



LEADERSHIP PROFILE REPORT

Prescott School District
March 3, 2025

SELECTION PROCESS

The Prescott School District (PSD) has retained the services of Hazard, Young, Attea & Associates (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, HYA Vice President, or Scott Winch, HYA Senior Associate. mikerichie@hyasearch.com / scottwinch@hyasearch.com

PURPOSE

This report presents the findings of the Leadership Profile Assessment conducted by HYA during the months of January and February 2025 for the new superintendent of Prescott 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 Prescott School District for the opportunity to find your next leader that fits the criteria of your stakeholders. HYA would like to thank all of the participants who attended focus group meetings or completed the online survey and the PSD staff who helped coordinate the schedules, invitations, dates and arrangements which supported the data collection for this report.

Respectfully submitted,
Dr. Mike Richie, HYA Consultant
Scott Winch, HYA Senior Consultant

DESCRIPTION OF THE DISTRICT

The Prescott School District encompasses 152 square miles. The city of Prescott is located in Pierce County, WI, at the junction of the St. Croix River and Mississippi River, with a population of just under 5,000. Five municipalities make up the Prescott School District - City of Prescott, Town of Oak Grove, Town of Clifton, Town of Trimbelle, and Town of Diamond Bluff. Prescott is a growing community and is located about 25 miles southeast of Minneapolis–St. Paul.

The Prescott School District is a 4K-12 school district that is made up of four schools: Malone Elementary, Prescott Intermediate School, Prescott Middle School and Prescott High School; and has an enrollment of more than 1,250 students. The District has approximately 230 employees with an annual budget of just over \$18M.

The school district is forward-thinking with an exemplary staff, outstanding students and a supportive community. The four school sites focus on continuous improvement by providing individualized and relevant instruction so that ALL students can achieve at high levels.

Why Prescott?

- Prescott students continue to excel in the classroom when state and national districts' tests scores are declining.
- The National Assessment of Educational Progress places Wisconsin in the top tier of all 50 states, and the DPI Annual Report Card places PSD Prescott in the TOP 11% of the state for academic achievement (up from 15% in 2020-21).
- Prescott School District's exceptional academic performance is matched by our outstanding arts and athletics programs and facilities.
- Work-Based Learning (WBL) program is coordinated between PHS and employers. WBL provides students the opportunity to study in school and work on the job to gain experience and knowledge in an occupational field.
- Top 9% in Wisconsin for Student Growth on the Annual Report Card.
- Graduation Rate - 97.9%

Mission Statement: To inspire lifelong learners for future success by engaging students, staff, families and our community.

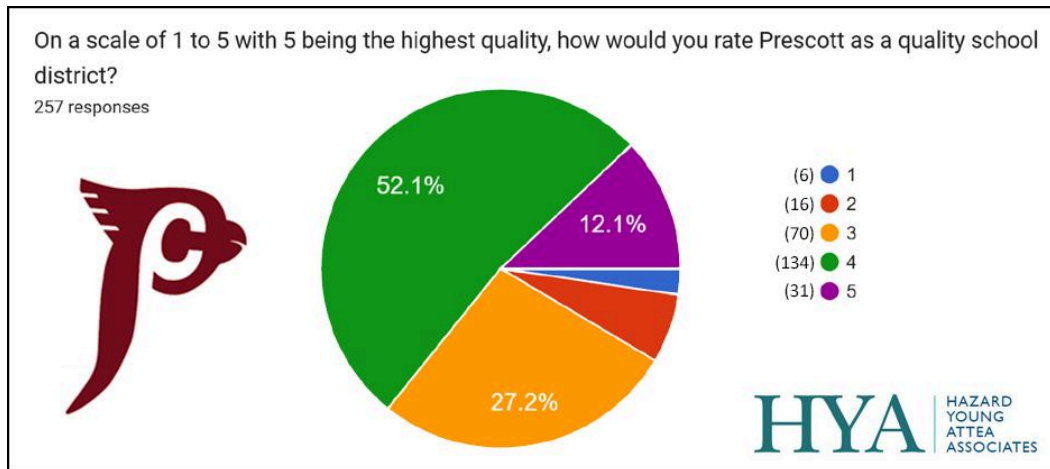
Vision Statement: To deliver meaningful and creative opportunities that establish continuous learning, positive outcomes and an inclusive community.

