



WILLISTON PUBLIC SCHOOL DISTRICT #1

SPECIAL BOARD MEETING

Thursday, March 3, 2016

DISTRICT OFFICE - 12:30 PM

**AGENDA**

1. **Call to Order** by School Board President Semenko
2. **Lunch for Board and Candidate**
3. **City Tour with Board and Candidate**
4. **3 pm** - Interview for Superintendent Position – Donald Kirkegaard
5. **Adjourn**

**Proceedings of the Special Meeting of the School Board  
Williston Public School District #1  
March 3, 2016**

The special meeting of the Williston Public School District #1 School Board was called to order by President Kim Semenko on March 3, 2016 at 3:01 pm. Board members in attendance were Kim Semenko, Brion Norby, Sara Kasmer and David Richter.

Also present were Jodi Germundson, Mark Hannig, Chery Pierzina, Duane Noeske, Pam Lambert, Keith Leintz, Leon Walter, Matt Bartenhagen, Darla Ratzak, Kevin Klassen, Lori Olson, Shawn Huss and Jane Skramstad.

**BUSINESS**

Board met with Donald Kirkegaard, Superintendent position candidate, for lunch and a tour of Williston from 12:30 pm – 3 pm.

**Interview for Superintendent Candidate Donald Kirkegaard.**

There was no further business and the meeting adjourned at 4:28 pm.

\_\_\_\_\_  
Kim Semenko, President

\_\_\_\_\_  
Jodi Germundson, Business Manager

Donald A Kirkegaard  
12204 Washington Loop  
Sturgis, SD 57785  
(605) 228-7398

February 8<sup>th</sup>, 2016

North Dakota School Boards Association  
PO Box 7128  
Bismarck, ND 58507-7128

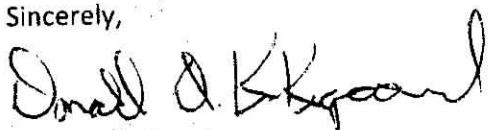
Dear Superintendent Search Committee,

My name is Donald Kirkegaard and I am writing to officially apply for the position of Superintendent of the Williston Public School District #1, Williston, North Dakota. I am currently the Superintendent of the Meade School District, Sturgis, SD and I believe that I have the leadership skills and experience that you are looking for. I have enclosed my resume along with a list of references, a completed application, teaching and/or superintendent certificate, transcripts and current letters of recommendations.

I have had a very successful career in South Dakota and I would now like to continue that career in Williston. The Meade School District is very similar to the Williston District. We have a growing population, significant economic diversity and we are on the cutting edge for Career and Technical Education. In my 5 years as Superintendent of the Meade School District, we went to all day every day kindergarten, school-wide Title, one-to-one technology for all students grades 4-12, expanded our credit offerings, and partnered with business to improve our CTE program. I am well known in the state as a common sense leader who advocates for students and firmly believes that teachers are a critical part of any successful school.

I know there will be a significant number of highly qualified applicants but I believe that few will have my experience, political awareness and understanding of the process. I believe that I am a good fit for the Williston School District and community. I look forward to visiting with the selection committee. If you have questions or concerns about my qualifications or need additional information, please contact me at your convenience.

Sincerely,



Donald A. Kirkegaard



8. **Professional Preparation:** Please list both undergraduate and graduate degrees in chronological order.

<u>Institution</u>	<u>Location</u>	<u>Major/Minor</u>	<u>Degree</u>	<u>Date of Degree</u>
University of SD	Vermillion SD	School District Administration	Educational Specialist	1993
Northern State University	Aberdeen SD	School Administration	Master Degree	1986
South Dakota State University	Brookings SD	Political Science/Economics	Bachelors of Science	1981

9. Do you hold a current Superintendent Credential from North Dakota? Yes \_\_\_\_\_ No xxx  
 If not, are you eligible for a Superintendent Credential in North Dakota? Yes xxx No \_\_\_\_\_

10. **Honors and Awards:**

- South Dakota State Board of Education 2007-Present (President of the Board from 2011- Current)
- NCA Commission on Accreditation and School Improvement- Executive Board 1992-06 (Commission Chair 2002)
- AdvancEd Chairman of the Committee on Corporate and Distance Education 2008-14
- South Dakota Professional Practice Commission for School Administrators 2002-2006 (Chairman 2004-06)
- South Dakota Superintendent of the Year 2009
- Heart of Dakota Community Service Award 2010

11. **Areas of Highest Demonstrated Competency:** Please rank in order of competence (from 1-18 with 1 being the highest) based on your experience or specialization in academic preparation.

- |  |   |
|--|---|
| <u>12</u> Assessments (State Standards and requirements of No Child Left Behind) | <u>13</u> Long Term (Strategic) Planning          |
| <u>3</u> Community Relations   | <u>7</u> Management of Decline                    |
| <u>6</u> Curriculum/Instruction  | <u>8</u> Management of Growth                     |
| <u>1</u> Decision-making Skills  | <u>9</u> Organizational Skills                    |
| <u>5</u> Educational Leadership  | <u>15</u> Personnel Management/Employee Relations |
| <u>14</u> Experience with Consolidation  | <u>10</u> Staff Development                       |
| <u>11</u> Experience with Diverse Cultures                                       | <u>2</u> Superintendent/Board Relations           |
| <u>4</u> Financial Planning/School Budgeting                                     | <u>16</u> Working with Other School Districts     |
| <u>17</u> Grant Writing Skills   | <u>18</u> Other (Specify below)                   |

12. **References:** Please list names of three persons who are most familiar with your work and qualifications.

<u>Name</u>	<u>Position</u>	<u>Address</u>	<u>Business Phone</u>	<u>Home Phone</u>
Bob Burns	SB President	12017 Sturgis Road, Sturgis SD	605-360-6037	605-360-6037
Brett Burditt	Business Manager	1230 Douglas Street, Sturgis SD	605-347-2523	605-641-9873
Chantel Lightenberg	Elem Principal	1121 Ballpark Road, Sturgis SD	605-347-2386	605-881-1489

13. Respond in writing to your background/experience related to the following skills, qualities, and characteristics desired in the new superintendent as identified by the Williston School Board:

- Has demonstrated political savvy working with the state legislature on education issues
- Possesses the talent, ability, and energy to be an effective leader for the district
- Has a history of outstanding communication skills
- Possesses sound financial and budgeting skills
- Has knowledge of current curriculum content standards and the ability to implement an effective curriculum

14. Have you ever been reprimanded, disciplined, discharged, or asked to resign from a prior position?

Yes  No

15. Have you ever resigned from a prior position without being asked but due to an investigation or lawsuit related to your employment?

Yes  No

16. Have you ever been charged with, plead guilty or no contest to, or been convicted of a crime?

Yes  No

17. Have you ever been placed on probation for any crime or has a court ever deferred a proceeding of which you were the subject without entering a finding of guilty?

Yes  No

If you checked "yes" to any of the above questions, please explain below, including the date of the incident, alleged offense, and, if applicable, charge, court action taken, and address of the court.

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18. Have you been subject to a criminal history record check by the ND Educational Standards and Practices Board as a condition of licensure under NDCC § 15.1-13-14? (Select "no" if you were grandfathered in under this law.)

Yes  No

19. Veteran Eligibility: You must be a North Dakota resident and have served in the active military forces during a period of war or received the armed forces expeditionary or other campaign service medal during an emergency condition, and must have been released under other than dishonorable conditions.

Do you claim preference as a:

Veteran  No  Yes -- Attach DD-214, Report of Separation

Disabled Veteran  No  Yes – Attach DD-214 and a letter less than 1 year old from Veterans' Administration indicating disability

Spouse of Disabled Veteran  No  Yes – Attach copy of marriage certificate, DD-214, and letter less than 1 year old from Veterans' Administration indicating disability

Spouse of Deceased Veteran  No  Yes – Attach copy of marriage certificate, DD-214, and veteran's death certificate

I hereby grant authorization to Williston School Board to check my employment history, including, without limitation, information pertaining to my employment from any of my present or former employers, supervisors, or coworkers; to check references; and to obtain investigation information, including criminal history records as authorized by NDCC § 12-60-24, as well as credit history and driving records. I will cooperate to the extent necessary to obtain the release of this information.

