



LEADERSHIP PROFILE REPORT

Bristol School District #1
March 19, 2025

SELECTION PROCESS

The Bristol School District #1 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 February and March 2025 for the new superintendent of Bristol School District #1. 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 Bristol School District #1 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 Bristol 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 Bristol School District #1 is home to a single standout school, Bristol Elementary. The District encompasses 34 square miles. Bristol is located in Kenosha County, in Southeast WI, and is about 40 miles south of Milwaukee and 60 miles north of Chicago. The Bristol School District is a 4K-8 school district, serving 814 students. The District has approximately 110 employees with an annual budget of just over \$13.2M.

The school district's dedicated staff is known for its commitment to academic excellence, resulting in consistently high student achievement scores. Bristol School remains dedicated to providing a well-rounded education that prepares students for future success while maintaining strong ties to the local community.

Many teachers not only choose to teach at Bristol School but move to the community so their children may attend Bristol School. As a one-building 4K-8 school district, staff are able to get to know students and their families quickly and build lasting relationships. Students graduating from Bristol School typically attend Westosha Central High School which serves six area feeder schools.

Bristol is a great place to call home! With excellent schools, a population of 5000+, plenty of activities for people of all ages, and local events that are unmatched, Bristol is a beautiful place to live. Bristol offers a blend of rural and urban attractions, from historic buildings and museums to parks and trails, to shopping and dining. The beauty of nature at the Bristol Woods County Park offers hiking, biking, or skiing on the trails, or visit the Pringle Nature Center, where you can learn about the local wildlife and ecology. You can also experience the culture and heritage of Bristol at the Bristol Renaissance Faire.

Bristol School District #1 Mission Statement - To provide high academic standards and expectations, positive attitudes and values, and a safe environment to empower students for lifelong learning.

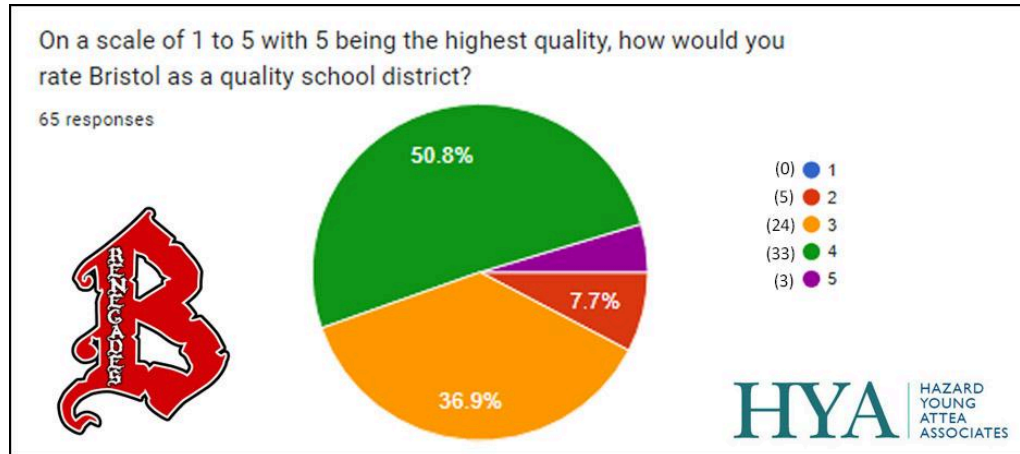
Why Bristol?

- Being a positive and lasting influence for all!
- District exceeds expectations on 2023-2024 Wisconsin State Report card; Overall Score 76.7.
- Three-year strategic plan in place, beginning summer 2023.
- Academic and Career Planning (ACP) and Future Readiness Plan.
- Wealth of parent involvement and community support.
- Robust extra-curricular student program including activities, clubs, and athletics.
- Recognized as a Best-in-Class employer based on results from Gallagher's 2024 US Benefits Strategy & Benchmarking Survey.

