



410 South Commercial Street • Neenah, WI 54956 • Tel: (920) 751-6800 • Fax: (920) 751-6809

MEMORANDUM

TO: Board of Education
Dr. Mary B. Pfeiffer, District Administrator

FROM: Victoria L. Holt, Assistant District Administrator of Human Resources & Central Services *VLH*
Scott Hertting, Science Teacher, Neenah High School *SH*

DATE: May 22, 2012

RE: Pay for Performance Committee

During the 2011-12 school year, a committee comprised of thirty two (32) teachers and three (3) administrators was formed. The purpose of the committee was to identify a process for how teachers might be compensated, outside of the negotiation process, for providing consistent, outstanding learning opportunities for students. Although the name of the committee is Pay for Performance, the role and the responsibility of the committee members was to recommend the "what, when, why and how" teachers might receive additional compensation.

The committee has met seven (7) times during the 2011-12 school year. A few of the attributes that the committee expressed an interest in including in a pay for performance model included:

- A model that encouraged teacher cooperation and sharing, not competition
- A model that motivated teachers to try new things and encouraged "out of the box" thinking
- A model that emphasized a strong school environment where teachers are valued and empowered for the skills and knowledge they contribute to the education of all students

The concept of pay for performance for educators is a relatively new concept with little documented research of success. The Pay for Performance (PFP) Committee did conduct a thorough review of the research that does exist on PFP models in both education and business. In addition to conducting research, the committee was also provided an opportunity to learn from a suburban Milwaukee area school district (Cedarburg) that has been implementing a pay for performance model with their educators for the last several years. Currently, members of the PFP Committee have divided into four different work teams with the task of identifying potential aspects of a pay for performance model for consideration in Neenah.

Although the PFP Committee is not ready to bring forth a recommendation to the Board of Education at this time, the committee continues to meet and discuss potential aspects for a Neenah Pay for Performance plan for Faculty. The PFP Committee will continue their work in the 2012-13 school year with plans to bring a recommendation to the Board of Education prior to the close of the 2012-13 school year.

The District also will also begin a PFP Committee for the support staff, a committee for the exempt staff as well as a committee for the administrators during the 2012-13 school year.

Co-chairs of the PFP Faculty Committee Scott Hertting and Vicky Holt will be present at the May 22, 2012 Board meeting to answer questions from the Board of Education.



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To: Board of Education Members
Dr. Mary B. Pfeiffer, District Administrator

From: Jonathan L. Joch, Director of Revenue Enhancement & Business Services Support
James P. Strick, Activities Director

Date: May 17, 2012

Re: Co-Curricular Committee

Background of Co-Curricular Committee

During the 2011-12 school year, the co-curricular committee which consisted of twenty-seven Neenah Joint School District staff members, one retired teacher who also is a head coach, and two administrators, have been working together to create a new and improved co-curricular pay schedule. The current co-curricular pay structure was out of date (listing gymnastics as a co-curricular offering @ NHS) and had not been evaluated in a very long time. This committee, which met seven times during the course of this school year, was faced with the exciting challenge of evaluating and making a recommendation regarding what co-curricular activities should be District sponsored, number of positions available per activity, and the pay structure for all Neenah Joint School District co-curricular activities.

A number of issues were discussed at the first meeting of the year. It was shared that this group was one of three strategic planning committees for the 2011-12 school year (Pay for Performance, Course for Credit Reimbursement being the remaining two) that were ultimately responsible to bring a recommendation to the Board of Education regarding the structure and pay for all co-curricular offerings in fine arts, athletics, and clubs for both the middle school and high school levels. Some important issues that this committee needed to answer were:

- What do we as a committee value?
- What should be a NJSD sponsored co-curricular activity?
- Committee members must see the big picture, and handle discussion in a professional manner.
- Decisions should be global and thoughtful, not "what is best for me or my team."
- How do we pay for it?