I certify that I have made true, correct, and complete answers and statements on this application and acknowledge that they may be relied on in considering my application. Furthermore, I hereby waive my rights to confidentiality with regard to my work record or criminal record and consent to and authorize the release of information from current or former employers and/or law enforcement personnel upon inquiry under this application.

North Dakota has broad "sunshine laws" and all records regarding the search are open to the public on request.

Signature of Applicant

J. K. Gaard

Date

2-8-16

This application must be completed and returned by FEBRUARY 18, 2016, to:

Dr. Jon Martinson  
North Dakota School Boards Association  
P O Box 7128  
Bismarck, ND 58507-7128

**Has demonstrated political savvy working with the state legislature on education issues:**

I believe that my ability to work with the legislative and executive branch on educational issues is one of my strengths. In my tenure as superintendent, I have been appointed by three different governors to represent K-12 education on various standing committees. Once I have been appointed to the committees, my peers have selected me to chair those committees. I have been invited to present to the House and Senate Education Committees on numerous occasions. I am viewed as a common sense administrator who understands the budget process and testifies on what is best for students. The position of President of the South Dakota State Board of Education can be very political. I believe that I am respected by the Common Core supporters as well as the anti-Common Core delegation. I have the ability to listen and then make decisions and recommendations without antagonizing the opposition. I helped organize the lobbying group for mid-sized schools and I am now a leader in the large school lobby group. I try to promote what is best for all students and not specific districts. My involvement with NCA, AdvancED and the South Dakota State Board of Education has allowed me to make connections and help influence policy makers on a national level.

I know that the majority of my political experience is with the South Dakota Legislature and congressional delegation but I believe that I can and will be just as successful in North Dakota. I know how the system works. I understand the process and I will prioritize getting to know the policy makers in North Dakota. I will be active and well versed at the local, state and national level.

**Posses the talent, ability and energy to be an effective leader for the district:**

In order to be a successful leader it is critical that you have a plan in place identifying where you want to go. You can be extremely effective at what you do, but if you are not going in the right direction your effectiveness is not moving the district forward. Your strategic plan with buy in from school board, administration, faculty, parents, and community is necessary for any effective leader. During the 2014-15 school year we rewrote our strategic plan. We prioritized the importance of all students being successful in our district. We emphasized the importance of technology as a teaching tool that is used by students and staff to enhance the educational process. The plan also reaffirms the boards attempt to attract and keep quality instructors.

I truly am a people person. I know what makes for an effective school and leadership is a key element. One of the keys to my success has been my ability to surround myself with talented people and then let them, with guidance, move forward. I do not need personal accolades to be successful. I prefer that the people around me receive the recognition for their leadership. I will bring to the Williston School District a commitment and energy level that will move the district forward.

I believe that an effective leader in the district should also be an active member of the community. I am on the board for SEDC (Sturgis Economic Development Corporation) and a member of the Sturgis Chamber of Commerce Board of Directors. We have a large district that consist of several smaller communities as well as a significant rural population. I try to be visible and active throughout the district. I have been appointed or elected to numerous local, state and national committees and often end up in a leadership position on the committee.

**Has a history of outstanding communication skills:**

I think I possess strong communication skills both written and verbal. I believe it is important to talk to people and not at people. I have had the opportunity to present at numerous local, state and national events. As chair of NCA- CASI, I had the opportunity to present and preside over an audience of 2500 participants. My role as President of the State Board of Education requires me to preside over our bimonthly meetings and to make sure that the meeting proceeds in an orderly fashion. I have presented at regional and state activities on topics like NCA, successful reorganization, negotiations, cooperative purchasing and how to build a budget. I am a regular presenter at our staff development/in-service activities for our 350 plus employees.

I try to write in a format that is similar to how I communicate orally. I write to my audience and not at them. I have a great administrative assistant that makes sure the grammar and spelling is correct but the words and the content are usually mine. I have had several articles published in national publications, I have a monthly column in the local paper and I try to effectively communicate to the school board on a weekly basis. I work closely with our media both local and state wide to provide them with accurate information. I have found it is much more productive to work with the press instead of trying to work against them.

**Possesses sound financial and budgeting skills:**

I have been very fortunate to work with two outstanding business managers. I rely heavily on the expertise of the business office. In my tenure as superintendent, I have gained an excellent working knowledge of the budget process and I know the importance of being fiscally prudent. The Meade School District has a 27 million dollar budget and an assessed valuation of 1.6 billion dollars. The residents of my district are fiscally very conservative. They expect that we use their resources wisely and prioritize our limited resources. We have developed a process where we solicit input from our faculty and administrative team, prioritize their input and then develop and implement a balanced budget. We always have more request for dollars than what we have available so prioritizing is a critical component for our budget process. We try to never lose sight of our philosophy that students are our number one priority.

There are 350 employees in the Meade School District and they are broken up into 5 different negotiating units. I serve as the chief negotiator for the school board. We have one basic rule when we go into negotiations and that is to remain professional at all times. I have had the opportunity to give regional and state presentations on negotiating as well as budgeting. I am currently an advisor on the ASBSD Insurance Board.

I have worked with three different funding formulas in the state of South Dakota. The only similarity between the three formulas is that they have all been under funded. If I am given the opportunity to lead the Williston School District, one of my first priorities will be to learn process and procedure in North Dakota school finance.

**Has knowledge of current curriculum content standards  
and the ability to implement an effective curriculum:**

The State Board of Education has the responsibility to set graduation requirements and adopt and implement content standards. In my tenure as President of the State Board of Education, we have adopted content standards for reading/language arts, mathematics, science, social studies, fine arts, physical education/health, technology and CTE standards. We use a process that adopts a revision cycle, appoints a team of practitioners and experts in the field that reviews and writes the standards, and then holds 4 public meetings for input on the proposed standards. When the standards have been approved, local districts select the curriculum to implement the standards. I have played a significant role in the adoption of all South Dakota Standards and I have an excellent background in current content expectations.

The Meade School District has been a standards based school district for many years. We believe it is important that teachers know what should be taught at a specific level and then held accountable for teaching and assessing the standards. We involve teachers, administrators and the community in the process of selecting the curriculum that will address the standards approved by the school board. We just added the SLO (Student Learning Objectives) to our evaluation system. We ask teachers to identify a skill or concept that students will be required to learn and then identify how they assess to see if the skill has been learned. As superintendent it is my responsibility to not only provide the leadership but also make sure that we prioritize our resources to enable teachers to be successful. Since Smarter Balance is a major component for our assessment, we felt our students needed better access to technology. We now have one-to-one technology for all students in the district grades 4-12.

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# DONALD A KIRKEGAARD

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## **Superintendent of Schools**

*Meade School District*

1230 Douglas Street, Sturgis, SD 57785  
605-347-2523 office - 605-228-7398 cell  
[don.kirkegaard@k12.sd.us](mailto:don.kirkegaard@k12.sd.us)

### **Professional Experience**

- |  |                                   |
|--|-----------------------------------|
| Superintendent, Meade School District<br>Sturgis, SD         | July 2011 - current               |
| Superintendent, Britton-Hecla School District<br>Britton, SD | July 1994 – June 2011 (17 years)  |
| Principal, Britton-Hecla School District<br>Britton, SD      | August 1988 - July 1994 (6 years) |

### **Educational Preparation**

- 1994 *Educational Specialist Degree*, School District Administration  
University of South Dakota, Vermillion, SD
- 1985 *Master's Degree*, School Administration  
Northern State University, Aberdeen, SD
- 1981 *Bachelor's Degree*, Political-Science, Economics  
South Dakota State University, Brookings, SD

### **Awards/Distinctions/Certifications**

- |                |  |
|----------------|--|
| 2011 - present | South Dakota State Board of Education, President |
| 2007 - present | South Dakota State Board of Education, Member    |
| 2010           | Heart of Dakota Community Service Award          |
| 2009           | South Dakota Superintendent of the Year          |

1992–2006	NCA Commission on Accreditation and School Improvement(CASI), Executive Board Member
2005	NCA, President
2002	NCA, CASI Commission
2002–2006	Professional Practice Commission for School Administrators
2003	Governor's Educational Task Force

## **Related Experiences**

### ***School District Background***

I am currently serving in my 23<sup>rd</sup> year as a school superintendent. My opportunities have included work in small, medium, and large districts. Diverse experiences include: several building projects, district reorganization, closing of a school, and the rapid growth of a school district. My administrative team consists of 13 administrators, 350 employees, and an annual budget of 27 million. The Meade School District is the largest in SD, covering over 3200 square miles and has an asset valuation of 1.7 Billion.