Prescott School District website: www.prescott.k12.wi.us

Prescott School District Board Strategic Direction: [Prescott School District - Board Strategic Direction](#)

COMMUNITY ENGAGEMENT

From February 10 to 22, 2025, an online survey was conducted for all stakeholders. The Prescott School District received a notably high response rate for a district of its size, with 257 participants. Of those, a total of 165 respondents (64.2%) rated the district a 4 or 5 out of 5, reflecting a strong level of satisfaction.



To shape the search for a new superintendent, the HYA Associates gathered valuable insights through surveys, interviews, and focus group discussions. These efforts aimed to identify the key qualities desired in the next leader while also highlighting PSD'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 HYA Associates conducted individual interviews with all five current School Board members, along with ten (10) focus groups (both in-district and virtual), ensuring that a broad range of perspectives are considered in the superintendent search.

The following questions were asked during each interview and focus group:

1. What are the strengths of the Prescott School District that the next superintendent can build upon?
2. What are the challenges facing the Prescott 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 Prescott School District?

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:

- School Board
- Community/Parents
- Staff
- Students

PROCESS

The structure of the individual meetings and focus groups was open, allowing for participants to build upon each other's comments. All of those involved in providing input were asked to respond to the questions on page 4.

PARTICIPATION

Responses were gathered from individual interviews and focus groups. The HYA consultants conducted five individual interviews and hosted 10 focus groups.

Prescott School District Interviews and Focus Groups
School Board Members (5)
Focus Group 1: District Office Staff
Focus Group 2: All School Employees
Focus Group 3: Civic Groups
Focus Group 4: Elementary/Intermediate School Staff
Focus Group 5: High School Staff
Focus Group 6: Parents and Community Members
Focus Group 7: Administrative Team
Focus Group 8: All School Employees
Focus Group 9: High School Students
Focus Group 10: Open to All (virtual)

PROFILE DEVELOPMENT & QUALITATIVE DATA

Perceived Strengths • Perceived Challenges • Desired Characteristics

Strengths of the Prescott School District as identified by BOARD OF DIRECTORS

(Based on interviews and personal statements)

Community Support and Unique Opportunities

- The district is the heart of the community, thriving with strong local support.
- The Rec Department is run through the schools, which is unique in a good way, fostering community engagement.
- PSD is a small school district in a prime location, offering excellent accessibility and regional opportunities.

Dedicated Staff and Administration

- The school district excels with its quality, dedicated staff, ensuring high academic and extracurricular success.
- A strong administrative team works together to support students and staff, creating opportunities for success.

Strong Leadership and Governance

- The School Board is a key strength of the district, working well together and providing strong leadership and support for its initiatives.

Academic and Extracurricular Achievement

- PSD ranks in the top 10% in the state of Wisconsin for academic achievement.
- The district values arts and theater programs, along with strong co-curricular and athletic offerings, ensuring a well-rounded and future-focused education.

Professional Development and Collaboration

- Monday collaboration time was presented as a strength to the district. With 1.5 hours of time for staff development (PLC time) on Mondays, fostering collaboration and growth within the schools.
- While it results in early dismissal for students on Mondays, the benefits of teacher collaboration are significant.

Challenges of the Prescott School District as identified by BOARD OF DIRECTORS

(Based on interviews and personal statements)

Facility and Long-Range Planning

- A facility study is essential to assess current conditions and future needs.
- Long-term planning will be critical for sustainable growth and operational efficiency.

Financial Challenges and Strategic Planning

- Limited state funding affects multiple areas, including facilities, green space, and instructional resources.
- Strategic financial planning is needed to maximize available funds and ensure fiscal responsibility.

Enrollment and Building Consolidation

- With declining enrollment, PSD may need an enrollment study to project trends and develop a proactive plan.
- Consideration of consolidating from four to three buildings as a cost-effective solution.

Community Engagement and Public Relations

- Strengthening community relationships and engagement is a top priority.
- The district must work on improving public relations to ensure transparency and better communication.

Leadership and Trust Building

- The incoming superintendent must rebuild trust within the community.
- A small but vocal opposition group has gained traction; the superintendent must be proactive when engaging with this group.
- Collaboration with the City of Prescott, restoring monthly meetings to help strengthen the working relationship.

