnership with our students, their families and the community, the vision of the School District of Altoona is to build a foundation for life-long learning and the emotional well-being of our students as we offer "large school opportunities with a small school approach" on our unique single campus setting.

SCHOOL DISTRICT OF ALTOONA

TITLE: District Administrator (Superintendent)

JOB ANALYSIS: The District Administrator is the chief executive officer of the Board of Education. As such, the District Administrator has major responsibility for the administration of the schools in accordance with the policies of the Board of Education, state statutes, and federal regulations. The District Administrator must advise the Board on all educational matters and keep the Board of Education informed of the total operating educational program.

REPORTS TO: Board of Education

COORDINATES WITH: Board of Education, committees, union officials, municipal officers and staff, civic and business organizations, and the media.

PARTICIPATES IN: A wide range of community activities, along with participation in appropriate educational organizations.

SUPERVISES: Administrative staff and central office staff, directly. All teachers and non-certified personnel, indirectly.

PERFORMANCE RESPONSIBILITIES:

1. Serves as chief executive officer of the Board of Education; responsible for implementing board policy; informs and advises the Board in a manner that allows them to be effective in decision-making.
2. Provides direction in staff leadership and development, and coordinates with district staff, parents and interest groups, in the annual development, implementation and evaluation of district-wide goals and objectives which are in written form.
3. Maintains open channels of communication with students; maintains a high profile of visibility to students having final authority over students in accordance with board policy and state and/or federal law.
4. Provides supervision and evaluation of all administrative staff to insure the most effective site based management (SBM).
5. Recruits, screens, and recommends the most qualified and most competent administrative personnel, supervisors, teachers, and support staff for employment. Recommends personnel to the Board of Education for promotion, transfer, probationary period extension including remediation plan, non-renewal, or dismissal.
6. Conducts exit interviews with all out-going personnel.
7. Provides leadership and counsel to the Board in over-all staff management relations and labor contract negotiations.
8. Provides the Board with information and recommendations needed to make plans for the systematic development of the total program facilities and operations (food service, transportation, and maintenance) and for the continued implementation of the Altoona school district school improvement process.
9. Interprets the local, state, and federal school financial aids to the Board of Education, with the help of district staff, and advises the Board on all financial aspects of the district and on allocation of school funds.
10. Interprets, with the help of legal counsel, school law and legal issues to the Board of Education and staff and advises the Board of Education accordingly.

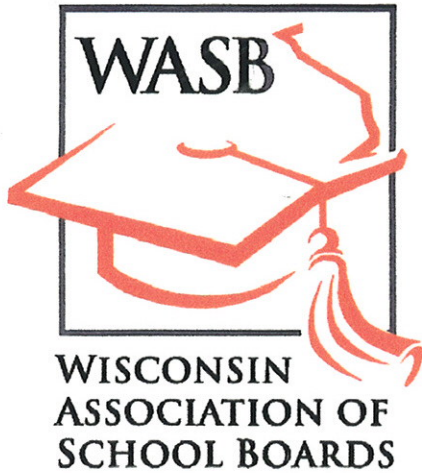
11. Supervises and is accountable for all district reports to the Board of Education, Department of Public Instruction, and other local, state, and federal agencies.

EVALUATION: Performance of this job will be evaluated annually in accordance with the provisions of the Board's policy on evaluation of the Administrator.

TERMS OF EMPLOYMENT: Twelve (12) month; salary to be established by the Board.

QUALIFICATIONS & EDUCATIONAL REQUIREMENTS:

1. Valid State of Wisconsin certification
2. Completion of a university approved Specialist Degree Program: doctor's degree in educational administration or equivalent credit beyond the master's degree or a Certificate of Advanced Study or an Educational Specialist Degree; three (3) years teaching experience and four years of administrative experience.
3. A thorough understanding of public education and the forces which shape education in today's world; ability to use the political, governmental, and financial systems effectively; knowledge and skill in labor-management relations; ability to motivate and provide leadership to all staff and community; good interpersonal skills and ability to work with a variety of people; good oral and written communication skills; effective supervision skills for the entire school program and operations; provides the Board with short and long- range planning recommendations for the general school program and operations; believes in decentralized decision making and staff empowerment; shall reside in the School District of Altoona.



WISCONSIN ASSOCIATION OF SCHOOL BOARDS

*Fostering effective school board
practices for student success.*

Superintendent Search

prepared for
Altoona School District



Provided by:
Superintendent Search Services

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Wisconsin Association of School Boards, Inc.