### ***State Board of Education***

In 2007 I was appointed to the State Board of Education (SBE), reappointed for a second term in 2011, and a 3<sup>rd</sup> term in 2015. I served first as the Vice President for 2 years and for the last five years as Board President. The SBE is responsible for graduation requirements, content standards, teacher certification, technical schools, administrative rules, and numerous other activities that impact K-12 education. I have dealt first hand with NCLB, state waivers, and ESSA. We have worked with Smarter Balance Assessment, and both the teacher and principal effectiveness evaluation system.

### ***NCA/AdvancED***

I have been active in NCA/AdvancED since 1988. I served on the state committee for 4 years before elected to serve on the national commission. Subsequently, I served on the executive board for 6 years and was elected Commission Chair. In 2005, I was elected as president of the North Central Association of Colleges and Schools. One of my proudest accomplishments was the guiding the development of AdvancED. Additionally, I was instrumental in starting the committee on Distance and Corporate Education and chaired the committee for 4 years.

### ***School Administrators of SD***

Being a member of the organization since 1984, I have served on numerous committees including the executive board. In 2009, I was selected as the SD Superintendent of the Year. I am a respected leader in the educational community.

### ***State Initiatives and State Organizations***

I have been honored to be appointed by three different Governors to serve in educational leadership positions in South Dakota. I have been asked to testify in the legislature on numerous occasions, and am well known in the Legislature as a *common sense administrator* that has respect from leadership on both sides of the political aisle.

### ***Budget and Finance***

An area of my expertise is school finance with an excellent background in fiscal management. I help develop and administer an annual budget of 27 million and serve as the chief negotiator for the Meade School District. Statewide I have done presentations on building budgets and the art of negotiating.

### ***Personnel***

For over 25 years I have been responsible for the hiring and evaluating of school employees. I have been fortunate to work with outstanding teachers, administrators, and support staff. I have had the opportunity to promote and acknowledge the efforts of many of our staff members; also the responsibility to dismiss or non-renew contracts for employees that were not meeting the standards of the district.

*Credentials-References available upon request*

# Don Kirkegaard

## Reference List

Bob Burns, School Board President, Meade School District,  
12017 Sturgis Road, Black Hawk, SD 57718 605-390-6037

Brett Burditt, Business Manager, Meade School District,  
1230 Douglas Street, Sturgis, SD 57785 605-347-2523

Ann Nonnast, Middle School Principal, Meade School District,  
1230 Douglas Street, Sturgis, SD 57785 605-347-5232

Chantal Ligtenberg, Sturgis Elementary Principal, Meade School District,  
1121 Ballpark Road, Sturgis, SD 57785 605-347-2386

Bev Rosenboom, Whitewood Elementary Principal, Meade School District,  
603 Garfield Street, Whitewood, SD 57793 605-269-2644

Jeff Simmons, Former Sturgis Brown High School Principal, Meade School District  
12930 E WHY 34, Sturgis SD 57785 605-490-0856

Roger Gresh, School Board President, Britton-Hecla School District,  
PO Box 414, Britton, SD 57430 605-448-5436

Linda Bosse, Business Manager, Britton-Hecla School District,  
PO Box 135, Britton, SD 57430 605-448-5851

Shad Storley, 7-12 Principal, Britton-Hecla School District,  
PO Box 190, Britton SD 57430 605-448-2234

Dr. Melody Schopp, SD Secretary of Education,  
Department of Education, Pierre, SD 57501 605-773-5669

Dr. Wade Pogany, ASBSD Executive Director,  
306 E Capitol Ave., Pierre, SD 57501 605-773-2500

Dr. Ken Gose, Executive Director for NCA/CASI,  
PO Box 873011, Tempe, AZ 85287-3011 602-540-5043

Dr. Mark Elgart, Executive Director for AdvancED,  
9115 Westside Parkway, Alpharetta, GA 30009 404-679-4501

Tom Oster, Superintendent of Sioux Valley Public Schools,  
200 Hansina Ave., PO Box 278, Volga, SD 57071 605-627-5657

Jim Holbeck, Superintendent of Harrisburg School District,  
200 Willow Street, Harrisburg, SD 57032 605-743-2567



# SIoux VALLEY

HOME OF THE COSSACKS

PO Box 278, Volga, SD 57071  
Superintendent Thomas J. Oster

605-627-5657  
[thomas.oster@k12.sd.us](mailto:thomas.oster@k12.sd.us)

February 1, 2016

To whom it may concern:

I am writing this letter of reference for Mr. Don Kirkegaard. I have known Don for over 30 years and we have been colleagues as school principals and district superintendents. Don is one of the brightest and most well respected superintendents in South Dakota.

Don has served several terms on the State Board of Education and has demonstrated a very common sense and detailed approach in adopting administrative rules that affect all of the school districts in South Dakota. His work on the state board has drawn praise from superintendents and school boards from across the state. Districts know that Don has very high expectations, but that he is also reasonable and fair in his approach.

Don has led South Dakota school districts from the smallest in size to one of South Dakota's largest. Doing this has afforded him an amazing set of experiences which makes him an even more well-rounded and diverse superintendent. He has led two districts through an extremely successful reorganization where the stakeholders from both communities saw the reorg as a win-win for their respective districts. He has led districts through an array of construction projects, from large remodel projects to the construction of completely new facilities.

Over Don's career, he has led districts that have been recognized as distinguished school districts under NCLB. He has been a leader in promoting technology in his districts and he has been a leader in paying his teachers and staff very competitive salaries, often ranking very high state wide. Don has accomplished this while ensuring his districts are on very sound financial footing. There is not another superintendent that understand school finance better than Don and his colleagues call him regularly for explanations of the current formula and advice on how to better run their districts financially.

When I served as Secretary of Education, I visited with Don on numerous occasions to get his input and feedback on pending legislation as well as policy decisions and he provided valuable feedback to me and the Department of Education staff.

Don has a leadership style and demeanor that allows for all stakeholders to feel valued participants in decision making. He also possesses a can do attitude which is contagious to his administrative team and the teaching staff. The districts Don has served are seen state wide to have high expectations and a desire for excellence.

Don is a man of integrity and possesses very high moral character. He is highly motivated and is constantly trying to improve his school district as to provide an even better education for his students.

Don understands that it is not enough to just run an outstanding school district from inside the school walls, he knows how important it is to engage the community. His past reflects involvement in several community organizations, Chambers of Commerce, the building of community libraries and swimming pools. He recognizes that the stronger the community is, the stronger the school district is and that together they help each other achieve excellence. I am honored to strongly recommend Don for your superintendent opening and I would be most happy to visit further to discuss Don's many assets.

Sincerely



Thomas J Oster  
605-202-0172  
thomas.oster@k12.sd.us

*"To Build Knowledge and Skills for Success Today and Tomorrow"*

Meade School District  
46-1

Brett Burditt Business Manager  
Meade School District 46-1  
1230 Douglas St.  
Sturgis, SD 57785

February 8, 2016

Williston Public School District 1  
Board of Education  
1201 9<sup>th</sup> Avenue NW  
Williston, ND 58801

To whom it may concern:

It is my pleasure to recommend Mr. Don Kirkegaard for the position of Superintendent of Schools with the Williston Public School District 1.

I have worked closely with Mr. Kirkegaard since 2011 and he has exhibited the tangible qualities that have enabled him to successfully lead the Meade School District in the areas of curriculum development, educational standards, finance and educational funding, community involvement and leadership, and he is well respected within the SD political network.

The Meade School District staff, students, and patrons are very fortunate to have the quality of person and professionalism that Don brings to the job every day.

Respectfully,

  
Brett Burditt

Dear Sir or Madam,

I am approaching my 7<sup>th</sup> year on the Meade 46-1 School board, have served as both vice president and president and was part of the nine-member board who selected Don Kirkegaard to be our Superintendent. After winnowing down the dozens of applications to five highly qualified candidates, Don was our unanimous choice. Not only has he not disappointed, he's exceeded expectations.