At the end of the meeting the committee members were told that they would have the opportunity to choose which separate sub-committee (athletics, clubs, fine arts) they would like to be a part of for the upcoming months. Each of these three sub-committees would look at all of the co-curricular offerings and activities within the Neenah school district. They would lead discussions in these specific categorical areas at upcoming meetings and bring ideas and suggestions forward to the large committee. These sub-committees were also challenged with the task of finding "common ground" to evaluate the amount of money that each co-curricular position was paid. Some of the many different variables that were discussed that evening were:

- Hours per week/length of season.
- Hours of preparation time.
- Total hours spent on the co-curricular activity in a season.
- Public relations exposure of activity.
- Total number of activities/games/competitions in a season.
- Number of participants involved in the activity.

Recommendation of Committee

The Co-Curricular Committee recommends the new salary schedule. Please note the following changes.

- One salary amount listed for position. The old scale had four different levels per position.
- Stayed within the budget of \$660,000.
- Significantly cleaned up the Clubs portion of the pay schedule. There were some clubs that hadn't operated for a few years due to low to no participation. Meanwhile, some clubs became "district sponsored" that had been getting paid through miscellaneous funds.
- Brought back most of the varsity assistant coaches that were cut two years ago.

Justification for re-instating Varsity Assistant Coaches

- In sports where there currently are no paid assistant coaches, it is a high safety risk to have only one paid coach at practices. With over 20 athletes participating in sports such as baseball, softball, swimming and soccer, it is challenging to have head coaches supervising all of the athletes. If one or two athletes need specific attention, it is helpful to have assistant coaches able to manage all of the other athletes.
- Head coaches are not able to manage all of the responsibilities within their teams. With the increased demands, particularly in the offseason, assistant coaches take on many of the duties that head coaches can't handle. Many of our head coaches without assistant coaches are getting burned out with all of these added duties and little help.
- Assistant coaches take on more responsibility when getting paid, attending more practices and doing more administrative work. They put in hundreds of hours for their work and should be compensated. Paid assistant coaches are often more respected by athletes and parents than volunteers and it is much easier to attract higher quality assistant coaches.
- Having booster clubs pay assistant coaches empowers the clubs to choose who is coaching our athletes and have more say in what is happening with the team. For example, if parents are unhappy with a coach, they control the funding and can determine the coach's salary amount. It also might lead to booster clubs determining who should and shouldn't be on the coaching staff.
- Some of the smaller booster clubs have limited funds and if they pay for an assistant coach, it leaves very little funding for worthwhile projects, uniforms, and equipment.

The value of co-curricular activities in our school district and community is undeniable. These activities are an extension of the classroom and work to supplement the traditional educational experience. Every year well over a thousand student lives are enriched in the Neenah Joint School District because of the opportunities to be involved in a single co-curricular event. Students involved in co-curricular activities learn life-long lessons like responsibility, team building skills, discipline, structure, time management, and important life experiences such as dealing with success or failure. Co-curricular activities also has the special bond that can bring a school district and their community together.

Co-chairs of the Co-Curricular committee Mr. Jon Joch and Mr. Jim Strick will be present at the May 22, 2012 Board meeting to answer any questions from the Board of Education.