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Why choose the WASB for your superintendent search?

Our mission sets us apart.

Established in 1921, the Wisconsin Association of School Boards' mission is fostering effective school board practices for student success. Our vision is to provide leadership in public school governance.

As your membership organization, we not only offer an excellent superintendent search, we also connect you with the full range of premier services including policy assistance, legal services, board governance consulting and legislative advocacy.

Our approach is effective in helping you choose the best person.

Choosing a new superintendent is one of the most important tasks you will face as a school board. The WASB's Search Services is designed to make this a positive and effective experience to help you choose the right person to lead your district.

Our process has been carefully designed to strengthen the relationships between board members, the community and their new superintendent. We offer maximum flexibility that reflects the board's values in the decision making process.

We commit to ongoing support for school boards.

The WASB is your resource for all your needs including legal counsel in regard to posting closed meeting notices, open meetings law, administrator contracts and compensation information.

Our relationship with you does not end when your new superintendent takes office. One of the opportunities we offer to school boards is assistance with the transition between your former superintendent and your new one.

As your membership organization, the WASB has designed a range of board development and follow-up activities to support a positive working relationship between your board and your superintendent.

What are people saying about the WASB's Search Services?

"Our WASB Search consultant accurately discerned what our district needed in a superintendent, and went above and beyond the call of duty to bring us exceptionally well-matched and highly qualified applicants."

**--Stu Olson, Board Member
Shell Lake School District**

"Effective, efficient, and friendly with great results."

**--Marcie Badtke, Board Member
Wilmot Union High School District**

"This was probably the best long-term investment we, as a board, could have made."

**--Lynn Schlager, Board Member
Platteville School District**

"WASB Search Services did a great job for us during our superintendent search."

**--Dan Kotek, Board Member
Westby Area School District**

"WASB provided all the necessary tools to help our search. They were very reliable and extremely professional."

**--Nadine Slowinski, Board Member
Wilmot Union High School District**

Phase One: Looking for a Match

Our Search Services are flexible and responsive to the needs of the school board. The first phase of the process is a planning meeting when a WASB consultant works in conjunction with the board to design key aspects of the search.

We want you to feel fully prepared. During the first planning meeting we'll discuss time lines, possible internal candidates, extent and type of community/staff involvement, the Search Services budget, advertising, media relations and confidentiality. We'll also put together a list of activities the board and the present superintendent agree upon in order to get the district ready for the new leader.

This meeting is a great opportunity to talk about long- and short-range goals of the district and how they connect to a search for a new superintendent. After this meeting we will send you a thorough summary of our findings so that you can use them as a guide during the next steps of the search process.

Ideally, the search for a new superintendent should not be hurried. Our experience has shown that three to five months is an optimum amount of time to complete a search.

Planning and Conducting Focus Groups

At the heart of the WASB's search process is a series of focus groups with the board, school staff and community members. Since we have been doing searches for over a decade, we have crafted a highly effective system for organizing and running these focus group sessions. The purpose of this step is to allow the board, students, staff and community members to determine the criteria for selecting a new leader. The focus group meetings are subject to Wisconsin's open meetings law.

With our process for identifying focus group participants, your board not only gets feedback from the community but also strengthens connections with district residents and school stakeholders. You will get in-depth feedback on our findings and this information will be used throughout the search to evaluate candidates' qualifications.

The data generated from these meetings will influence each aspect of your search, from the vacancy announcement describing your district to the application essays and the questions you use in your interviews; you will be using the criteria set by your community. The data generated from these meetings is subject to disclosure underneath Wisconsin's public records law. With a clearly defined understanding of what you're looking for in a new superintendent, you will be better positioned to find the best match to meet your district's needs.

Advertising the Position

The Internet has made all searches national. The WASB advertises your listing on several key websites and numerous others to create a national presence for the vacancy. Your listing is also broadcast in an email to the WASB applicant pool and to some out-of-state associations. We have found through our research that most applications come through online advertising. By offering full application materials on our website, we can save you the costs associated with distribution and mailing.

The WASB is a member of the National Affiliation of Superintendent Searchers (NASS). This organization is composed of all state school board associations that offer superintendent search services. An instant awareness of your school vacancy is made possible in other states through the other NASS consultants. This network also provides the WASB Consultant another method to verify a candidate's work experience outside the state of Wisconsin.

During our planning meetings, we will talk with you about how you want to advertise your search. We may also use print advertising depending on the time of the year and/or the board's wishes.