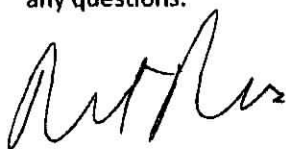
Our district is over 3000 square miles, has the largest elementary school in the state with over 700 students in K-5 and includes six rural schools, some with K-8 attendance as few as six students. I am impressed continually with Don's ability to balance the diverse needs of our district, including the recent change to a four-day week in the rural area while maintaining the standard five-day week in the municipalities. I cannot emphasize enough how pleasant it is to receive phone calls from both parents and teachers thanking me for the work our board does since Don has taken over as superintendent.

There is a very complicated and often adversarial relationship between Meade County and the City of Sturgis. The rural needs of the county are often at odds with Sturgis and the 600,000+ motorcyclists arriving every summer. Don has been a calming influence and has been tireless in attending meetings, both public and private, to represent the school district's interests with both entities. He has an uncanny ability to state our needs in a firm, but logical and friendly way.

He is a consummate communicator and listener. In addition to integrating himself in the community, both politically and socially, Don frequently travels to the state capital for conferences with the governor and legislators. Just before the start of the current session, Don brought our legislators, including the Speaker of the House and the President Pro Tempore of the Senate, to a dinner and meeting with our school board and administrators. The ability to have close, productive communication with our political leaders is vital in a state with very limited funding and a legislature that can be very prolific in advancing bills related to education.

Of all the skills Don has brought to our district I believe his financial skills and ability to guide our budget for long-term stability are the most impressive. It is well known that South Dakota has the lowest paid teachers in the country. While surrounding districts are struggling to stay afloat and are digging into reserves or borrowing from their capital outlay funds, we have been able to raise teachers' salaries by 6% for two consecutive years and, at the same time went one to one with computers in the high school. All this while laying plans to open the doors to a long needed new middle school in 2018.

It is a pleasure to know Don and to work closely with him while serving as board president. He will be sorely missed by the district if he leaves, but I am comforted by the knowledge that he has left us on a sound financial footing and a plan for the future. Please do not hesitate to call or email me if you have any questions.



Bob Burns

Phone - 605-787-4783

Email - robert.burns.sd@gmail.com

# Donald Alfred Kirkegaard

Having completed professional preparation by obtaining

## Specialists Degree

is hereby certified to teach in the schools of  
South Dakota within the prescribed  
authorization and in accordance with the statutes and  
regulations currently in force and is  
awarded this

## Administrator Certificate

with all the rights, honors and privileges pertaining thereto.

### Majors:

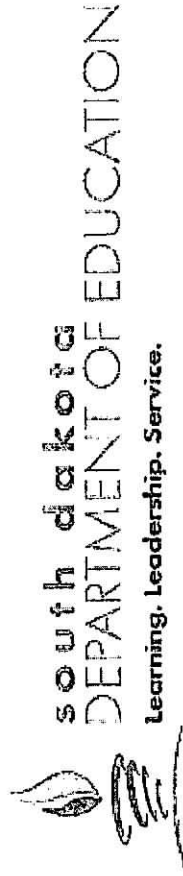
- 602 7-12 Social Science Education - Political Science
- 604 7-12 Social Science Education - Economics

### Professional Preparation:

- 204 7-12 Secondary Education
- 302 7-12 Secondary Principal
- 304 Career School Superintendent

### Endorsements:

- 2001 5-8 Middle Level Education - Language Arts
- 2002 5-8 Middle Level Education - Social Science
- 5200 7-12 Business Education
- 6010 7-12 Social Science Education - History
- 6030 7-12 Social Science Education - Geography
- 7011 Basketball
- 7012 Football
- 7016 Tennis
- 7021 7-12 Assistant Varsity Coach
- 7022 Middle School/Junior High Coach
- 7023 K-8 Elementary Coach



Certificate Number: 35964-7  
Date Issued: 01/09/2012  
Expiration: 07/01/2017

Type: 5 Year Certificate

Northern State University, Aberdeen, SD 57401

NSU Graduate Transcript

Page: 1 of 1  
January 9, 2007

STUDENT ID: 503-84-7446  
Kirkegaard, Donald Alfred  
Box 238  
Britton SD 57430

Northern State University  
Master of Science in Education, 08/01/86  
Major: School Administration  
Specialization: Secondary

SEND TO: Donald A. Kirkegaard  
Box 238  
Britton, SD 57430

COURSE	Course Title	CRD	GRD	RPT	COURSE	Course Title	CRD	GRD	RPT	
<b>1983 SPRING Institutional Credit - NSU</b>					<b>1988 SPRING Institutional Credit - NSU</b>					
SEED	683 SP: INTRO BASIC LANG		2.00	C	SEED	683 TEACHER ACADEMY I		1.00	A	
	TERM ATT: 2.00 Cmpl: 2.00 GPA: 2.000					TERM ATT: 1.00 Cmpl: 1.00 GPA: 4.000				
	CUM ATT: 2.00 Cmpl: 2.00 GPA: 2.000					CUM ATT: 35.00 Cmpl: 35.00 GPA: 3.829				
<b>1985 SUMMER SESSION 1 Institutional Credit - NSU</b>					<b>1988 SUMMER SESSION 1 Institutional Credit - NSU</b>					
EDAD	700 SCHOOL ADMINISTRATIO		2.00	A	SEED	683 TEACHER ACADEMY II		1.00	A	
SEED	683 NUC SYND-METH/MATK-1		2.00	A		TERM ATT: 1.00 Cmpl: 1.00 GPA: 4.000				
SEED	740 SECONDARY SCHOOL CUR		2.00	A		CUM ATT: 36.00 Cmpl: 36.00 GPA: 3.833				
	FROM: South Dakota State University				<b>1988 FALL Institutional Credit - NSU</b>					
SBED	681 WKSP:ECON ED HS TCH		1.00	A	CS	670 APPLEWORKS DATA BASE APPL.		1.00	A	
	TERM ATT: 7.00 Cmpl: 7.00 GPA: 4.000				CS	670 APPLEWORKS: WORD PROC APPL		1.00	A	
	CUM ATT: 9.00 Cmpl: 9.00 GPA: 3.556					TERM ATT: 2.00 Cmpl: 2.00 GPA: 4.000				
						CUM ATT: 38.00 Cmpl: 38.00 GPA: 3.842				
<b>1985 SUMMER SESSION 2 Institutional Credit - NSU</b>					<b>1989 SUMMER SESSION 1 Institutional Credit - NSU</b>					
EDAD	750 ISSUES IN ADMIN		2.00	A	EDAD	730 PUBLIC SCHOOL FINANCE		2.00	A	
EDAD	715 SCHOOL SUPERVISION		2.00	A		TERM ATT: 2.00 Cmpl: 2.00 GPA: 4.000				
EDFN	740 COMPARATIVE EDUC		2.00	A		CUM ATT: 40.00 Cmpl: 40.00 GPA: 3.850				
	TERM ATT: 6.00 Cmpl: 6.00 GPA: 4.000				<b>1993 SUMMER SESSION 1 Institutional Credit - NSU</b>					
	CUM ATT: 15.00 Cmpl: 15.00 GPA: 3.733				EDFN	499 HUMAN RELATIONS		1.00	A	
<b>1985 FALL Institutional Credit - NSU</b>						Undergraduate Course				
EDAD	789 INTERNSHIP ED ADMIN		3.00	A		TERM ATT: 1.00 Cmpl: 1.00 GPA: 4.000				
EDAD	790 IND PROJ SCHEDULING		1.00	A		CUM ATT: 41.00 Cmpl: 41.00 GPA: 3.854				
	FROM: South Dakota State University				<b>Beginning Fall 2003, credit earned from all six SD Regental Universities will be identified and displayed under the term header</b>					
SBED	681 WK:DIFFER CURRIC-GIFTED LRNRS		1.00	A	<b>2004 FALL Institutional Credit - SD Board of Regents Universities</b>					
	TERM ATT: 5.00 Cmpl: 5.00 GPA: 4.000				U EDAD	810 RESEARCH IN EDUC ADMINISTRATIO		3.00	A	
	CUM ATT: 20.00 Cmpl: 20.00 GPA: 3.800					TERM ATT: 3.00 Cmpl: 3.00 GPA: 4.000				
<b>1986 SPRING Institutional Credit - NSU</b>										
EPSY	741 PSYCHOLOGY/LEARNING		2.00	B		CUM ATT: 44.00 Cmpl: 44.00 GPA: 3.864				
	TERM ATT: 2.00 Cmpl: 2.00 GPA: 3.000				<b>2006 SUMMER Institutional Credit - SD Board of Regents Universities</b>					
	CUM ATT: 22.00 Cmpl: 22.00 GPA: 3.727				U EDAD	801 THEORY IN EDUC ADMINISTRATION		3.00	A	
<b>1986 SUMMER SESSION 1 Institutional Credit - NSU</b>						TERM ATT: 3.00 Cmpl: 3.00 GPA: 4.000				
EDAD	732 SCHOOL PLANT		2.00	A		CUM ATT: 47.00 Cmpl: 47.00 GPA: 3.872				
EDER	761 INTRO GRAD STDY/RESE		2.00	A						
EDFN	782 PROSEM:PUBLIC RELAT'		2.00	A						
	TERM ATT: 6.00 Cmpl: 6.00 GPA: 4.000									
	CUM ATT: 28.00 Cmpl: 28.00 GPA: 3.786									
<b>1986 SUMMER SESSION 2 Institutional Credit - NSU</b>										
CGPS	710 FOUND OF GUIDANCE		2.00	A		ATT	Cmpl	GPA	GRADE	GPA
EDAD	735 SCHOOL LAW		2.00	A		HRS	HRS	HRS	PTS	
EDER	762 INTRO ED STATISTICS		2.00	A	TRANSFER	2.00	2.00	2.00	8.00	4.000
	TERM ATT: 6.00 Cmpl: 6.00 GPA: 4.000				INSTI NSU	39.00	39.00	39.00	150.00	3.846
	CUM ATT: 34.00 Cmpl: 34.00 GPA: 3.824				INSTI USD	6.00	6.00	6.00	24.00	4.000
					CUM	47.00	47.00	47.00	182.00	3.872

