



SUPERINTENDENT SEARCH

APPLETON AREA SCHOOL DISTRICT

The Appleton Area School District is located in the heart of the Fox Cities and is the sixth-largest school district in the state of Wisconsin. We serve nearly 16,000 students in our 15 elementary schools, 4 middle schools, 3 high schools, 13 Charter schools, and 1 magnet school.

The AASD has a rich, 166-year history of educational excellence, coupled with a commitment to continue to improve our ability to meet the educational needs of our present and future students. The AASD strives to address the needs of all learners and provide graduating students with the skills and knowledge to successfully pursue the higher education essential for their chosen career paths.

A district our size relies on many attributes to maintain and to improve the quality of its educational programs. A supportive community, successful business partnerships, a highly qualified staff, and a dedicated Board of Education all play an essential role in educating today's students and tomorrow's citizens and leaders. It is through the collaborative efforts of the community that we continue to grow as an organization and meet the needs of our students.

The AASD consists of the City of Appleton; Outagamie, Calumet, and Winnebago Counties; portions of the Township of Grand Chute, and Village of Little Chute (Outagamie Co.); Village of Harrison (Calumet Co.); and the Village of Fox Crossing and City of Menasha (Winnebago Co.).

While strong neighborhood schools are the foundation of our educational programming, charter schools, developed in collaboration with staff and community members, provide curriculum and instructional delivery options for students at all levels. Within each school programs exist to personalize the educational program for students.

SCHOOL DISTRICT MISSION

To support success in life for Every Student, Every Day, we will:

- Ensure a safe, healthy and welcoming school environment for ALL.
- Ensure every student is academically, socially and emotionally successful and graduates ready for career, college and their community.
- Create and maintain strong family, community and business partnerships to accelerate our collective impact on student success.
- Align resources and operations directly to District priorities that ensure the success of all students with maximum efficiency and excellence.

DISTRICT MOTTO

Success for Every Student,
Every Day

DISTRICT VISION

Working together, students, families, staff, and community will ensure that each graduate is academically, socially, and emotionally prepared for success in life. Every Student, Every Day.

Early Childhood - Grade 12
Enrollment - 15,282
Administrators - 68
Teachers - 1,267
Support Staff - 574
Annual Operating Budget -
almost \$232 million

STUDENT ENROLLMENT

- 4K: 702
- Kindergarten: 938
- Elementary 1-6: 6,407
- Middle 7-8: 2,288
- High 9-12: 4,879

CLASS-SIZE RATIO*

- K-3: 25 to 1
- 4-6: 27 to 1
- 7-12: 28.5 to 1

*AGR schools have different ratios.

FOCUS ON PROGRAMS**Appleton Central**

Appleton Central is an alternative program designed to serve students in grades 6-12. Appleton Central is composed of the predominant credit recovery program (Appleton Central), GED Option #2 Program, Dan Spalding Academy, and Community Learning Center.

Appleton Central was established in 1996 as an alternative to the traditional high school setting. Appleton Central's trauma-informed and resilience-oriented programs emphasize hope, helping students redefine their engagement with school, progress toward graduation, and their self-worth through the site's unique atmosphere and dedicated staff trained in varying areas of alternative education practices. Appleton Central is a creative educational institution designed to serve students with problems that cannot be dealt with in a traditional school setting or their alternative education programs. It provides an alternative method of continuing learning in an atmosphere that is sensitive and suited to the development of the intellectual, physical, and social capabilities of our students. This is accomplished within an educational environment that is healthy, safe, trusting, caring, and challenging.

Students referred to Central have experienced repeated academic failures leaving them significantly credit deficient and seriously jeopardizing their chance for a timely graduation. Central assists students in attaining graduation credit status and meet district and state standards while also working to address employability and social skills, behavioral issues, and mental/emotional health concerns. Counseling services and the healthy foods nutrition program complement the academic offerings to meet the emotional/physical needs of students. Direct instruction in core subjects is partnered with technology-driven courses, and work/volunteer experiences provide Central students with a well-rounded academic program geared towards graduation.

Appleton Community 4K

Appleton Community 4K was designed to be a community collaboration with our childcare, preschool, and Head Start partners in the community. We are currently collaborating with 14 community partner sites and 4 school host sites, to provide high-quality early learning experiences for our 4K students. Four-year-old kindergarten (4K) provides all young children with the opportunity to participate in a quality early learning program that provides a solid foundation for lifelong learning.

- 4K in Appleton is universal for all four-year-olds and voluntary
- 4K is a comprehensive child development program providing an enrichment opportunity for all four-year-old children and their families prior to 5K
- Appleton Community 4K is implemented using a Community-Based Collaborative Model that builds on existing early learning programs, child care centers, private preschools, Head Start programs, and faith-based programs in partnership with the AASD to provide quality early childhood education for four-year-olds
- All Appleton Community 4K teachers must be licensed through the Department of Public Instruction (DPI)

FOCUS ON PROGRAMS**Birth-Five Outreach**

Birth-Five Outreach builds positive relationships with families by offering connections to many school and community resources early on. The purpose of Birth-Five Outreach is to identify and connect with parents of children ages 0-5 who reside within the Appleton Area School District.