POSITION	#	Proposed Plan	Current Plan	Fond du Lac	Appleton
Athletics (Boys)					
BASEBALL					
Varsity Coach	1	\$4,320	\$4,218	\$3,300	\$5,059
Varsity Assistant Coach	1	\$3,600	\$3,515		\$4,013
Junior Varsity Coach	1	\$3,600	\$3,515	\$2,400	
9th Grade Coach	1	\$2,520	\$2,460	\$2,100	
BASKETBALL					
Varsity Coach	1	\$5,400	\$5,272	\$4,800	\$5,757
Varsity Assistant Coach	1	\$3,960	\$3,866		\$4,187
Junior Varsity Coach	1	\$3,960	\$3,866	\$3,600	
9th Grade Coaches	1	\$3,600	\$3,515	\$2,700	
8th Grade Coaches	4	\$2,520	\$2,460	\$1,950	\$2,791
7th Grade Coaches	4	\$2,520	\$2,460	\$1,950	\$2,791
CROSS COUNTRY					
Varsity Coach	1	\$4,320	\$4,218	\$3,600	\$4,710
Junior Varsity Coach	1	\$3,600	\$3,515	\$2,400	\$3,140
7th/8th Grade Coaches	2	\$2,520	\$2,460	\$600	\$2,442
FOOTBALL					
Varsity Coach	1	\$5,400	\$5,272	\$4,800	\$5,757
Varsity Assistant Coaches	4	\$3,960	\$3,866	\$3,600	\$4,187
Junior Varsity Coach	1	\$3,960	\$3,866	\$3,600	
Junior Varsity Assistant Coach	1	\$3,600	\$3,515	\$3,300	
9th Grade Coaches	2	\$2,880	\$2,812	\$2,700	
9th Grade Assistant Coaches	2	\$2,520	\$2,460	\$2,700	
8th Grade Coaches	4	\$2,520	\$2,460	\$1,950	\$2,791
7th Grade Coaches	4	\$2,520	\$2,460	\$1,950	\$2,791
GOLF					
Varsity Coach	1	\$3,960	\$3,866	\$2,700	\$4,013
HOCKEY (Boys and Girls)					
Varsity Coaches*	2	\$5,760	\$4,569	\$4,200	\$5,234
Varsity Assistant Coaches*	2	\$3,960	\$3,866	\$3,300	\$4,187
* - Hockey coaches' salaries are pro-rated based on the number of participants in boys and girls					
SOCCER					
Varsity Coach	1	\$4,320	\$4,218	\$3,600	\$5,059
Varsity Assistant Coach	1	\$3,600	\$3,515	\$2,700	\$4,013
Junior Varsity Coaches	2	\$3,600	\$3,515	\$2,400	
SWIMMING					
Varsity Coach	1	\$4,680	\$4,569	\$3,600	\$5,234
Varsity Assistant Coach	1	\$3,600	\$3,515	\$2,700	\$4,187
TENNIS					
Varsity Coach	1	\$4,320	\$4,218	\$2,700	\$4,013
Junior Varsity Coach	1	\$3,600	\$3,515	\$1,800	\$3,140
TRACK					
Varsity Coach	1	\$5,400	\$5,272	\$3,600	\$5,059
Varsity Assistant Coaches	3	\$3,960	\$3,866	\$2,700	\$4,013
8th Grade Coaches	2	\$2,520	\$2,460	\$1,650	\$2,791
7th Grade Coaches	2	\$2,520	\$2,460	\$1,650	\$2,791
VOLLEYBALL					
Varsity Coach	1	\$4,320	\$4,218	\$3,600	\$4,710
Junior Varsity Coach	1	\$3,600	\$3,515	\$2,700	\$3,664
WRESTLING					
Varsity Coach	1	\$5,040	\$4,921	\$4,200	\$5,234
Junior Varsity Coach	1	\$3,960	\$3,866	\$3,300	\$4,187
9th Grade Coach	1	\$2,880	\$2,812	\$2,400	

7th/8th Grade Coaches	3	\$2,520	\$2,460	\$1,650	\$2,791
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Athletics (Girls)

BASKETBALL

Varsity Coach	1	\$5,400	\$5,272	\$4,800	\$5,757
Varsity Assistant Coach	1	\$3,960	\$3,866		\$4,187
Junior Varsity Coach	1	\$3,960	\$3,866	\$3,600	
9th Grade Coaches	1	\$3,600	\$3,515	\$2,700	
8th Grade Coaches	4	\$2,520	\$2,460	\$1,950	
7th Grade Coaches	4	\$2,520	\$2,460	\$1,950	

CROSS COUNTRY

Varsity Coach	1	\$4,320	\$4,218	\$3,600	\$4,710
Junior Varsity Coach	1	\$3,600	\$3,515	\$2,400	\$3,140
7th/8th Grade Coaches	2	\$2,520	\$2,460	\$600	\$2,442