\*\*\* End of Transcript \*\*\*



*Peggy Jo Hallstrom*  
Peggy Jo Hallstrom  
Registrar

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The University of South Dakota, Vermillion, SD 57069

USD Graduate Transcript

Page: 1 of 1  
January 9, 2007

STUDENT ID: 503-84-7446  
Kirkegaard, Donald Alfred  
Box 238  
Britton SD 57430

The University of South Dakota  
Specialist in Education, 08/05/93  
Major: Educational Administration

SEND TO: Donald A. Kirkegaard  
Box 238  
Britton, SD 57430

COURSE	Course Title	CRD	GRD	RPT	COURSE	Course Title	CRD	GRD	RPT					
<b>1985 SUMMER Transfer Credit - Northern State University</b>					<b>1993 SPRING Institutional Credit - USD</b>									
EDER 761	INTRO TO GRADUATE STUDY RESEAR	2.00		A	EDAD 781	WKSP:SCHOOL SUPERVISION	1.00		A					
EDFN 740	COMPARATIVE EDUCATION	2.00		A	EDAD 888	INTERNSHIP/FIELD EXP(ED.S.)	3.00		A					
EDFN 782	PUBLIC RELATIONS	2.00		A	TERM ATT: 4.00 CMPL: 4.00 GPA: 4.000									
EPSY 741	PSYCHOLOGY OF LEARNING	2.00		B	CUM ATT: 55.00 CMPL: 55.00 GPA: 3.964									
SEED 681	WK: DIFFERENTIATED CUR-GIFTED	1.00		A	<b>1993 SUMMER SESSION 1 Institutional Credit - USD</b>									
SEED 683	TEACHER ACADEMY I	1.00		A	EDAD 710	ELEMENTARY SCHOOL ADMINISTRA	3.00		A					
SEED 683	TEACHER ACADEMY II	1.00		A	ELED 732	TCHG AND SUPERVISION MATH	3.00		A					
SEED 683	NUCLEAR SYN: METHODS/MATERIALS	2.00		A	SEED 731	MID LEVEL EDUC & CURRICULUM	3.00		A					
SEED 740	SECONDARY SCHOOL CURRICULUM	2.00		A	TERM ATT: 9.00 CMPL: 9.00 GPA: 4.000									
CGPS 710	FOUNDATIONS OF GUIDANCE	2.00		A	CUM ATT: 64.00 CMPL: 64.00 GPA: 3.969									
EDER 762	EDUCATIONAL STATISTICS	2.00		A	<b>Beginning Fall 2003, credit earned from all six SD Regental Universities will be identified and displayed under the term header</b>									
EDAD 700	SCHOOL ADMINISTRATION	2.00		A	<b>2004 FALL Institutional Credit - SD Board of Regents Universities</b>									
EDAD 715	ADMIN & INSTRUCTIONAL SUPERVIS	2.00		A	U EDAD 810	RESEARCH IN EDUC ADMINISTRATION	3.00		A					
EDAD 730	SCHOOL FINANCE	2.00		A	TERM ATT: 3.00 CMPL: 3.00 GPA: 4.000									
EDAD 732	SCHOOL PLANT	2.00		A	CUM ATT: 67.00 CMPL: 67.00 GPA: 3.970									
EDAD 735	SCHOOL LAW	2.00		A	<b>2006 SUMMER Institutional Credit - SD Board of Regents Universities</b>									
EDAD 789	PRACTICUM IN EDAD	3.00		A	U EDAD 801	THEORY IN EDUC ADMINISTRATION	3.00		A					
TERM ATT: 32.00 CMPL: 32.00 GPA: 3.938					TERM ATT: 3.00 CMPL: 3.00 GPA: 4.000									
CUM ATT: 32.00 CMPL: 32.00 GPA: 3.938					CUM ATT: 70.00 CMPL: 70.00 GPA: 3.971									
<b>1990 SUMMER Transfer Credit - Mankato State University</b>					ATT CMPL GPA GRADE GPA									
EDAD 658	SECONDARY SCHOOL ADMIN	2.00		A	HRS HRS HRS PTS									
CI 617	ELEMENTARY SCH CURRICULUM	2.00		A	TRANSFER	36.00	36.00	36.00	142.00	3.944				
TERM ATT: 4.00 CMPL: 4.00 GPA: 4.000					INSTI USD	34.00	34.00	34.00	136.00	4.000				
CUM ATT: 36.00 CMPL: 36.00 GPA: 3.944					CUM	70.00	70.00	70.00	278.00	3.971				
<b>1991 SPRING Institutional Credit - USD</b>														
AHED 711	SUPERVIS & ADMIN OF ADULT ED	2.00		A										
AHED 781	WKSP:SUP & ADMIN ADULT EDUC	1.00		A										
TERM ATT: 3.00 CMPL: 3.00 GPA: 4.000														
CUM ATT: 39.00 CMPL: 39.00 GPA: 3.949														
<b>1991 FALL Institutional Credit - USD</b>														
EDAD 712	SCHOOL DISTRICT ADMIN	3.00		A										
TERM ATT: 3.00 CMPL: 3.00 GPA: 4.000														
CUM ATT: 42.00 CMPL: 42.00 GPA: 3.952														
<b>1992 SPRING Institutional Credit - USD</b>														
EDAD 731	SCHOOL BUSINESS ADMIN	3.00		A										
TERM ATT: 3.00 CMPL: 3.00 GPA: 4.000														
CUM ATT: 45.00 CMPL: 45.00 GPA: 3.956														
<b>1992 SUMMER SESSION 1 Institutional Credit - USD</b>														
EDAD 720	ORG & ADMIN OF SPED PROGRMS	3.00		A										
ELED 755	TCHG AND SUPERV READING	3.00		A										
TERM ATT: 6.00 CMPL: 6.00 GPA: 4.000														
CUM ATT: 51.00 CMPL: 51.00 GPA: 3.961														

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Carmen J. Howard  
University Registrar

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South Dakota State University, Brookings, SD 57007