Visit the Bristol #1 School District Website for more information:
<https://www.bristol.k12.wi.us/school>

COMMUNITY ENGAGEMENT

From February 24 to March 7, 2025, an online survey was conducted for all stakeholders, collecting responses from 65 participants. Over half of the respondents (33, or 50.8%) rated the district a 4 out of 5 as a quality school district, reflecting a high 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 Bristol School District #1'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 (5) current School Board members, along with eleven (11) 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 Bristol School District #1 that the next superintendent can build upon?
2. What are the challenges facing the Bristol School District #1 that the next superintendent should be aware of, or that you would like to see addressed?
3. What characteristics or traits are you looking for in your new superintendent?
4. Is there anything else you would like to share with us or that we should know about the Bristol School District #1?

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

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 11 focus groups.

Please note, students were not surveyed or interviewed as originally planned for this report. Typically we like to speak with students to hear their perspective when conducting interviews for searches.

Bristol School District #1 Focus Groups/Interviews
School Board (5 individual interviews)
Focus Group/Interview 1: District Office Administrative Assistant
Focus Group/Interview 2: Interim Superintendent
Focus Group/Interview 3: Dean of Students
Focus Group/Interview 4: Director of Special Education
Focus Group/Interview 5: Principal of School Culture/Safety
Focus Group/Interview 6: Communications & Employee Engagement Specialist
Focus Group/Interview 7: Salem School District Superintendent
Focus Group/Interview 8: Westosha Central High School Superintendent
Focus Group/Interview 9: All Staff
Focus Group/Interview 10: Parents / Family / Community
Focus Group/Interview 11: Parents / Family / Community (Virtual)

PROFILE DEVELOPMENT & QUALITATIVE DATA

Perceived Strengths • Perceived Challenges • Desired Characteristics

Strengths of the Bristol School District #1 as identified by SCHOOL BOARD

(Based on interviews and personal statements)

Academic and Co-Curricular Achievement

- Students are well prepared for Westosha Central when they leave the Bristol School District.
- The district has a good core of veteran teachers that provide quality instruction.
- Teachers are involved with the students and want to see them succeed in and out of the classroom.
- The district has two strong principals who foster strong academics and a positive school culture.

Community/Parent Support

- Core group of parents that support the school and want the tradition of success in Bristol to continue.
- The community passed a facilities referendum three years ago to provide for an updated campus.
- Strong Booster Club and PTO that want to continue to provide support to the school.

Strong Fiscal Management

- The district remains financially stable and provides the resources needed for staff members.
- The current general fund has a fund balance of 33% in reserves.
- Strategic plan that is in place that will continue to guide the district into the future.

Challenges of the Bristol School District #1 as identified by BOARD OF DIRECTORS

(Based on interviews and personal statements)

Transparency

- The district needs to improve communication with the community and regain the trust of community members, parents and staff.
- The district needs to communicate with the community more effectively and in a variety of ways.
- The feeling is that the community and staff are frustrated with the school board.

In-School

- The staff appears divided, and the district must reunite everyone to truly serve the best interests of the students.
- Communication from the middle school could improve with parents.

Financial Challenges

- The district had a recently failed operational referendum (10 votes) which leads to uncertainty for the future.
- Issues with the roof need to be addressed, which was included in the building referendum a few years ago.

Leadership

- Turnover in leadership is hard on the district, Bristol needs stability in leadership to move forward.
- The district needs to improve its relationship with the village.
- The community and staff seem frustrated with the school board.
- Curriculum review is needed to get the curriculum updated and continue to provide a quality education for the students.

Top Five Desired Characteristics of the next Bristol Superintendent as identified by SCHOOL BOARD MEMBERS	
Leadership	Clear and Concise Communicator
<ul style="list-style-type: none"> • The superintendent should be visible in the building, collaborate with all stakeholders and make decisions based on what is best for the students. 	<ul style="list-style-type: none"> • The superintendent must be transparent and communicate with all stakeholders and follow through on their responsibilities.
Experience - Instruction and Finance	Community Minded
<ul style="list-style-type: none"> • The superintendent should have educational leadership experience and provide stability to the district leadership team. 	<ul style="list-style-type: none"> • The superintendent should be transparent with their communication and be visible in the school and community
Interpersonal Skills	
<ul style="list-style-type: none"> • The superintendent must have strong organizational skills and be trustworthy and reliable. Ideally the next superintendent will be a team player that collaborates with all stakeholders and empowers each of them accordingly. 	