GOLF

Varsity Coach	1	\$3,960	\$3,866	\$2,700	\$4,013
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SOCCER

Varsity Coach	1	\$4,320	\$4,218	\$3,600	\$5,059
Varsity Assistant Coach	1	\$3,600	\$3,515	\$2,700	\$4,013
Junior Varsity Coaches	2	\$3,600	\$3,515	\$2,400	

SOFTBALL

Varsity Coach	1	\$4,320	\$4,218	\$3,300	\$5,059
Varsity Assistant Coach	1	\$3,600	\$3,515		\$4,013
Junior Varsity Coach	1	\$3,600	\$3,515	\$2,400	
9th Grade Coach	1	\$2,520	\$2,460	\$2,100	

SWIMMING

Varsity Coach	1	\$4,680	\$4,569	\$3,600	\$5,234
Varsity Assistant Coaches	2	\$3,600	\$3,515	\$2,700	\$4,187

TENNIS

Varsity Coach	1	\$4,320	\$4,218	\$2,700	\$4,013
Junior Varsity Coach	1	\$3,600	\$3,515	\$1,800	\$3,140

TRACK

Varsity Coach	1	\$5,400	\$5,272	\$3,600	\$5,059
Varsity Assistant Coaches	3	\$3,960	\$3,866	\$2,700	\$4,013
8th Grade Coaches	2	\$2,520	\$2,460	\$1,650	\$2,791
7th Grade Coaches	2	\$2,520	\$2,460	\$1,650	\$2,791

VOLLEYBALL

Varsity Coach	1	\$4,320	\$4,218	\$3,600	\$4,710
Junior Varsity Coach	1	\$3,600	\$3,515	\$2,700	\$3,664
9th Grade Coaches	1	\$2,880	\$2,812	\$2,100	
8th Grade Coaches	4	\$2,520	\$2,460	\$1,650	\$2,791
7th Grade Coaches	4	\$2,520	\$2,460	\$1,650	\$2,791

ATHLETIC BUILDING REP

Middle School Rep - SHA	1	\$3,600	\$4,218		
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SPIRIT SQUAD

Varsity Coach (F=4%, W=6%)	1	\$3,600	\$5,624	\$2,700	\$7,153
7th/8th Grade Coaches	1	\$1,440	\$1,406	\$1,500	\$2,442

WEIGHT LIFTING SUPERVISORS

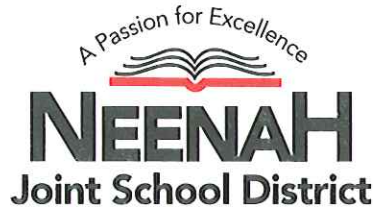
Senior High (Fall)			\$1,322		\$3,140
Senior (Winter)			\$2,124		
Senior High (Spring)			\$1,364		