SDSU Graduate Transcript

Page 1 of 1  
January 9, 2007

UDENT ID: 503-84-7446  
Kirkegaard, Donald Alfred  
Box 238  
Britton SD 57430

SEND TO: Donald A. Kirkegaard  
Box 238  
Britton, SD 57430

COURSE	Course Title	CRD	GRD	RPT	COURSE	Course Title	CRD	GRD	RPT
<b>1985 SUMMER SESSION 1 Institutional Credit - SDSU</b>									
CI02	888 CONV/INSTIT-GRAD	2.00		CV					
	TERM ATT: 2.00	CMPL: 2.00	GPA: 4.000						
	CUM ATT: 2.00	CMPL: 2.00	GPA: 4.000						
<b>1990 SPRING Institutional Credit - SDSU</b>									
EDFN	690 SP TP: TECHNOLOGY IN EDUC IV	1.00		A					
	TERM ATT: 1.00	CMPL: 1.00	GPA: 4.000						
	CUM ATT: 3.00	CMPL: 3.00	GPA: 4.000						
<b>Beginning Fall 2003, credit earned from all six SD Regental Universities will be identified and displayed under the term header</b>									
<b>2004 FALL Institutional Credit - SD Board of Regents Universities</b>									
U EDAD	810 RESEARCH IN EDUC ADMINISTRATIO	3.00		A					
	TERM ATT: 3.00	CMPL: 3.00	GPA: 4.000						
	CUM ATT: 6.00	CMPL: 6.00	GPA: 4.000						
<b>2006 SUMMER Institutional Credit - SD Board of Regents Universities</b>									
U EDAD	801 THEORY IN EDUC ADMINISTRATION	3.00		A					
	TERM ATT: 3.00	CMPL: 3.00	GPA: 4.000						
	CUM ATT: 9.00	CMPL: 9.00	GPA: 4.000						
	ATT	CMPL	GPA	GRADE	GPA				
	HRS	HRS	HRS	PTS					
TRANSFER					0.000				
INSTI SDSU	3.00	3.00	3.00	12.00	4.000				
INSTI USD	6.00	6.00	6.00	24.00	4.000				
CUM	9.00	9.00	9.00	36.00	4.000				

\*\*\* End of Transcript \*\*\*



*Matthew Aichenbauer*  
Matthew Aichenbauer  
Assistant Dean for Student Services and Registrar

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SOUTH DAKOTA STATE UNIVERSITY, BROOKINGS, SOUTH DAKOTA

ENTERED 8-25-76

ARD, DONALD A. I.D. No. 54673 HOME ADDRESS PO Box 794, Trent, SD 57065 BIRTH Flandreau, SD 4-4-28  
 -81 DEGREE B.S. COLLEGE ARTS AND SCIENCE MAJOR POLITICAL SCIENCE AND MINOR ECONOMICS CITY Mr. and Mrs. Driville Kirkegaard (Same)  
 DEGREE COLLEGE MAJOR MINOR NEXT OF KIN

High School Male Normal load—17 credits per semester  
 180, SD Re. 8-25-76 Credit—one recreation or equivalent per week per semester  
 -23-76 N SR Short Course or Workshop: 1 Cr equivalent to one week's attend-  
 ance of 40 hours of recreation and preparation

No. in Class 80  
 100—Freshman; 200—Sophomore; 300—Junior; 400—Senior; 500—Fifth Year Advanced Undergraduate; 600—Graduate Open to sponsored Sr.; 700—Graduate; 800—Doctoral; 900—Postbaccalaureate