The Application Process

Using the information gathered from the focus group sessions, we can develop interview questions designed for the vacancy. During our focus group interviews, we not only solicit feedback about the characteristics you seek in a leader, we also ask about the features and selling points of your district. This is your district's chance to shine! The vacancy announcement and electronic brochure combine this information to attract candidates interested in joining your community.

A crucial part of the application is a set of two to four essay questions for applicants. We develop these questions based on criteria identified by the focus groups. Applicants' essays must provide concrete examples of work experience. They also allow the board to assess written communication skills.

Together with your WASB consultant, you will establish procedures and time lines for the application process. The WASB provides the expertise and perspective of more than a decade of search service; your board tells us what best meets your district's needs.

Completed applications are the property of your school district. You will receive a full application packet for each applicant. Also available to the district is the option to have a digital copy of the application materials for your review. Since the WASB search process will require active engagement by school board members, all materials are designed to assist the Board of Education in the important task of selecting a new school district leader.

Processing the Applications

The WASB application process is designed to provide you with thorough information on a candidate's qualifications and experience. Our applications have a heavy writing focus because a good superintendent must also be a strong communicator.

Complete applications include a letter of intent that is aligned with the profile outline in the vacancy announcement, signed application form, résumé, copies of transcripts of post-secondary work, a copy of the applicant's superintendent license or evidence of eligibility, three current letters of reference, and answers to the essay questions about the applicant's past work experience.

Phase Two: Choosing the Match

Your board determines which applicants to invite for a personal interview. The WASB consultant schedules all candidate interviews and provides all necessary travel information to the candidates.

As part of our board governance approach to Search Services, we work with you to develop questions and thoroughly prepare your board for the interview. Your WASB consultant will provide a District Resource Guide and an orientation on effective interview techniques, format, and a review of the appropriate laws. We will see that you are fully informed about both the process and the procedure for this stage of your search. At a subsequent planning meeting we will also plan for second interviews, reference checks, an *optional* community visit(s) and dealing with the media.

Reference Checks, Second Interviews & Site Visits

After your first round of interviews, your board selects the finalists and conducts independent reference checks on them. We equip you with strategies for getting the most out of this process.

The WASB staff will perform the following background checks on the selected finalists: federal and county criminal; credit check; education verification; social security number trace; and multi-state OFAC (Office of Inspector General) sex offender search. This search through Absolute Background Search may take up to 72 hours to complete.

Once the reference checks are complete the board conducts a second round of interviews. The WASB makes the necessary arrangements.

When you've settled on a finalist, we'll advise you on how to conduct a site visit to the finalist's district as a further means of evaluating the candidate. This is an excellent opportunity for you to find out more about the finalist's past work experience and relationship with his or her educational community.

Contract Development

We provide you with comparisons of salary and fringe benefits for the position. Additional services are available to assist with job description analysis as well as evaluation procedures for your new hire.

Your District Resource Guide contains sample contract language you might consider when you have selected your finalist as well as a legal comment on contract negotiations. We strongly encourage you to have your superintendent's contract reviewed with your legal counsel before offering it to your finalist.

The WASB can offer advice on posting open and closed meeting notices as well as questions regarding public records issues and contract drafting assistance.

Announcement of New Superintendent

Draw on the expertise of the WASB to publicize your new superintendent! At your direction, we will assist you with developing press releases and making introductions to the staff and community. This is your chance to celebrate your hard work in finding a good match for your district and can help establish a strong relationship between your superintendent and the community from the start.

Search Time Line Format (Optimum in Weeks)

- I. Initial Meeting
- II. Planning – 2 to 3 weeks
- III. Board / Community Focus Groups – 1 week
- IV. Development of Vacancy Announcement & Essay Questions – 1 week
- V. Vacancy Posting – 3-4 weeks
- VI. Review of Applications and Choose Interviewees – 1.5 weeks
- VII. Scheduling of Initial Interviews – 1 week
- VIII. First Round of Interviews – 1 week
- IX. Reference Checks – 1 week
- X. Scheduling of Final Interviews – 1 week
- XI. Final Round of Interviews – 1 week
- XII. Site Visit (Optional) – 1 week
- XIII. Final Selection – 1 week
- XIV. Negotiation of Contract – 2 weeks
- XV. Public Announcement of Candidate Selected – 1 week
- XVI. Position Start Date – usually at least 4 weeks after selection

OPTIONAL Service: Board-Superintendent Expectations / Team Building Session – 1 to 3 months after position starts

NOTE: Some steps occur concurrently. Thus, a complete search may take three to five months. However, the WASB consultant is prepared to adjust a timeline to meet a school district's situation.