ADVENTURE CLUB

Advisor	1	\$1,080	\$1,054		
AFS					
Senior High Advisor	1	\$1,080	\$2,109		\$1,396
ARCHERY CLUB					
Middle School Advisor	1	\$1,800	\$1,757		
ART CLUB					
Senior High Advisor	1	\$1,080	\$1,054		
BLAST					
Middle School Advisor	1	\$2,160			
Middle School Asst Advisor	1	\$720			
BOWLING					
Advisor	1	\$1,080	\$1,054		
CHESS CLUB					
Senior High Advisor	1	\$1,440	\$1,054		
CLASS SPONSORS					
Senior Class	2	\$1,440	\$1,406	\$2,100	
Junior Class	2	\$1,440	\$1,406	\$900	
Sophomore Class	1	\$720	\$1,054	\$900	
Freshman Class	1	\$720	\$703	\$900	
COMPUTER GAMING CLUB					
Senior High Advisor	1	\$1,080	\$703		
DEBATE					
Senior High Chairperson	1	\$3,600	\$3,515		\$5,757
Senior High Ass't. Chairperson	1	\$1,440	\$1,406		\$4,187
Middle School Chairperson	1	\$2,880	\$3,163		
DECA					
Senior High Advisor	1	\$1,800	\$1,054		\$4,187
Asst. Advisor	1	\$1,800			
ECO CLUB					
Senior High Advisor	1	\$1,080	\$1,054	\$1,200	\$174
FOREIGN LANGUAGE CLUB					
Senior High French Club Advisor	1	\$1,080	\$1,054		
Senior High Spanish Club Advisor	1	\$1,080	\$1,054		
FORENSICS					
Senior High Chairperson	1	\$2,880	\$2,812	\$1,800	\$5,757
Senior High Ass't. Chairperson	1	\$1,440	\$1,406		\$4,187
Middle School Chairperson	1	\$2,880	\$1,757	\$900	\$1,047
GAY STRAIGHT ALLIANCE					
Senior High Advisor	1	\$1,440	\$1,406		
HEART GROUP					
Senior High Advisors	1	\$1,440	\$351		
HONOR SOCIETY					
Senior High Advisor	1	\$2,520	\$2,460		\$2,094
INTRAMURAL VOLLEYBALL CLUB					
Senior High Director	1	\$720	\$1,054		
Senior High Ass't. Directors	1	\$360	\$703		
KEY CLUB					
Senior High Advisor	1	\$1,800	\$1,757	\$900	

LATINO CLUB					
Senior High Advisor	1	\$1,080			
LACROSSE					
Head Coach	1	\$2,520	\$2,460		
LAUNCH					
Senior High Advisor	1	\$2,160			
Senior High Assistant Advisor	1	\$720			
MATH CLUB					
Senior High Advisor	1	\$1,080	\$1,054	\$1,200	\$1,221
Middle School Advisors	1	\$1,080	\$1,054		\$698
NEWSPAPER					
Senior High Advisor	1	\$2,160	\$2,812		\$3,140
Middle School Advisors	2	\$1,080	\$2,109	\$1,650	\$1,047
POWERLIFTING					
Senior High Advisor	1	\$3,960	\$2,460		
Senior High Assistant Advisor	1	\$2,520	\$644		
SCHOOL STORE					
Senior High Advisor	1	\$1,080			\$2,442
SCIENCE OLYMPIAD					
Senior High Advisor	1	\$1,440	\$1,406	\$900	\$698
Senior High Assistant Advisors	2	\$720	\$703		\$1,396
SEA CLUB					
Senior High Advisor	1	\$1,080			
SKILLS USA					
Advisor	1	\$1,800	\$1,054		\$1,221
SPECIAL OLYMPICS					
District Advisor	1	\$1,800	\$1,757		
STOP					
Senior High Advisor	1	\$1,080	\$1,054		
STUDENT COUNCIL					
Senior High Advisor	1	\$2,880	\$2,812	\$2,400	\$2,094
Mann Advisor	1	\$1,440	\$1,406	\$1,650	\$1,396
Shattuck Advisor	1	\$1,440	\$1,406	\$1,650	\$1,396
Elementary Advisors	8	\$720	\$351		\$1,047
YEARBOOK					
Senior High Advisor	1	\$3,600	\$5,272	\$3,000	\$5,757
Senior High Assistant Advisor	1	\$2,880	\$1,054		\$3,490
Shattuck Advisor	1	\$3,240	\$3,163	\$1,950	\$1,745
YOGA					
Senior High Advisor	1	\$1,080			
Fine Arts					
BAND (PEP & MARCHING)					
NHS Director	1	\$2,160	\$2,460	\$1,500	\$4,187
9th Grade Director	1	\$2,160	\$1,406		\$2,094
Middle School Director	1	\$720	\$1,406		
DRAMA					
Senior High Club Advisor	1	\$1,080			
NHS Director - Musical	1	\$3,240	\$2,460	\$2,700	
NHS Musical-Pit Orchestra Directo	1	\$1,800	\$2,109		