Strengths of the Bristol School District #1 as identified by PARENTS AND COMMUNITY MEMBERS

(Based on interviews and personal statements)

Dedicated and Passionate Staff

- The staff is dedicated to teaching our students and committed to providing them with a high quality education.
- The communication from the teachers is an asset and parents believe they are aware of what is happening in the classrooms.
- The staff has a passion for putting the students first.
- Westosha Superintendent, John Gendron, commented on how well prepared the students are when they come to Westosha.

Facilities and Safe School

- The school is committed to a safe and secure learning environment.
- The facilities received an upgrade with the passing of a \$23 million referendum three years ago.

Opportunities for Students

- For a small school the district provides ample opportunities for students to participate in co-curricular activities.
- Bristol has strong programs for students and an engaged staff that are in need of a leader to allow them to reach their full potential.

Great Small Town Feel

- Bristol is a welcoming environment that allows students to feel comfortable and confident in their learning.
- The community itself is a safe and welcoming place to raise a family and send students to school.
- There is an appreciation for the one building school.

Challenges of the Bristol School District #1 as identified by PARENTS AND COMMUNITY MEMBERS

(Based on interviews and personal statements)

School Board and Board Governance

- The community has little confidence in the school board and feel they believe that this has caused a divided community.
- The school board has misaligned priorities and needs to focus on making decisions in the best interest of student success.
- The school board needs governance training, the community feels the board needs to show more respect for the staff and administration.

Communication and Transparency

- There is a want from the community for better communication from the district in a variety of ways.
- The board needs to find a way to be transparent in what is happening in the district. The community, parents and staff want to be more informed about the decision making process.

Increase Community Engagement

- The district needs to improve the trust with the community and there is a need to stand up to the school board, listen to stakeholders and let them be part of the process.
- The community wants to be heard and feel they are part of the decision making process.

Consistent Leadership

- Turnover in administration leads to a lack of consistent leadership.
- Our next leader should hold people accountable and lead the district in a positive manner.
- The lack of management is evident, we need a leader of the district.

Update Curriculum

- The community believes there are problems with the Special Education department and the staffing from top to bottom needs to be scrutinized. There is concern that all IEPs are not meeting deadlines, and that accurate records are not being kept.
- Some feel the current curriculum is outdated and should be reviewed, students are doing well but with an improved curriculum we will also see improved results.
- There needs to be more enhancement opportunities for students striving to do more.

Top Five Desired Characteristics of the next Bristol Superintendent as identified by PARENTS and COMMUNITY MEMBERS	
Relationship Builder	Student and Staff Focused
<ul style="list-style-type: none"> • The superintendent must rebuild trust with the community and staff. 	<ul style="list-style-type: none"> • The superintendent should work collaboratively with staff, community and the school board to make decisions that are in the best interest of the students.
Instructional - Leadership Experience	Effective Communicator
<ul style="list-style-type: none"> • The superintendent should have prior administrative experience, preferably in the K-8 setting. 	<ul style="list-style-type: none"> • As the district's spokesperson, the superintendent must be transparent and communicate with all stakeholders.
Community Engagement	
<ul style="list-style-type: none"> • The superintendent must be visible in the school and community. The community has continually supported the school and wants a leader that values their input and wants the community to be part of the educational process. 	

Strengths of the Bristol School District #1 as identified by STAFF

(Based on interviews and personal statements)

High Level of Commitment

- Highly desired community and school district, people want to come to Bristol to raise a family.
- Parents, Community members and the PTO are willing to support the school and see the students as the priority.
- Facilities have been improved following the successful referendum a few years ago.