Grade	Course No.	Course Title	Cr.	Grade	Points	Remarks
F 76	ENGL 101	FRESHMAN COMPOSITION	3	B	9	
F 76	MATH 101	ALGEBRA	3	C	6	
F 76	WL 210	ENVIRONMENTAL CONSERVATION	2	C	6	
S 77	GEOL 132	PHYSICAL GEOGRAPHY II	4	B	12	
S 77	P E 100	SOCIAL DANCE	1	A	3	
S 77	P E 100	BASKETBALL-TENNIS	1	A	3	
S 77	POLS 100	AMERICAN GOVERNMENT	3	C	9	
S 77	POLS 483	DIR STUDY-LEGISL TRIP	1	E	3	
S 77	SOC 100	INTRODUCTION TO SOC	3	C	9	
S 77	SPCM 101	FUNDAMENTALS OF SP	3	B	9	
XF 77	ECON 201	PRIN OF ECONOMICS I	3	C	9	
F 77	PHIL 205	INTRO TO PHILOSOPHY	3	B	9	
F 77	POLS 204	AM GOV-ISSUES & POLICIES	3	C	9	
F 77	SOC 250	MARRIAGE	3	B	9	
F 77	SPCM 334	DISCUSSION	3	B	9	
54673	POL SCI 210	PRIN-ACCOUNTING I	3	A	9	
54673	POL SCI 211	PRIN-ACCOUNTING II	3	A	9	
54673	POL SCI 212	PRIN-ACCOUNTING III	3	A	9	
54673	POL SCI 213	PRIN-ACCOUNTING IV	3	A	9	
54673	POL SCI 214	PRIN-ACCOUNTING V	3	A	9	
54673	POL SCI 215	PRIN-ACCOUNTING VI	3	A	9	
54673	POL SCI 216	PRIN-ACCOUNTING VII	3	A	9	
54673	POL SCI 217	PRIN-ACCOUNTING VIII	3	A	9	
54673	POL SCI 218	PRIN-ACCOUNTING IX	3	A	9	
54673	POL SCI 219	PRIN-ACCOUNTING X	3	A	9	
54673	POL SCI 220	PRIN-ACCOUNTING XI	3	A	9	
54673	POL SCI 221	PRIN-ACCOUNTING XII	3	A	9	
54673	POL SCI 222	PRIN-ACCOUNTING XIII	3	A	9	
54673	POL SCI 223	PRIN-ACCOUNTING XIV	3	A	9	
54673	POL SCI 224	PRIN-ACCOUNTING XV	3	A	9	
54673	POL SCI 225	PRIN-ACCOUNTING XVI	3	A	9	
54673	POL SCI 226	PRIN-ACCOUNTING XVII	3	A	9	
54673	POL SCI 227	PRIN-ACCOUNTING XVIII	3	A	9	
54673	POL SCI 228	PRIN-ACCOUNTING XIX	3	A	9	
54673	POL SCI 229	PRIN-ACCOUNTING XX	3	A	9	
54673	POL SCI 230	PRIN-ACCOUNTING XXI	3	A	9	
54673	POL SCI 231	PRIN-ACCOUNTING XXII	3	A	9	
54673	POL SCI 232	PRIN-ACCOUNTING XXIII	3	A	9	
54673	POL SCI 233	PRIN-ACCOUNTING XXIV	3	A	9	
54673	POL SCI 234	PRIN-ACCOUNTING XXV	3	A	9	
54673	POL SCI 235	PRIN-ACCOUNTING XXVI	3	A	9	
54673	POL SCI 236	PRIN-ACCOUNTING XXVII	3	A	9	
54673	POL SCI 237	PRIN-ACCOUNTING XXVIII	3	A	9	
54673	POL SCI 238	PRIN-ACCOUNTING XXIX	3	A	9	
54673	POL SCI 239	PRIN-ACCOUNTING XXX	3	A	9	
54673	POL SCI 240	PRIN-ACCOUNTING XXXI	3	A	9	
54673	POL SCI 241	PRIN-ACCOUNTING XXXII	3	A	9	
54673	POL SCI 242	PRIN-ACCOUNTING XXXIII	3	A	9	
54673	POL SCI 243	PRIN-ACCOUNTING XXXIV	3	A	9	
54673	POL SCI 244	PRIN-ACCOUNTING XXXV	3	A	9	
54673	POL SCI 245	PRIN-ACCOUNTING XXXVI	3	A	9	
54673	POL SCI 246	PRIN-ACCOUNTING XXXVII	3	A	9	
54673	POL SCI 247	PRIN-ACCOUNTING XXXVIII	3	A	9	
54673	POL SCI 248	PRIN-ACCOUNTING XXXIX	3	A	9	
54673	POL SCI 249	PRIN-ACCOUNTING XL	3	A	9	
54673	POL SCI 250	PRIN-ACCOUNTING XLI	3	A	9	
54673	POL SCI 251	PRIN-ACCOUNTING XLII	3	A	9	
54673	POL SCI 252	PRIN-ACCOUNTING XLIII	3	A	9	
54673	POL SCI 253	PRIN-ACCOUNTING XLIV	3	A	9	
54673	POL SCI 254	PRIN-ACCOUNTING XLV	3	A	9	
54673	POL SCI 255	PRIN-ACCOUNTING XLVI	3	A	9	
54673	POL SCI 256	PRIN-ACCOUNTING XLVII	3	A	9	
54673	POL SCI 257	PRIN-ACCOUNTING XLVIII	3	A	9	
54673	POL SCI 258	PRIN-ACCOUNTING XLIX	3	A	9	
54673	POL SCI 259	PRIN-ACCOUNTING L	3	A	9	
54673	POL SCI 260	PRIN-ACCOUNTING LI	3	A	9	
54673	POL SCI 261	PRIN-ACCOUNTING LII	3	A	9	
54673	POL SCI 262	PRIN-ACCOUNTING LIII	3	A	9	
54673	POL SCI 263	PRIN-ACCOUNTING LIV	3	A	9	
54673	POL SCI 264	PRIN-ACCOUNTING LV	3	A	9	
54673	POL SCI 265	PRIN-ACCOUNTING LVI	3	A	9	
54673	POL SCI 266	PRIN-ACCOUNTING LVII	3	A	9	
54673	POL SCI 267	PRIN-ACCOUNTING LVIII	3	A	9	
54673	POL SCI 268	PRIN-ACCOUNTING LIX	3	A	9	
54673	POL SCI 269	PRIN-ACCOUNTING LX	3	A	9	
54673	POL SCI 270	PRIN-ACCOUNTING LXI	3	A	9	
54673	POL SCI 271	PRIN-ACCOUNTING LXII	3	A	9	
54673	POL SCI 272	PRIN-ACCOUNTING LXIII	3	A	9	
54673	POL SCI 273	PRIN-ACCOUNTING LXIV	3	A	9	
54673	POL SCI 274	PRIN-ACCOUNTING LXV	3	A	9	
54673	POL SCI 275	PRIN-ACCOUNTING LXVI	3	A	9	
54673	POL SCI 276	PRIN-ACCOUNTING LXVII	3	A	9	
54673	POL SCI 277	PRIN-ACCOUNTING LXVIII	3	A	9	
54673	POL SCI 278	PRIN-ACCOUNTING LXIX	3	A	9	
54673	POL SCI 279	PRIN-ACCOUNTING LXX	3	A	9	
54673	POL SCI 280	PRIN-ACCOUNTING LXXI	3	A	9	
54673	POL SCI 281	PRIN-ACCOUNTING LXXII	3	A	9	
54673	POL SCI 282	PRIN-ACCOUNTING LXXIII	3	A	9	
54673	POL SCI 283	PRIN-ACCOUNTING LXXIV	3	A	9	
54673	POL SCI 284	PRIN-ACCOUNTING LXXV	3	A	9	
54673	POL SCI 285	PRIN-ACCOUNTING LXXVI	3	A	9	
54673	POL SCI 286	PRIN-ACCOUNTING LXXVII	3	A	9	
54673	POL SCI 287	PRIN-ACCOUNTING LXXVIII	3	A	9	
54673	POL SCI 288	PRIN-ACCOUNTING LXXIX	3	A	9	
54673	POL SCI 289	PRIN-ACCOUNTING LXXX	3	A	9	
54673	POL SCI 290	PRIN-ACCOUNTING LXXXI	3	A	9	
54673	POL SCI 291	PRIN-ACCOUNTING LXXXII	3	A	9	
54673	POL SCI 292	PRIN-ACCOUNTING LXXXIII	3	A	9	
54673	POL SCI 293	PRIN-ACCOUNTING LXXXIV	3	A	9	
54673	POL SCI 294	PRIN-ACCOUNTING LXXXV	3	A	9	
54673	POL SCI 295	PRIN-ACCOUNTING LXXXVI	3	A	9	
54673	POL SCI 296	PRIN-ACCOUNTING LXXXVII	3	A	9	
54673	POL SCI 297	PRIN-ACCOUNTING LXXXVIII	3	A	9	
54673	POL SCI 298	PRIN-ACCOUNTING LXXXIX	3	A	9	
54673	POL SCI 299	PRIN-ACCOUNTING LXXXX	3	A	9	
54673	POL SCI 300	PRIN-ACCOUNTING LXXXXI	3	A	9	
54673	POL SCI 301	PRIN-ACCOUNTING LXXXXII	3	A	9	
54673	POL SCI 302	PRIN-ACCOUNTING LXXXXIII	3	A	9	
54673	POL SCI 303	PRIN-ACCOUNTING LXXXXIV	3	A	9	
54673	POL SCI 304	PRIN-ACCOUNTING LXXXXV	3	A	9	
54673	POL SCI 305	PRIN-ACCOUNTING LXXXXVI	3	A	9	
54673	POL SCI 306	PRIN-ACCOUNTING LXXXXVII	3	A	9	
54673	POL SCI 307	PRIN-ACCOUNTING LXXXXVIII	3	A	9	
54673	POL SCI 308	PRIN-ACCOUNTING LXXXXIX	3	A	9	
54673	POL SCI 309	PRIN-ACCOUNTING LXXXXX	3	A	9	
54673	POL SCI 310	PRIN-ACCOUNTING LXXXXXI	3	A	9	
54673	POL SCI 311	PRIN-ACCOUNTING LXXXXXII	3	A	9	
54673	POL SCI 312	PRIN-ACCOUNTING LXXXXXIII	3	A	9	
54673	POL SCI 313	PRIN-ACCOUNTING LXXXXXIV	3	A	9	
54673	POL SCI 314	PRIN-ACCOUNTING LXXXXXV	3	A	9	
54673	POL SCI 315	PRIN-ACCOUNTING LXXXXXVI	3	A	9	
54673	POL SCI 316	PRIN-ACCOUNTING LXXXXXVII	3	A	9	
54673	POL SCI 317	PRIN-ACCOUNTING LXXXXXVIII	3	A	9	
54673	POL SCI 318	PRIN-ACCOUNTING LXXXXXIX	3	A	9	
54673	POL SCI 319	PRIN-ACCOUNTING LXXXXXX	3	A	9	
54673	POL SCI 320	PRIN-ACCOUNTING LXXXXXXI	3	A	9	
54673	POL SCI 321	PRIN-ACCOUNTING LXXXXXXII	3	A	9	
54673	POL SCI 322	PRIN-ACCOUNTING LXXXXXXIII	3	A	9	
54673	POL SCI 323	PRIN-ACCOUNTING LXXXXXXIV	3	A	9	
54673	POL SCI 324	PRIN-ACCOUNTING LXXXXXXV	3	A	9	
54673	POL SCI 325	PRIN-ACCOUNTING LXXXXXXVI	3	A	9	
54673	POL SCI 326	PRIN-ACCOUNTING LXXXXXXVII	3	A	9	
54673	POL SCI 327	PRIN-ACCOUNTING LXXXXXXVIII	3	A	9	
54673	POL SCI 328	PRIN-ACCOUNTING LXXXXXXIX	3	A	9	
54673	POL SCI 329	PRIN-ACCOUNTING LXXXXXXX	3	A	9	
54673	POL SCI 330	PRIN-ACCOUNTING LXXXXXXXI	3	A	9	
54673	POL SCI 331	PRIN-ACCOUNTING LXXXXXXXII	3	A	9	
54673	POL SCI 332	PRIN-ACCOUNTING LXXXXXXXIII	3	A	9	
54673	POL SCI 333	PRIN-ACCOUNTING LXXXXXXXIV	3	A	9	
54673	POL SCI 334	PRIN-ACCOUNTING LXXXXXXXV	3	A	9	
54673	POL SCI 335	PRIN-ACCOUNTING LXXXXXXXVI	3	A	9	
54673	POL SCI 336	PRIN-ACCOUNTING LXXXXXXXVII	3	A	9	
54673	POL SCI 337	PRIN-ACCOUNTING LXXXXXXXVIII	3	A	9	
54673	POL SCI 338	PRIN-ACCOUNTING LXXXXXXXIX	3	A	9	
54673	POL SCI 339	PRIN-ACCOUNTING LXXXXXXX	3	A	9	
54673	POL SCI 340	PRIN-ACCOUNTING LXXXXXXXI	3	A	9	
54673	POL SCI 341	PRIN-ACCOUNTING LXXXXXXXII	3	A	9	
54673	POL SCI 342	PRIN-ACCOUNTING LXXXXXXXIII	3	A	9	
54673	POL SCI 343	PRIN-ACCOUNTING LXXXXXXXIV	3	A	9	
54673	POL SCI 344	PRIN-ACCOUNTING LXXXXXXXV	3	A	9	
54673	POL SCI 345	PRIN-ACCOUNTING LXXXXXXXVI	3	A	9	
54673	POL SCI 346	PRIN-ACCOUNTING LXXXXXXXVII	3	A	9	
54673	POL SCI 347	PRIN-ACCOUNTING LXXXXXXXVIII	3	A	9	
54673	POL SCI 348	PRIN-ACCOUNTING LXXXXXXXIX	3	A	9	
54673	POL SCI 349	PRIN-ACCOUNTING LXXXXXXX	3	A	9	
54673	POL SCI 350	PRIN-ACCOUNTING LXXXXXXXI	3	A	9	
54673	POL SCI 351	PRIN-ACCOUNTING LXXXXXXXII	3	A	9	
54673	POL SCI 352	PRIN-ACCOUNTING LXXXXXXXIII	3	A	9	
54673	POL SCI 353	PRIN-ACCOUNTING LXXXXXXXIV	3	A	9	
54673	POL SCI 354	PRIN-ACCOUNTING LXXXXXXXV	3	A	9	
54673	POL SCI 355	PRIN-ACCOUNTING LXXXXXXXVI	3	A	9	
54673	POL SCI 356	PRIN-ACCOUNTING LXXXXXXXVII	3	A	9	
54673	POL SCI 357	PRIN-ACCOUNTING LXXXXXXXVIII	3	A	9	
54673	POL SCI 358	PRIN-ACCOUNTING LXXXXXXXIX	3	A	9	
54673	POL SCI 359	PRIN-ACCOUNTING LXXXXXXX	3	A	9	
54673	POL SCI 360	PRIN-ACCOUNTING LXXXXXXXI	3	A	9	
54673	POL SCI 361	PRIN-ACCOUNTING LXXXXXXXII	3	A	9	
54673	POL SCI 362	PRIN-ACCOUNTING LXXXXXXXIII	3	A	9	
54673	POL SCI 363	PRIN-ACCOUNTING LXXXXXXXIV	3	A	9	
54673	POL SCI 364	PRIN-ACCOUNTING LXXXXXXXV	3	A	9	
54673	POL SCI 365	PRIN-ACCOUNTING LXXXXXXXVI	3	A	9	
54673	POL SCI 366	PRIN-ACCOUNTING LXXXXXXXVII	3	A	9	
54673	POL SCI 367	PRIN-ACCOUNTING LXXXXXXXVIII				