Additional Optional Services

I. Goal Setting: Board-Superintendent Expectations/Team Building Session

The end of the search process is the beginning of a relationship with your new leader. We offer assistance in clarifying expectations and enhancing communication between you and your new superintendent from day one. At the board's request we can facilitate a meeting on board-superintendent expectations/team building. We recommend that this session take place within the first two to three months of the new leader's tenure.

II. Leadership Transition Services

The WASB offers Team Development Services to effectuate a smooth induction of your new superintendent as the individual develops a strategy for the initial months on the job. The need for leadership Team Development Services will vary by school district, school board, and the individual selected as your new superintendent.

A leadership change presents the perfect opportunity to highlight organizational strengths and to focus on issues which may otherwise hinder the new leader as he or she wrestles with the details of preparing the district to open a new school year.

The most effective time to analyze organizational effectiveness and practices is during or just after a leadership change. It is difficult for a newly hired superintendent to challenge the school district status quo. This effort to challenge the status quo will require extensive time and energy, which should be focused on building alliances by the new school leader rather than upsetting some people by proposing changes in practice.

The leadership change presents the perfect opportunity for the WASB, which is not-for-profit and student centered, to identify potential areas for modification of practice. The school district discussion can then focus on a potential change in practice rather than the person and the local politics associated with suggesting a change in practice.

A school board should spend time developing and carrying out a leadership change or transition plan as part of their governance strategy to lead the school district through a seamless change in leadership.

WASB Search Services History and Benefits

The WASB established its Search Services in 1991 to assist member school boards in conducting search and selection processes for new superintendents. Since then, many of the boards we have worked with have called upon us more than once to help them with new searches over the years.

We ...

- Have over 22 years of experience with school boards.
- Have conducted more than 235 searches.
- Have worked with all size districts and CESAs.
- Offer video conferencing to help reduce costs.
- Have a team of legal counsel and experienced consultants to assist you with your search.
- Provide you with ongoing services for effective school leadership.

Fee Schedule

The fee schedule is as follows:

WASB Services

Office preparations	
Search Services Coordinator	\$95 per hour
Search Services Assistant	\$40 per hour
Professional consultation	\$120 per hour
Travel time	\$95 per hour
Mileage	Current IRS rate
Meals and lodging (if needed)	Variable

Advertising Expenses

Advertising (usual and customary)	maximum \$300
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Video Conferencing

Sensitive to costs associated with travel	No additional charge
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The WASB will coordinate a search that fits the desires of your school district. The contract may include a "not to exceed" amount at the board's discretion. The WASB Search Services begin at \$4,000. Extraordinary advertising costs and/or candidate expenses may increase the overall cost of a search.

Your school board will be billed monthly for fees and expenses.

Consultant's Background

Dennis E. Richards, Ph.D.

WASB Search Services Consultant
Wisconsin Association of School Boards

Dr. Dennis E. Richards has devoted more than 36 years to working with Wisconsin public school districts. After receiving his undergraduate degree from the University of Wisconsin-Oshkosh, Dr. Richards received a master's degree from the University of Wisconsin-Whitewater, a specialist certificate from the University of Wisconsin-Milwaukee, and a Ph.D. in Educational Administration from the University of Wisconsin-Madison. He has conducted WASB superintendent searches for districts throughout Wisconsin since 2007. Also, Dr. Richards has been a consultant analyzing organizational effectiveness of school districts through the WASB's PAR Program (Problem Assessment and Response) since 2008.

Previous Experience

Dr. Richards taught physical education and health at Genoa City Joint #2 before pursuing the elementary principal position at Shawano-Gresham School District. Dr. Richards served as superintendent for 31 years in school districts across the state including Washington-Caldwell, Albany and Black River Falls. He also served as president of the Wisconsin Association of School District Administrators and the Wisconsin Interscholastic Athletic Association. Dr. Richards retired as superintendent of schools for the Black River Falls School District in June 2007, and currently resides in Black River Falls.

Education

B.S. in Physical Education and Health, UW-Oshkosh
M.S. in School Business Management, UW-Whitewater
Specialist Certificate Administrative Leadership, UW-Milwaukee
Ph.D. Educational Administration, UW-Madison, Minor: Curriculum and Instruction