Top Five Desired Characteristics of the next Prescott Superintendent as identified by SCHOOL BOARD MEMBERS	
Leadership - Trust Building	Interpersonal Skills
<ul style="list-style-type: none"> • The superintendent should be a strong leader that can earn the trust of the staff and community. They must stand firm, be fair and hold people accountable. Someone that sees the “big picture” and has organizational skills and vision to move the district forward. They should empower others by delegating responsibility and showing confidence in their abilities. 	<ul style="list-style-type: none"> • The superintendent must be approachable, building strong relationships by being visible, interactive, and genuinely interested in others. They should listen actively, clearly convey ideas and be able to talk at the level of everyone. They will value input from others and foster teamwork and improvement, while having a forward-thinking mindset.
Instructional Experience	Visibility
<ul style="list-style-type: none"> • A background in education is vital, with teaching experience preferred. The superintendent needs to be academic minded and creative within the educational model. They should check in at the schools and see progress and learning first hand. 	<ul style="list-style-type: none"> • The superintendent should be highly visible within schools and the community, serving as the face of the district. They must engage with students, staff and the community while attending events and being engaged in civic groups.
Finance Experience and Advocacy	
<ul style="list-style-type: none"> • Strong financial knowledge is vital, with a proven background of success when it comes to fiscal responsibility; this includes experience with Wisconsin funding. The superintendent should be data driven and forward thinking. They also should have experience with legislative challenges, being an advocate and representing the district confidently in public forums. 	

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

(Based on interviews and personal statements)

School Safety and Student Support

- Building principals prioritize school safety, ensuring a secure learning environment.
- PSD has a strong partnership with the local police department.

Student Opportunities and Academic Excellence

- PSD offers extensive student opportunities, such as dual-credit programs that allow students to earn college credits through partnerships with UW-River Falls and CVTC
- Strong athletic department with high participation rates.
- Investment in the Performing Arts Center showing a commitment to extracurriculars beyond athletics.

Supportive and Welcoming School Culture

- The administrators and staff are approachable and genuinely care about students, fostering a welcoming school culture.
- Educators go above and beyond to support students' academic, emotional, and personal growth.
- The Prescott School District is welcoming and accepting, creating a diverse and inclusive school culture.

Community Centered Facility

- A dedicated senior gathering space provides an appreciated area for communication and connection.

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

(Based on interviews and personal statements)

Communication and Community Engagement

- The district needs to improve communication and transparency with parents and the community.
- Strengthening public relations efforts will help build trust and engagement.

Staff Retention and Compensation

- Retaining certified and support staff is a challenge due to lower salaries and benefits compared to neighboring districts.
- A focus on competitive salaries may be necessary to reduce staff turnover.

Transportation Challenges

- Elimination of in-town bus routes (due to budget cuts from the failed referendum) has created challenges for families.
- The district could explore creative funding options to reinstate these routes.

Scheduling and Parent Concerns

- Early release on Mondays for PLC teacher collaboration benefits staff development but creates difficulties for parents, especially those with young children.

Professionalism and Conduct

- Concerns about teacher dress code (lack of professionalism with some), as well as inappropriate conversations with students (not at a teacher to student level), need to be addressed.
- A review of district standards and expectations may be necessary.

Top Five Desired Characteristics of the next Prescott Superintendent as identified by PARENTS and COMMUNITY MEMBERS	
Personable - Approachable	Strong and Decisive Leadership
<ul style="list-style-type: none"> • The superintendent must be compassionate, honest, transparent and engaged with the students, staff and community. They should have integrity and build trust with the Prescott community and families. 	<ul style="list-style-type: none"> • A strong leader is essential. This includes enforcing rules and taking control of situations while being fair, consistent and firm across the district.
Collaborative Leadership	Effective Communicator
<ul style="list-style-type: none"> • The superintendent should be an empathetic and collaborative leader, valuing input and fostering growth among teachers and principals. They should be able to delegate leadership and empower others. 	<ul style="list-style-type: none"> • Serving as the district’s spokesperson, the superintendent needs to clearly communicate a vision and follow through on commitments. Listening to and addressing concerns is vital for building trust.
Community Engagement - Student Focused	
<ul style="list-style-type: none"> • The superintendent will need to earn community confidence and support back. They must be honest with all stakeholders and be willing to listen while being present in conversations. Student focus is important, being firm, fair and consistent. School safety needs to be a priority. 	