Business Engagement

Classroom to Career strengthens opportunities for you to connect with our students to raise their awareness and prepare them for your company's future employment needs. The key to our success is the direct involvement of local businesses and organizations. It's our intention to develop opportunities for our students to get direct involvement with our businesses and community both in and out of the classroom.

In the Appleton Area School District, we value exposure to a broad variety of academic, technical, and employment-related learning experiences for all of our students. Those who mentor/employ our students are part of our extended learning community. Business Advisory Teams at each of our high schools provide an essential bridge between schools and the workplace. Advisory board members collaborate with our educators to inform curricula, help organize career-based learning activities, and ensure our students have experiential opportunities to support their Academic and Career Planning and better understand the multiple pathways to prosperity.

Charter Schools

Charter schools in Appleton are all unique in their mission and offer various programming such as environmental education; engineering; fine arts; Montessori education - to name a few. Charter schools encourage innovation and creativity in their approach to providing additional educational options for families and students.

The AASD is currently operating 13 successful charter schools with an enrollment of approximately 3,000 students. The AASD recognized the need for charter schools through conversations with parents and students, outreach to local and statewide communities, and the knowledge that the traditional classroom does not always meet the needs of all students. Our charter school students generate state aids just as traditional students do. The AASD has encouraged the growth of charter schools to better meet the diverse needs of its students at no additional cost to the district. We believe our community desires alternative choices in learning; these options strengthen our total district program.

Classroom to Career

Classroom to Career is a strategy to strengthen opportunities for students to connect with local businesses to raise student awareness and prepare them for their future employment. Traditionally determining college and career readiness has focused on coursework grades and test results. As a district, we have worked to identify additional indicators of a student's readiness for post-high school coursework and the world of work. It is our intention to develop opportunities for students to get direct involvement with our businesses and community both in and out of the classroom. Classroom to Career equips EACH student with skills, tools, and qualities to develop a rewarding career plan that fits their talents and interests.

FOCUS ON PROGRAMS**Community Schools**

Community Schools ensure equitable access to essential resources and services, stronger connections with students, families, and neighborhoods, academic preparation and persistence, and a safe, supportive, and inclusive environment. Currently Jefferson Elementary and Dunlap Elementary are Community Schools.

Diversity, Equity, & Inclusion Department

The Diversity, Equity, and Inclusion (DEI) Office will work in collaboration with the entire Appleton Area School District to ensure all stakeholders: students, staff, and families have equitable access to opportunities.

English Learners & Bilingual Education

The Appleton Area School District serves approximately 1,640 students in its English Learning (EL) program. Currently, there are over 55 different languages spoken in our schools with the majority of the non-English speaking students being Hmong and Spanish. The EL program works directly with students at thirteen elementary schools, three middle schools, and three high schools. At all grade levels, the program utilizes a variety of instructional approaches to teaching English. Students may receive more intensive, small group instruction with their EL teacher in their classroom or through pull-out services. These services will focus on the development of English through content-area instruction. Particular attention is paid to the development of academic literacy skills in the areas of listening, speaking, reading, and writing.

At the middle school and high school levels, some students also receive instruction in science, social studies, and math in a sheltered class environment where the instructor adapts traditional approaches to teaching and incorporates methods to support English learners. Our bilingual staff also provides important native language support to students in order to enhance academic progress as students learn English. We have about 40 teachers (some full-time, a few part-time) and about 35 interpreters, K-12.

Extended Day Learning Program

The Appleton Area School District offers high-quality, sustainable out-of-school time learning opportunities and programming for students. These programs are provided through partnerships with the Appleton YMCA and Boys & Girls Clubs of the Fox Valley (BGC). Site coordinators are located at each school to create vital links between the student's school hours and non-school hours.

Grading for Learning

For the past several years, the AASD has studied methods of grading that more accurately reflect and report student learning. This work has resulted in a standards-based approach that we call Grading for Learning (GFL). Ultimately, we believe Grading for Learning will assist our teachers to more authentically and accurately communicate student achievement on our course standards. The goal of grading for learning is to improve student learning by reporting grades that are accurate, meaningful, consistent, support learning, and that provide students more details on what they are expected to learn and the progress they have made in their learning. By changing our mindset around how we respond to assessments and shifting our grading practices to reflect what students know and are able to do, student achievement will improve.

FOCUS ON PROGRAMS**Launch Studios**

Launch Studios focus on creating an engaging space for students to learn about careers directly from members of the Fox Cities business community. The first AASD Launch Studio opened in 2018 at Appleton East High School, then in 2019 at Appleton West, and Appleton North in 2021. Launch Studios host career panels, Q&As, and virtual tours that are all relevant to monthly focus topics.

Newcomer Programs

Newcomer programs provide specialized instruction to beginning-level English Learners who have recently arrived in the U.S. These programs can be useful for districts with a large number of students with limited or interrupted formal education who may have low literacy in their native language. In addition to academic language support, the newcomer program serves to familiarize newcomers with U. S. cultural and educational systems. Two elementary schools, one middle school, and one high school currently have Newcomer programs.