Dedicated Staff

- The staff is strong in classroom instruction and is committed to doing what is best for the students.
- The band teacher was specifically mentioned several times by staff members as doing a fantastic job.
- Staff turnover is largely due to retirement, people like and want to continue to work in Bristol.

Welcoming Culture and School

- Bristol is a choice school with a large number of students that open enroll into the district.
- School safety and security are a primary focus and people appreciate that aspect of working in Bristol.

Students and Opportunities

- The staff values the students, recognizing their positive behavior and potential.
- A variety of fun after school activities enhance student involvement.
- The after school program is widely regarded as a strong asset to the district.
- The district offers a diverse range of curricular and co-curricular opportunities for students.

Professional Development

- The district provides essential resources, enabling staff to deliver a high-quality education.
- The district has processes and systems in place and have a direction of where they want to go and how to get there.

Challenges of the Bristol School District #1 as identified by STAFF

(Based on interviews and personal statements)

Transparency and Trust

- Stakeholders need to know what is going on in the district, there is a lack of trust from the staff and the community.
- There is a need to heal the divide that exists, different groups have different ideas for students' successes, but everyone has a different path to get there; unification is needed.

Staff Retention and Stability

- The district needs to continue to recruit and retain quality staff.
- The district needs stability in its administration which in turn will hopefully provide positive stability in the district.
- There is a feeling that the district could use a social worker and there is also a need to recruit substitute teachers.

Financial

- Uncertainty in funding from both the federal and state level.
- The two or three year outlook is in question, is an operational referendum needed.
- The district needs to stay competitive in salary.

Uncertainty

- The turnover in administration is challenging, we need someone to provide stability and experience.
- Communication needs to improve both with the staff and the members of the community.

<p>Top Five Desired Characteristics of the next Bristol Superintendent as identified by SCHOOL DISTRICT STAFF</p>	
<p>Approachable</p>	<p>Collaborative Leadership</p>
<ul style="list-style-type: none"> • The superintendent must be committed to knowing that their presence in the school is important and visibility in the community is a must as well. 	<ul style="list-style-type: none"> • The superintendent should be a collaborative leader that shares information with all stakeholders. We don't always have to agree but would like to know our voices are heard.
<p>Effective Communicator</p>	<p>Educator Focused</p>
<ul style="list-style-type: none"> • The superintendent must communicate with all stakeholders and be transparent with what is going on in the district. 	<ul style="list-style-type: none"> • The superintendent must show support for the work that is being done in the district and value the time of the staff with creative and innovative professional development opportunities.
<p>Relationship Builder</p>	
<ul style="list-style-type: none"> • Ideally, the superintendent would have small town values that hold people accountable when need be. There is also a sense that the superintendent needs to value trust and rebuild relationships within the district and make a long term commitment to the Bristol School District. 	

FINDINGS / THEMES

Many of the discussions pertaining to strengths and challenges for the Bristol School District #1 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, common themes emerged. Notably, there was more agreement across groups than differences. Strengths and challenges were almost universally shared. The desired characteristics for the next superintendent were also aligned. This consistency is seen as a positive aspect of the search and will provide clarity and focus for both the board and the new superintendent.

The following themes are supported by the combined data.

STRENGTHS

Dedicated Staff

All groups agreed that the staff were truly dedicated to the students and contributed to providing a quality education. The staff is a good mix of veteran teachers and some relatively new teachers that collectively contribute to a quality education.

Strong Community

Groups consistently emphasized that the community has and will continue to support the school. There is evidence of the support in the passing of a \$23 million referendum for much needed building improvements. The PTO and Booster Club were also mentioned as strong supporters of the school.

Commitment to Student Success

Bristol is committed to students' success, from the staff to the parents and the community, they all want what is best for the students. Students are very well prepared for Westosha Central as was confirmed by Westosha Superintendent, John Gendron.

CHALLENGES

Board Leadership and Development

There is a recognized need for governance training to enhance the school board's effectiveness. Strengthening the partnership between the board, administration, and staff is essential for maintaining a positive learning environment.