Strengths of the Prescott School District as identified by STAFF

(Based on interviews and personal statements)

Academic Standards and Instruction

- PSD maintains high academic standards with strong state report card scores.
- Dedicated educators provide high-quality instruction, ensuring strong teaching and learning outcomes with well-rounded course offerings.
- Professional Learning Communities (PLCs) support collaboration to enhance teaching strategies.

Student Opportunities and Engagement

- Offering well-rounded student opportunities with a variety of academic, athletic, theater and forensic activities, to name a few. Ensuring that every student has the opportunity to find their place outside of the classroom.

Strong Leadership and Stability

- History of stable leadership, with the last three superintendents serving for 10 years each.
- A strong administrative team ensures consistency and district-wide support.

Community Involvement and Partnerships

- A thriving Community Education program and strong Community Recreation opportunities enhance all that is offered.
- Local businesses support the district, creating valuable partnerships.
- The district benefits from a great location, a small-town atmosphere with the convenience of being close to larger cities.

Commitment to Inclusivity and Student Well-Being

- Fosters a welcoming and supportive environment for all students.
- Strong mental health resources ensure students have access to the support they need.

Challenges of the Prescott School District as identified by STAFF

(Based on interviews and personal statements)

Staffing and Retention Issues

- Salary competitiveness is a challenge, particularly compared to Minnesota and neighboring districts, affecting recruitment and retention.
- Onboarding and mentorship programs need improvement to better support new staff.
- Changes to the staff handbook with little communication create confusion among employees.
- There is the feeling that there is no meet-and-confer process, leaving staff without a voice in decision making.
- Paraeducators are capped at 29 hours, limiting access to benefits which impacts retention.

Financial Stability and Budget Challenges

- The district must address long-term financial stability while managing the impact of declining enrollment.
- Budget cuts following the failed April 2024 referendum have led to the loss of key positions that have impacted academics and student achievement.
- Cutting in-town busing poses a significant challenge and should be reevaluated.

Trust, Transparency and Staff Concerns

- Transparency and trust with the community need to be strengthened, along with barriers of trust with staff.
- Concerns about customer service in the district office and turnover in the finance department.
- Staff need to feel safe expressing their opinions. There are also concerns that staff are discouraged from speaking directly with the school board members.

Student Discipline and Academic Consistency

- There is a need for consistency in discipline policies and grading practices to ensure fairness across the district.

Facility Transition and Structural Changes

- The district’s plan to transition from four instructional buildings to three raises concerns.

<p>Top Five Desired Characteristics of the next Prescott Superintendent as identified by PRESCOTT SCHOOL DISTRICT STAFF</p>	
<p>Approachable - Personable</p>	<p>Leadership - Staff Relations</p>
<ul style="list-style-type: none"> • The superintendent must be connected to and in touch with the community, not just as a leader but as an engaged member who commits to the district. This includes being approachable and a good listener with an open door policy. They should be a “people person” encouraging friendly, open communication. 	<ul style="list-style-type: none"> • A positive relationship with the superintendent and staff is essential in a successful school district. The superintendent needs to be a leader, not a manager. Seeking staff input and including them in processes. They should be willing to listen to staff and their advice and be open to changing their mind.
<p>Instructional Experience</p>	<p>Visible and Community Minded</p>
<ul style="list-style-type: none"> • Classroom and educational leadership experience is essential. The superintendent should have knowledge of policy, be innovative, intellectual and see the bigger picture of education and the future of the district. 	<ul style="list-style-type: none"> • The superintendent must not only be present in the community, but be involved in it. They should be in schools and visiting classrooms, actively engaging with staff and students. This person should be an advocate for the district, service oriented and extroverted.

Trustworthy and Communicative Leadership

- The superintendent must be honest and trustworthy to the staff and community. Someone with a growth mindset, opening to learning, adapting and continually improving. They must be able to take complex issues and communicate them in simple terms. They should be innovative, partnering with staff to focus on long-term success of the district, a "big picture person".

Strengths of the Prescott School District as identified by HIGH SCHOOL STUDENTS

(Based on interviews and personal statements)

Academic and Career Preparation

- Prescott School District offers challenging coursework across Career & Technical Education (CTE), the arts, and academics.
- Provides a wide range of opportunities to prepare for future success.

Strong Community

- PSD is a close-knit environment where "everybody knows everybody." It has a great small-town feel where everyone feels included.

