

**ADMINISTRATIVE PROCEDURES OF THE
MILWAUKEE PUBLIC SCHOOLS**

**ADMINISTRATIVE PROCEDURE 6.23(3)
FILLING PRINCIPAL VACANCIES**

(a) AUTHORITY OF THE SUPERINTENDENT

1. When a principal position is vacated or newly created, the Superintendent will determine if the position is to be filled by appointment or through the interview process. Once the Superintendent has determined to fill the principal vacancy through the interview process, it is the expectation that one of the recommended candidates from the interview process will be nominated by the Superintendent to fill the principal vacancy; however, the Superintendent will maintain the final authority for the recommendation. The Superintendent will have the authority to assign or nominate for appointment an individual to fill a principal vacancy, in lieu of advertising the vacancy, for the following reasons:

- a. the best interests of the district;
- b. organizational needs;
- c. specialized requirements of the position;

2. Such appointments are subject to verification of possession of the appropriate licensure and at least one year of administrative experience.

3. Every reasonable effort will be made to fill a principal vacancy within 120 days of the occurrence of the vacancy. This timeline may be extended at the discretion of the Superintendent. In the event the vacancy will be filled through the interview process, steps (b) through (g) below will be followed.

(b) SELECTION THROUGH INTERVIEW PROCESS

1. Advertising Principal Vacancies

a. The ~~Department~~ Office of Human Resources will advertise all principal vacancies that will be filled through the interview process. A focus on diversity among qualified candidates will be a continuous goal in all advertising. Advertisements for principal vacancies will be placed on the MPS website, on the DPI website, and on national websites, and will be sent to national education periodicals, related national organizations, community newspapers, and selected colleges and universities as determined by the ~~Department~~ Office of Human Resources. In addition, job announcements will be emailed to all MPS sites ~~and the office for the Administrators and Supervisors Council.~~

b. After the published deadline, no additional applications will be accepted; however, the Department of Human Resources will have the discretion to extend the posting period or to reopen the application process if it determines that such action is necessary to ensure an adequate, representative number of qualified applicants, consistent with the Board's policy on equal employment opportunity and affirmative action.

2. Submission of Applications

Any individual interested in being considered for an advertised principal vacancy must complete and submit an official application form, along with any other information, as determined by the Administration, which will establish the individual's eligibility as principal candidate for the specifically advertised vacancy. Applications submitted after the advertised application deadline will not be considered. At the conclusion of the selection process, applications of unsuccessful candidates will be archived. A separate application must be submitted for each vacancy.

3. Screening of Applications

a. The Division of Certified Staffing in the ~~Department~~ Office of Human Resources will conduct an initial screening to determine if the applicants meet the following minimum qualifications. In order to be considered, applicants must provide evidence of their qualifications.

- (i) an earned master's degree;
 - (ii) a Wisconsin principal's license at the time of appointment;
 - (iii) five years' successful professional education experience (including a minimum of three years' teaching experience);
 - (iv) at least two (2) years of successful school administrative/supervisory experience in a K-12 setting; or successful completion of a district-approved resident assistant principal program.
 - (v) satisfactory performance evaluations for the past three years;
 - (vi) three letters of recommendation (not more than one year old) for the position of principal, two of which must be from school administrators or district-level administrators. Each letter must be signed by its author;
 - (vii) successful completion of the Principal Perceiver or Principal Insight interview or more than five (5) years of successful experience as a principal.
- b. The ~~Department Office~~ of Human Resources will also verify the professional training and official transcripts from issuing institutions and conduct reference checks of all eligible candidates for principal vacancies.