Portrait of a Graduate

Portrait of a Graduate is a collective vision that articulates the community's aspirations for all students. In 2019 a team of educators and administrators came together to form our Portrait of a Graduate team. They focused their work around a common question: What qualities are most important for a successful graduate of the Appleton Area School District? After conversations, surveys, and interviews with students, staff, parents, and community members, nine attributes rose to the top. The team then organized those attributes into three key themes - Lead, Care, Contribute.

Talented & Gifted Program (TAG)

The Appleton Area School District is committed to providing a continuum of services to students identified as talented and gifted. Providing instruction that will challenge, support, and inspire these students results in expanding their potential through intellectual, social, and emotional growth.

Title I

Currently AASD Title I funding supports 11 school-wide and 2 targeted elementary schools/students/staff, 4 preschool classrooms, programming within Even Start Family Literacy, home visiting, intervention and supports for homeless students in non-Title elementary schools, and targeted instruction within private schools.

Volunteer Tutoring Programs

The concept of our tutoring programs is simple: put an adult volunteer with a child for up to five 30-minute sessions each week. Volunteers model the joy of reading and math while supporting the child's efforts to read and complete math problems independently.

The United for Reading Success program is aligned with AASD's reading curriculum and instruction and is intended to build confidence and create lifelong readers and learners. The Math Achievement Partnership: helps 2nd through 4th-grade students improve their basic math skills by reinforcing the concepts being taught in the classroom.

SUPERINTENDENT CANDIDATE PROFILE

The Appleton Area School District is in search of a collaborative leader who can effectively communicate with and bring together students, staff, board members, and the various constituent groups in the district. The desired candidate will be visible and approachable within the schools and the community. The individual will build relationships with students and promote programming to prepare them for post-secondary education and employment. A record of developing, nurturing, and maintaining partnerships with outside organizations and agencies is also desired. The desired candidate will have experience working with a diverse population and hold an appreciation for individuals with differing backgrounds and opinions. In addition, the board is seeking someone who has a vision of leading the AASD successfully into the future, fostering the current strengths while having the foresight and creativity to expand and grow programming to meet the needs of all learners. The successful candidate will possess/exhibit skills in the following domains:

Leadership

Possess the skills needed to engage people in positive and productive ways with a constant focus on the vision and mission of the district. Collaborate with and strive to seek input from multiple sources prior to making major decisions. Work well with teacher and administrative teams to bring about desired results that are in the best interest of students. Show a genuine concern for the academic, personal, and social wellbeing of students, staff, and families within the Appleton Area School District. Embrace the role of advocate for equitable opportunities for all learners.

Communication/Public Relations

Demonstrate abilities to write and speak persuasively and with clarity to all constituents of the school and the community. Exhibit active listening skills to ensure all voices are heard regardless of point of view. Practice effective techniques and use varied forms of communication to reach all corners of the school district. Convey a consistent message and not compromise principles under pressure.

People Skills

Engender trust with the students, staff, families, the community, and the school board. All persons will be valued. Will be visible and approachable at the schools, within the community and at school events. Understand the importance of supporting the current community partnerships and bringing on new partnerships with area businesses. Demonstrate strong interpersonal skills and maintain a culture of inclusivity.

Decision-making Skills

Possess the ability to assess opportunities, issues, challenges, and problems and make decisions based on what is best for students and the school district. Display the skills to project future needs based on a district vision and goals rather than on expediency. Demonstrate the ability to make difficult decisions in a principled manner supported by documentation and sound rationale.

Financial

Possess a solid understanding of school finance, business, and marketing practices while practicing innovative thinking. Provide oversight to the fiscal operations of the district. Have the ability to educate the public on school finance while demonstrating practical and understandable methods of developing the district budget.

Teaching and Learning

Demonstrate an understanding of current programs and initiatives aimed at improving teaching and learning for all students. Have the ability to bring coherence to initiatives while initiating quality professional development to build staff capacity. Exhibit the ability to use data to inform the school board and community relative to student achievement and the accomplishment of district goals. Foster a culture of high academic expectations for all students supported by an engaged staff and a comprehensive curriculum.

TIMELINE AND APPLICATION PROCESS

Timeline

- **Planning Phase - December 2021**
 - The Board of Education determines the search process and selects a search firm.
- **Input Phase - December 2021 - January 2022**
 - Stakeholder input is gathered through an online survey and focus groups to create a Superintendent Profile.
- **Recruiting / Selection Phase**
 - Candidates are sought and the Board uses the Superintendent Profile criteria to select and interview candidates.
- **Transition Phase**
 - Board of Education selects and announces new superintendent
 - Transition planning begins
 - New Superintendent Officially Begins - July 1, 2022

Application Process

Requirement: Candidates must hold or be eligible for a Wisconsin superintendent's license.

Search Information: The application process is detailed on the [WASB website](#).

To apply:

- Create an account in the [Search Services Portal](#)
- Complete your Profile
- Apply to the Appleton Search
- The application deadline is February 14, 2022

Inquiries Should be Directed to:

Louise Blankenheim - lblankenheim@wasb.org or 920-286-1864

Director of Search & Organizational Services

Wisconsin Association of School Boards