Supportive Staff and Culture

- Teachers and staff are highly supportive, offering easy access to one-on-one help.
- The transition from middle school to high school is well-structured, helping students adjust smoothly.
- Coaches and the Athletic Director work well together to promote a positive sports culture.

Extracurricular Opportunities

- Diverse clubs, sports, arts and other activities that offer students a wide range of opportunities to get involved and develop new skills.
- The district values both athletics and academics, helping student-athletes balance their commitments.

Challenges of the Prescott School District as identified by STUDENTS

(Based on interviews and personal statements)

Academic Improvements

- Implement weighted GPA calculations for academic assessment.
- Expand world language options beyond Spanish.
- Increase variety of course offerings to provide more opportunities.

Staffing and Funding Issues

- It is difficult to retain staff due to low pay and lack of funding.
- Need for increased financial support to attract and keep good teachers.

Superintendent Engagement

- Greater visibility of the superintendent in schools, events, and community activities, not only during a referendum.
- Students would like to know about the superintendent’s role in the school district, and the initiatives being developed.

Transportation Challenges

- The need for in-town transportation is a concern and challenge for the students.
- Improve transportation for away activities.

Athletic Facilities and Infrastructure

- Outdated track limits the ability to host certain events.
- Concern that the track and football field are located at the middle school.
- Proposal for a capital campaign led by the superintendent to fund a new track and indoor athletic complex.

<p>Top Five Desired Characteristics of the next Prescott Superintendent as identified by PRESCOTT HIGH SCHOOL STUDENTS</p>	
<p>Student-Centered and Compassionate</p>	<p>Visible and Involved Leadership</p>
<ul style="list-style-type: none"> • The superintendent must prioritize the well-being and success of all students, being a listener and relationship builder. They need to be fair and consistent with their decisions and actions. 	<ul style="list-style-type: none"> • Being present in the schools and community is essential. The superintendent should actively engage with students and be involved in the community, earning trust through direct interaction and visibility.
<p>Action-Oriented and Results-Driven</p>	<p>Background and Experience</p>
<ul style="list-style-type: none"> • A superintendent who not only develops plans but follows through with action is crucial. Creative in finding solutions to student challenges, with a proactive approach to problem-solving. 	<ul style="list-style-type: none"> • The superintendent should bring a deep understanding of instruction and the educational process through personal teaching experience.
<p>Strong Communicator with Integrity</p>	
<ul style="list-style-type: none"> • Transparency and effective communication are essential. The superintendent must engage with clarity, earn trust through integrity, and actively listen to student input. They must listen to students’ concerns and opinions, making them feel heard and valued. 	

FINDINGS / THEMES

Many of the discussions pertaining to strengths and challenges for the Prescott 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 interviews and focus groups 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. Additionally, 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

Academic and Extracurricular Achievement

Prescott School District (PSD) stands out for its strong academic performance and diverse extracurricular opportunities. With an impressive overall score of 79.4 on the Wisconsin State Report Card, PSD exceeds expectations, demonstrating a commitment to academic excellence. The district's challenging coursework, dedicated staff, and favorable 17:1 student-teacher ratio ensure that academics remain a top priority.

Beyond the classroom, PSD offers a wide range of clubs, sports, arts, and other activities, providing students with opportunities to explore their interests and develop new skills. The combination of academic achievement and extracurricular involvement creates a well-rounded educational experience, setting students up for success.

Caring Dedicated Staff

All groups highlighted the dedication and compassion of PSD staff. Respondents expressed that staff genuinely care for their students, fostering a welcoming and supportive environment. Educators go above and beyond to support students' academic, emotional, and personal growth. The cohesive School Board and strong administrative team are also key strengths, working together to provide strong leadership and support for its initiatives. This stable leadership and commitment contributes to a safe and inclusive school culture. Additionally, students recognize the availability of strong mental health resources, ensuring they receive the support they need.

Strong Community Support

Groups consistently emphasized the district's strong community involvement and valuable business partnerships. PSD benefits from a thriving Community Education program and robust Community Recreation opportunities. Respondents see the district as the heart of the community—"small in size, big on opportunity." The close-knit environment fosters inclusivity,

ensuring everyone feels connected. A unique feature of the district is its dedicated senior gathering space, providing a place for communication and community engagement.

Commitment to Student Well-Being

Ensuring a safe and supportive learning environment is a top priority across all groups. Strong mental health resources remain a key asset, providing essential support for students. Administrators and staff are approachable, genuinely caring for students and fostering a welcoming culture that nurtures academic, emotional, and personal growth. The Prescott School District is recognized for its inclusive and accepting atmosphere, creating a diverse and supportive school community.