NHS Musical-Vocal Director	1	\$1,800	\$2,109	
NHS Straight Show Director - Win	1	\$1,800	\$2,109	\$2,700
NHS Straight Show Director - Spri	1	\$1,800	\$2,109	\$2,700
Middle School Director	1	\$3,240	\$3,515	\$1,200
Middle School Ass't. Director	2	\$1,800	\$1,757	\$600
JAZZ				
Intermediate Jazz	1	\$1,080	\$1,054	
Jazz Combo Director	1	\$1,080	\$1,054	\$1,500
Middle School Jazz Director	1	\$1,080	\$1,054	
MADRIGALS				
Madrigal Singers Advisor	1	\$1,800	\$1,757	
Madrigal Players Advisor	1	\$720	\$351	
POP STRINGS				
Touch of Class Director	1	\$3,240	\$4,218	\$1,919
Middle Fiddle Group Director	1	\$1,080	\$1,054	
SHOW CHOIR				
Vintage Director	1	\$5,400	\$4,218	
Act II Director	1	\$3,240	\$2,460	
Band Director- Vintage	1	\$3,240	\$1,054	
Band Director- Act II	1	\$1,800		



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May 15, 2012

TO: Board of Education Members
Dr. Mary Pfeiffer, District Administrator

FROM: Steve Dreger, Assistant District Administrator of Elementary Learning and Leadership *SD*
Mark Duerwaechter, Assistant District Administrator of Secondary Learning and Leadership *MD*

RE: Course for Credit Reimbursement Update

The Course for Credit Committee (C4C) that consisted of twenty (20) Neenah Joint School District staff members and two (2) Assistant District Administrators held five meetings during the 2011-2012 school year. The Committee began the work by reviewing the current practice of credit reimbursement, and defining and discussing the elements of a successful recommendation. For example, we determined that the recommendation would be successful if it were to be aligned with the District's philosophy, aligned with the state's credential requirements, aligned with individual professional goals, designed to provide fair reimbursement or compensation, and if it supported the recruitment and retainment of employees. Additionally, the Committee studied the Department of Public Instruction's (DPI) Professional Development Plan (PDP) and the implications regarding course for credit. Furthermore, we had rich discussions on the importance of teachers applying the knowledge learned from a college or university professional development opportunity into the classroom.

Several members of the Committee also attended two meetings of the Pay for Performance Committee. The purpose of attending the first meeting was to provide the C4C members with a scope of the Pay for Performance committee's work. The second meeting we attended was the Pay for Performance presentation by the Superintendent of Cedarburg. Both of these experiences clearly supported the C4C thinking that the application of learning is an essential component to compensation. Evidence of the application of learning may be a consideration for the Pay for Performance Committee. However, the evidence of completion of coursework will be the standard for reimbursement in the attached recommendation.

April 25, 2012

Professional Learning Reimbursement Policy

If the employee will be requesting reimbursement, administrative approval is required prior to the beginning of a course.

For a course to be approved it must be directly and substantively related to one or more of the licenses held and/or enhance professional competence (e.g. adding another license area). The course must be taken at the undergraduate or graduate level, and it must be earned at a baccalaureate or graduate degree-granting college or university that is accredited by an agency recognized by the U.S. Dept. of Education. Credits completed at two-year UW System campuses are also acceptable. Credits earned in courses offered by Wisconsin Technical College System schools are acceptable for reimbursement only if acceptable for transfer to a four-year accredited institution.

If an employee pays the tuition of an approved course the Board will reimburse the employee at the rate of one-hundred and fifty dollars (\$150) for each semester hour of graduate or undergraduate credit or the cost per credit, whichever is less.

No employee may receive reimbursement for more than a total of twelve (12) graduate or undergraduate credits in any calendar year.

Reimbursement for graduate or undergraduate credits will be made upon completion of the approved courses and submission of the proper documentation to the Human Resources Office. The completed reimbursement form approved by Administration will be submitted to the Human Resources Office for record keeping purposes.