4. Superintendent's Review Committee

- a. The Superintendent's Review Committee will review the applications of all eligible candidates for those principal vacancies that will be filled through the interview process. This committee will be composed of the following members:
- ~~Director of Administrative Accountability~~ Chief of School Administration or Designee
 - ~~Director of Leadership Support~~ Chief of Innovation & Information Services or Designee
 - a Staffing Specialist from Certificated Staffing
 - ~~Director of Academic Excellence~~ Chief of Academics or Designee
- b. The Review Committee will determine through consensus which of the eligible applicants for a particular principal vacancy should be forwarded for consideration for interview by the School Interview Panel. When determining which applicants will go on to the next stage, the Review Committee will consider a variety of data, including, but not limited to, the individual's personnel file, documented disciplinary behaviors, content of letters of recommendation, documented public complaints, performance evaluation concerns, and the results of the Principal Perceiver or of the Principal Insight interview. All members of the Review Committee members must be present when determining which applicants will continue to the next step. The Review Committee will thereafter forward a list of candidates eligible for interview by the School Interview Panel.

5. School Interview Panel

- a. When a principal vacancy that is to be filled through the interview process exists at a school, a School Interview Panel will be created for the purpose of interviewing eligible candidates chosen by the Superintendent's Review Committee. The school ~~governance~~ engagement council's chair (excluding any administrative applicants), consistent with the Boards' commitment to having school constituencies elect their own representatives to the school interview panel, will act as the contact person for each constituent group listed below regarding its individual elections for representation on the School Interview Panel. The school ~~governance~~ engagement council's chair will forward the names of the elected members of the School Interview Panel to the ~~Department Office~~ of Human Resources. The panels must be representative with regard to race and gender.
- b. The School Interview Panel must consist of the following members:
- (i) two regular education teachers, chosen by an election conducted by the MTEA building representatives;

- (ii) one certificated special education employee (special education teacher, psychologist, DT, OT/PT, social worker, etc.), as chosen by those employees;
- (iii) one administrator (principal coach, retired principal, assistant principal from school with a minimum of five (5) years of successful experience);
- (iv) one classified staff member (secretary, engineer, educational assistant, etc.), as chosen by the classified staff;
- (v) two parents from the school (not employed by the school), as chosen by the parent organization;
- (vi) one school ~~governance~~ governance engagement council member (not an MPS employee), as chosen by the ~~governance~~ governance engagement council.

c. If a school does not have a functioning school ~~governance~~ governance engagement council as prescribed by administrative policy and procedure, then the panel members of groups 2a through 2e above shall select a member of the community to serve on the panel.

d. Each interview panel shall receive training in proper interview techniques. The ~~Employment Compliance Officer~~ Administrative Law Specialist/EEO Compliance Supervisor shall oversee such training. The Employment Compliance Officer shall ensure that the interview process is conducted in a fair and valid manner, consistent with generally accepted personnel practices. A staffing specialist from the ~~Department of Talent Management Office of Certificated Staffing~~ will assist the Interview Panel during the actual interviews.

e. The School Interview Panel shall choose finalists to be interviewed from the list submitted to the Panel by the Superintendent's Review Committee. The Interview Panel will recommend three (3) of the finalists interviewed (in no rank order) to advance to the second round of interviews with the Superintendent or his/her designees. The Panel will also include a listing of each finalist's strengths and weaknesses as they relate to the particular needs of the school and its Educational Plan.

6. Final Selection Process

a. Upon presentation of the three (3) finalists by the School Interview Panel, the Superintendent will either:

- (i) select one candidate from the list of finalists and recommend this candidate to the appropriate Board committee for appointment; or
- (ii) direct his designee(s) to conduct a second round of interviews with the three finalists recommended by the School Interview Panel. One finalist will be recommended to the Superintendent for appointment; or
- (iii) reject the finalist recommended by his designees and direct the Director of Human Resources to begin a new search. The Superintendent may also choose to fill the position by nomination for appointment in lieu of a new search.

b. Newly appointed principals will have one (1) year in which to complete the assessment center process. Results from the assessment center will be used to help develop their professional development plans as part of their overall support/evaluation process.

History: Adopted 11-11-88; Revised 4-23-92, 6-18-97, 3-30-99, 9-30-04, 5-10-05, 1-25-07
Cross Ref.: Admin. Policy 6.23 Recruitment and Hiring: Staff

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