CHALLENGES

Financial Stability and Staff Retention

Limited state funding affects multiple areas in the district, with the most common responses being retention and recruitment of both certified and support staff. This is a challenge due to lower salaries and benefits compared to neighboring districts, and proximity to Minnesota school districts. Recent budget cuts following a failed referendum have resulted in the loss of key positions that have impacted student achievement. Also mentioned in multiple groups is the elimination of in-town busing which have left students and families with a significant challenge. Strategic financial planning is needed to maximize available funds ensuring fiscal responsibility while managing declining enrollment.

Communications, Trust and Transparency

While community support remains a core value, trust in the district has declined. Concerns about communication and transparency have been raised; with perceived misunderstandings and misinformation about tax implications during the last referendum that have led to the erosion of confidence. Strengthening public relations efforts is essential to rebuilding trust and engagement. Reestablishing open, honest relationships with PSD families, staff, and the broader community is critical to restoring confidence and collaboration.

Building Consolidation and Structural Changes

With declining enrollment, a comprehensive study is needed to project future trends and develop a proactive strategy. One cost-effective solution under consideration is consolidating from four to three instructional buildings, raising concerns among families and the community about its potential impact. Clear, transparent communication throughout this process is essential to ensure understanding, trust, and community engagement at every step.

Other Challenges Noted

While not unanimously expressed, several challenges emerged through community engagement. Students and staff would like to see greater visibility of the superintendent at school events and community activities, fostering stronger connections with students and families.

Additionally, while Professional Learning Communities (PLCs) enhance staff collaboration and instructional strategies, the early release on Mondays creates challenges for families, particularly those with young children and limited in-town busing options.

There is also a need for greater consistency in discipline policies and grading practices to ensure fairness and equity across the district.

DESIRED CHARACTERISTICS OF THE NEXT SUPERINTENDENT

Visible and Involved Leadership

A leader who must be visible and able to create transparent communication from all sectors of the district. This individual should not only be present in the community, but be involved in it, preferably residing in Prescott. Being present in the schools and partnering with the City of Prescott is essential. The superintendent should be an advocate for the district, service oriented and a people person. These characteristics will be necessary to earn community confidence and support back.

Effective Communicator, Personable and Approachable

A successful candidate must be approachable and demonstrate a strong communication model to effectively and efficiently lead this school district. This must include the ability to listen actively with an open door policy, clearly conveying ideas, and being able to talk at the level of everyone. The superintendent will value input from others and foster teamwork while having a forward-thinking approach. Other characteristics include being compassionate and having integrity while listening to concerns and opinions, making others feel heard and valued.

Restore Trust and Transparency

A capable leader who can build and restore the trust of families, staff, students, and the community. This individual must be firm yet fair, holding others accountable while valuing input and promoting growth. The superintendent should be an effective communicator, earning trust through integrity and actively listening to concerns and feedback. Furthermore, they should establish clear, transparent communication with all stakeholders, involving them as much as possible in decision-making and the outcomes that follow.

Instructional and Financial Background

This experienced leader must be committed to student success and outcomes, with the ability to structure PSD for continued high performance across all grade levels. Classroom and educational leadership experience is essential, with an understanding of instructional practices. The superintendent should be academically focused and innovative with the educational model, visiting classrooms to engage in student and staff progress first hand. They must possess a strong knowledge of policy, be intellectually driven and have a clear vision of the bigger picture of education. Strong financial knowledge is crucial, with a proven track record of fiscal responsibility, including experience with Wisconsin funding. The superintendent should be data-driven, forward thinking, and have experience with legislative challenges, confidently advocating for the district in public forums.

PRESCOTT SCHOOL DISTRICT SUPERINTENDENT DESIRED CANDIDATE PROFILE

The Prescott 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 stakeholders through individual and group interviews, focus groups, and a survey, the Prescott School District seeks an engaged, visionary superintendent who possesses the following characteristics:

Involved Community Member

- Actively participates in school, activities, and community events to strengthen relationships.
- Partners with local businesses, nonprofits, and civic groups to strengthen community ties and support mutual goals.
- Actively promotes an environment where everyone feels valued and involved, ensuring all voices are heard.