Communication and Transparency

The common belief is that communication and transparency from the district needs to improve both within the school and the community. It appears as though the communication from the classrooms and teachers is very good but communication as a whole could improve. People also want the district to be transparent in the decision making process, involving the staff, parents and community to make informed decisions about what is best for the school.

Financial Stability

There is uneasiness about the future funding of schools from the state and federal level along with a failed operational referendum in April 2024. There is concern about the financial situation of the district and what the true need is for a potential operational referendum in the future.

Staff Retention and Recruitment

Community and staff engagement revealed that there is concern about the ability to recruit and retain quality staff. There is also a concern about the turnover in administration and the lack of experienced leadership in the district.

DESIRED CHARACTERISTICS OF THE NEXT SUPERINTENDENT

Experienced and Collaborative Leader

The superintendent must have some level of educational leadership experience, preferably at the PK-8 level. The superintendent must also involve all stakeholders in the decision making process and at the same time be the leader of the district and be able to make decisions based on the information gathered.

Effective Communicator

The superintendent must communicate effectively with stakeholders and engage all groups in the educational process. Transparency is essential in moving the Bristol School District forward, staff and community want to be informed about what the district is doing and planning for the future.

Community Minded

The superintendent should be community minded and continue to grow the small town feel of Bristol. The next leader should also be visible in the school and community and be an active participant in the activities for both.

Student and Educator Focused

The superintendent must make decisions based on what is best for the students and their education and while doing so, be supportive of the staff as they work to provide a quality education in the classroom.

BRISTOL SUPERINTENDENT DESIRED CANDIDATE PROFILE

The Bristol School District #1 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 Bristol School District #1 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, is a good listener and is open to new ideas, 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

- Takes direction while partnering with the School Board to move the district forward in a collaborative effort.
- 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 Compassionate

- 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 Bristol School District #1 members, encouraging friendly, open communication and making others feel heard and valued.

DESIRED CHARACTERISTICS • BULLETED NOTES FROM 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 Bristol School District #1.

What characteristics are you looking for in your next superintendent?

Board Members

- Would like at least five years of experience
- Nice
- Follow through on getting work done
- Provide stability
- Trustworthy
- Collaboration
- Transparency
- Visibility
- Accountability
- Experienced
- Strong communicator
- Team player
- Collaborator
- Mutli-task
- In the building
- Be there for the kids
- Strong organizational skills
- Strong decision making
- Experienced
- Empowers others
- Educator background, doesn't have to have superintendent experience
- Strong communication skills
- Reliable
- Hold people accountable
- Follow through on responsibilities

Parents and Community Members

- Seasoned administrator, and we have to be willing to pay for it
- Genuine care for students
- Diplomat - board, staff, community
- Strong board governance model
- Needs to be able to say no
- Background knowledge in education, leadership and classroom
- Compassionate leader
- Student focused
- Primary education background
- Fresh perspective from the outside

School District Staff

- Someone that will do what is best for kids
- Have a knowledge of the district history, past 15 years
- Good grasp of what the community wants moving forward
- Committed to knowing that their presence is important at school
- Visible
- Present in the community and at events
- Values trust
- Look at facts
- Make decisions based on data
- Share information with all stakeholders
- Collaborative leader
- Support the work that is happening here
- Someone that has knowledge of what is going on within the school district
- Stability
- Experience
- Strong curriculum
- Board Governance model, help the board understand the role they have
- Prefer someone with experience
- Accountability
- Listener
- Don't need to agree but want to be heard
- Strong financial background
- Familiar with state and federal funding
- Board Governance model
- Take the time to know the staff and students
- Be available
- Be visible
- Background in elementary education
- Present and involved in school
- Present and involved in the community
- Good with conflict resolution
- Values small town values
- Value the community
- Value the time of the staff (use of PD)
- Fiscally responsible
- Prioritize the students
- Innovative and creative
- Approachable
- Know what is going on the building
- Strong leader, but don't micromanage
- Understand family situations
- Long term commitment