# SUPERINTENDENT INTERVIEW QUESTIONS

## Rating Sheet

	Questions	5	4	3	2	1	0
Kim Semenko	<p>1. Tell us about your background and why you want to be superintendent here.</p> <p>NOTES:</p>						
Jodi Germundson	<p>2. Outline how you develop a budget. Describe the process and who you ask for input?</p> <p>NOTES:</p>						
Jodi Germundson	<p>3. Given competing demands on the budget including the need to keep up with building maintenance, remodeling, and new technology, how would you develop and prioritize the annual budget to accommodate district needs?</p> <p>NOTES:</p>						
Brion Norby	<p>4. What steps will you take to gain the trust and respect of administrators, teaching staff, students, and community; and maintain a district-wide sense of hope, unity and inspiration for creative teaching and passion for learning?</p> <p>NOTES:</p>						

0 = Lowest Score  
5 = Highest Score

	Questions	5	4	3	2	1	0
Sara Kasmer	<p>5. As superintendent, what communication approaches or systems would you utilize that are effective in keeping the school board, staff, and public well informed about school issues?</p> <p>NOTES:</p>						
Pam Lambert	<p>6. Describe your leadership approach in regards to encouraging, motivating, and challenging the teaching faculty; and implementing projects/programs?</p> <p>NOTES:</p>						
Mark Hannig	<p>7. Explain how you have worked with teacher associations in the past. In your research about our school system, what great things have you found and what areas need improvement?</p> <p>NOTES:</p>						
Pam Lambert	<p>8. Given the number of reports required by DPI and the federal government – including fall and spring enrollment reports, transportation reports, MISO 3 and PERO reports, Annual Compliance Reports, and Federal Title program reports – how do you manage them all and submit them in time without any falling through the cracks?</p> <p>NOTES:</p>						

0 = Lowest Score  
5 = Highest Score

	<b>Questions</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>
David Richter	<p>9. Please describe your perception of the role of the superintendent, the role of the school board as a whole, and the role of the individual board members.</p> <p>NOTES:</p>						
Duane Noeske	<p>10. How important to you are the staff/teacher ideas and staff/teacher input into district decision making? If important, how will you facilitate the flow of information from the district staff and teachers, and the flow of ideas and critical feedback from staff and teachers?</p> <p>NOTES:</p>						
Pam Lambert	<p>11. How do you balance the need for alignment to common core objectives with the need for our best and brightest teachers to teach creatively and maximize their unique teaching abilities?</p> <p>NOTES:</p>						
Chery Pierzina	<p>12. Describe what teacher and principal evaluation models you have worked with and how you would work with district personnel to increase their effectiveness?</p> <p>NOTES:</p>						

0 = Lowest Score  
5 = Highest Score

	Questions	5	4	3	2	1	0
Sara Kasmer	<p>13. What is the role of technology in the educational process and what is the superintendent's role?</p> <p>NOTES:</p>						
Duane Noeske	<p>14. Have you been involved in developing a strategic plan for a school district? If so, tell us about your plan for the process.</p> <p>NOTES:</p>						
David Richter	<p>15. How do you identify and set district goals that are five or even ten years out?</p> <p>NOTES:</p>						
Kim Semenko	<p>16. As the education leader, what steps do you take to have an accurate vision for the future of our district and get the board and community to share your vision?</p> <p>NOTES:</p>						

0 = Lowest Score  
5 = Highest Score

	Questions	5	4	3	2	1	0
Brion Norby	<p>17. Drawing on what you know about our school district, what are the top three challenges you would face immediately if you were hired as superintendent? Describe briefly the first step you would take to meet each challenge.</p> <p>NOTES:</p>						
Mark Hannig	<p>18. What is the role of the superintendent with board/teacher negotiations?</p> <p>NOTES:</p>						
Chery Pierzina	<p>19. What has been the most difficult situation you faced and how was it resolved?</p> <p>NOTES:</p>						
Jodi Germundson	<p>20. What is your philosophy on delegating administrative authority (such as building budgets and principal portfolios)? Describe how you would work with a district this size.</p> <p>NOTES:</p>						

0 = Lowest Score  
5 = Highest Score

	Questions	5	4	3	2	1	0
Chery Pierzina	<p>21. Give examples of how you have worked with and have led an administrative team.</p> <p>NOTES:</p>						
David Richter	<p>22. How have you fostered a relationship between your school district and your legislature?</p> <p>NOTES:</p>						
Duane Noeske	<p>23. What do you consider to be your greatest contributions to the schools/districts where you have worked? In light of your response, what do you feel you can bring to our district?</p> <p>NOTES:</p>						
Chery Pierzina	<p>24. What do you look for as "key" characteristics of a good building level administrator?</p> <p>NOTES:</p>						
Kim Semenko	<p>25. We have several good candidates for this position. Tell us why we should select you as our new superintendent.</p> <p>NOTES:</p>						

0 = Lowest Score  
5 = Highest Score

	Questions	5	4	3	2	1	0
Kim Semenko	26. Do you have any questions for us?  NOTES:						

0 = Lowest Score  
5 = Highest Score

# STOP!

Federal and state legislation has determined certain areas may be considered discriminatory and inappropriate for questioning. Therefore, do NOT ask questions about the following:

## **Nationality**

1. Citizenship, country of origin
2. Race
3. Ethnic status

## **Religion**

4. Religion, church attended or religious practice

## **Age**

5. Age or date of birth
6. How much longer one plans to work before retirement

## **Marital and Family Status**

7. Marriage status (married, divorced, single) or marital plans
8. Spouse, spouse's employment status or salary, children, child care arrangements, or dependents
9. Pregnancy
10. Maiden name

## **Gender**

11. Sexual preference

## **Health and Physical Abilities**

12. Health conditions which do not relate directly to fitness to perform the job
13. Disability or chronic illness
14. Use of tobacco and/or alcohol

## **Miscellaneous**

15. Type or condition of military discharge