Cultivator of Growth and Continuous Improvement

- Welcomes innovation and is willing to explore different approaches for growth.
- Open to learning, adapting, and improving continually.
- Ability to focus on clear objectives and set measurable goals.
- Embraces modern changes and innovative methods, recognizing that change is necessary for progress.

Trust Builder

- Earns confidence through integrity, consistency, and reliability.
- Empowers staff by delegating responsibility and showing confidence in their abilities.
- Takes courageous actions while being empathetic and understanding toward others.
- Leads by example, inspires others, and fosters a collaborative environment.
- Builds relationships with community members with transparent, concise communication.

Approachable, Personable and Respectful

- Actively promotes an environment where everyone feels valued and involved, ensuring all voices are heard.
- Engaging as a member of the community and in the schools, an approachable listener with an open door policy.
- Consider the perspectives of all PSD members, encouraging friendly, open communication making others feel heard and valued.

BULLETED NOTES FROM ALL GROUPS

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 Prescott School District.

Board Members

What are the strengths of the Prescott School District?

- Highly functional board that works well together
- Quality teachers that are dedicated
- Financially stable and district is in a good position
- High test scores
- Small town, small school, surrounded by a big city
- Great administrative team
- A lot of opportunities for students
- Small class sizes (good for interventions and flexibility to improve instruction)
- Students can pursue many credit opportunities.
- The district is the heart of the community
- Opportunity for excellence
- Academic achievements, top 10% in the state
- Arts and theater program
- Athletics, great programs
- Strong financial position as a district (operating referendum and facilities referendum recently passed)
- Strong administrative team, same group since pre-COVID
- Strong district office, this was very shaky in past years
- Supportive school board
- Generally good community support when going to referendums, but this feels like it's shifting
- Importance of strong public schools
- Strong co-curricular programs and offerings
- A lot of scholarship opportunities for students
- Strong academics
- Rec department is run through the schools, is unique in a good way
- Community education is a big part of the district
- STEAM program from K to 8th grade
- Outperforming the rest of the conference
- Dedicated staff
- Good job connecting with the community
- Strong curriculum and PLC work
- Monday collaboration time, 1.5 hours of time for staff development (PLC time), early dismissal on Mondays
- Data driven

What are the challenges of the Prescott School District?

- Need someone that can delegate
- Use the team and hold team accountable
- Listen to other people
- Personable and talk at the level of the people
- Must understand Wisconsin school finance
- Organization
- Must be present and visible, must like this part of the job
- Not a short-timer
- Classroom teacher experience
- Needs to be involved in the community (talk to the community/coffee/civic groups etc.)
- Academics are critically important
- Must earn trust within the district and community
- Creativity within the educational model, need to look for different ways to do things
- Build up trust with staff and community
- Strong financial background
- Knowledge of Wisconsin funding and legislative challenges
- Willing to consider residing in the district
- Interact with the community
- Personable/approachable
- Check-ins with the buildings to see how things are going
- See the big picture
- Community engagement
- Data driven
- Strong leadership and connect with team

Parents and Community Members

What are the strengths of the Prescott School District?

- Academics
- Performing arts center at high school, investment in something other than sports
- Building principals take school safety seriously
- Relationship with school and police department is strong
- Athletic department is strong, good participation
- Quality staff
- Administrators are approachable
- Gathering Space, group of seniors appreciate the space and communication they get
- Wisconsin State Report Card
- Everyone has an opprountiy
- Accepts diversity, school does a great job
- Great staff
- Many opportunities for kids
- Students can earn a lot of college credits
- UW-River Falls and CVTC (tech school), great partnerships

What are the challenges of the Prescott School District?

- Lack of transparency
- Communication
- People that do the most complaining are least informed
- Be more approachable
- Confusion about mandated reporting, involve police to help train staff
- Look for opportunities to generate income from near empty building
- Staff retention, better pay for teachers
- No incentive to stick around for staff
- Benefits could be better, seemed to be over looked
- Class sizes
- Too much emphasis on athletics
- Concerns about busing, in town routes went away
- Collaboration time is great for teachers but very difficult for parents
- Lack of professionalism, how teachers dress, inappropriate conversations with students

School District Staff

What are the strengths of the Prescott School District?

- Excellent state report card
- Location
- Strong teaching and learning
- Staff works in PLCs, early release on Mondays
- High school course offerings (some went away last spring)
- Athletics are strong
- Forensics, theatre
- Size, small but mighty
- Small in size, big on achievement
- Dedicated staff
- Stability in leadership, last three superintendents were here 10 years each
- Strong administrative team
- 97% graduation rate
- Just passed an operational referendum (failed in April)
- CTE program
- Newer high school - 2017
- Youth apprenticeship is strong
- Community Ed is strong
- Community Rec is strong
- Academics
- Community support
- Facilities are in good shape
- Well rounded course offerings
- Strive to meet children where they are
- Provide enrichment when needed
- Highly qualified staff

- Diversity of expertise of staff
- Commitment to low class sizes
- Location
- Strong arts programs
- Well round students
- Good student / teacher relationships
- Supports diversity
- Teachers have lots of autonomy
- Teachers work well with students with disabilities
- Buildings are up to code
- Collaboration time
- Great offerings to students from academics to sports to clubs
- For the most part, a very supportive community
- Great relationship with Special Ed department
- Academics
- High test scores, ladders of the conference
- Opportunities for students
- Inclusivity for all students
- Good mental health supports in place, resources
- Staff support
- Early release model on Monday, 90 minutes
- Help staff grow
- AP and transcript classes
- Supportive school board
- Facilities are great
- Arts, athletics and academic - repeated themes and all recognized at the state level - STRONG
- Local community business support

What are the challenges of the Prescott School District?

- Cuts that were made after the April referendum failed
- Long term financial stability
- Declining enrollment
- Low spending district
- Looking to downsize from four to three instructional buildings
- Community trust needs to be strengthened
- Cut in-town busing
- Bring back some of the courses that were cut
- GT/Extension programs cut at K-5 level
- Community doesn't understand taxes
- Financial strife
- Failed referendum, cuts were made
- Salary issues, not competing with Minnesota salaries
- Lack of trust/transparency
- Changes to handbook, not being told about the changes

- More efforts on retaining of staff
- Staff turnover
- Negative voices in the community
- Unknown of the future of buildings, one is closing
- Declining enrollment
- Commission
- Professionalism, student to teacher
- Need more para support and sub support
- Consistent when it comes to discipline and grading
- Budget and salary
- Legislative lack of support
- Terrible staff turnover, all levels
- Systems are flawed
- Silos across the district, across schools and departments, team building
- Suffering from an Act 10 hangover
- Need to prove better Special Ed services
- Lack of para's, not full time opportunities
- Neighboring districts pay more and better benefits for para's
- Para's are capped at 29 hours, reduces benefits
- Hard to keep and retain staff
- Not supposed to talk to school board members directly
- Staff handbook gets changed quite often and staff does not know about it
- No meet and confer, staff has no say
- Need to do a much better job with onboarding staff, need a much better mentoring program
- Perception of dishonesty
- Use vernacular to communicate, do not need a power point to say something
- Staff needs to feel safe giving opinions
- If closing a building happens it will be tough for a new superintendent
- Per pupil funding
- Turnover in finance office, stability with building administration but a lot of turnover with the district office
- Business office, structure
- Lack of trust because of superintendent living outside of the district
- Need to find ways to engage with the school community
- Barrier of trust with staff, customer service in district office
- Hard to recruit and retain staff
- Lost some key positions because of budget cuts, this has hurt areas of academics and student achievement

High School Students

What are the strengths of the Prescott School District?

- Challenging course work
- Lots of CTE, arts and academics
- Community support is great

- Great music program
- Opportunities for clubs and other activities
- Everybody knows everybody
- Easy to get help, one on one always available
- Flexibility with athletics and academics
- Great staff and transition from middle school to high school
- Coaches and AD work very well together

What are the challenges of the Prescott School District?

- Funding
- Hard to keep staff because of pay
- Equal support for sports and the arts
- Grading system can be approved, GPA with grades
- More AP classes
- Transportation, in town is a big issue
- Better transportation for away activities
- More visibility from the superintendent, we all know what he looks like but would like to see him more in the schools and at events
- Would like to know more about what the superintendent does and what they stand for
- Would like to see the superintendent not only when there is a referendum but on other occasions
- Better variety of classes
- More world languages, currently only have Spanish
- Lack of support for staff
- Look at going to three buildings, getting rid of the intermediate building
- Need an updated track, and the football field is at the middle school
- New superintendent needs to lead capitol campaign fund for track and indoor athletic complex