



**EXECUTIVE SEARCH SERVICES
FOR
ST. LOUIS PARK PUBLIC SCHOOLS**

November 20, 2023





Where Minnesota School Boards Learn to Lead

November 20, 2023

Anne Casey, School Board Chair
St. Louis Park Public Schools
6300 Walker Street
St. Louis Park, MN 55416

Dear Chair Casey and Members of the St. Louis Park Public School Board:

On behalf of the Minnesota School Boards Association (MSBA), thank you for the opportunity to share our qualifications to assist St. Louis Park Public Schools in the search for your next superintendent. This proposal details MSBA's interest in providing search services for your district, and highlights why we believe MSBA's experience, connections and steady hand will provide the assistance your board needs to successfully complete this crucial and compelling leadership search.

Many factors will weigh into the board's decision-making process in selecting a firm to work with during this process. In seeking a partner who aligns with your district's superintendent search needs, please consider the following key points summarizing MSBA's qualifications, perspectives, and expertise:

- **Our core search leadership team's credentials.** Barb Dorn, John Ward, and Craig Morris each bring a unique lens to MSBA's search process. These include equity and inclusion proficiency, large district administrative experience, national recruiting know-how, and stellar communication and process facilitation skills. Resumes for this team and other staff are included in this proposal for your review.
- **MSBA's knowledge of Minnesota law governing superintendent search activities.** Our firm grasp of the Open Meeting Law, Government Data Practices Act, model policies, state statutes, and data request considerations ensure thorough, transparent, and legal processes occur every step of the way.
- **Our national reach.** MSBA is a member of the National Affiliation of Superintendent Searchers (NASS). More than 100 consultants in 39 state school board associations across the country provide access to nationwide job postings, recruitment, and vital reference check information for out-of-state applicants.

MSBA has been a trusted resource for Minnesota school boards for over 100 years, including the past 13 years spent guiding our members through more than 175 successful superintendent searches. We are currently the leading provider of searches across the state, an honor we feel is directly attributable to learning from every search we've conducted, listening to our members, and continuously improving our process to bring tried-and-true as well as cutting-edge approaches to the districts we serve.

Thank you for your consideration of MSBA's Executive Search services. We would be honored to assist St. Louis Park Public Schools with its upcoming superintendent search, so please contact me if you have questions or need further clarification on MSBA's services, staff qualifications, fees, or search references.

Sincerely,

Barb Dorn
MSBA Director of Leadership Development and Executive Search

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INTRODUCTION

One of the most important decisions a school board will ever make is to choose a new superintendent. As the school district's chief executive officer, the superintendent is responsible for providing district-wide leadership, implementing the school board's policies, and ensuring the school board's priorities are met. Effective superintendents ensure that all students are learning at high levels. Ultimately, hiring the right superintendent — someone who possesses the skills and attributes needed to help achieve your school district's vision and strategic priorities — requires time, thoughtful planning, and sound recruitment and employment processes and procedures.

The Minnesota School Boards Association (MSBA) is pleased to present the school board of St. Louis Park Public Schools with a proposal for executive search services. MSBA has been providing Minnesota school boards with search services for more than 13 years, and as a result brings a strong school board perspective to the search and its outcome. As your association, we have a vested interest in helping your school board find and hire the best person for its superintendent.

MSBA-led searches are based on one clear premise: all searches are conducted through the lens of school board leadership. This means we understand and prioritize the needs of the board, and the district itself, above all else. Also, throughout the search MSBA will professionally handle every detail and guide the school board through the process, allowing the board to concentrate on the most important aspects of the search — interviewing the most qualified candidates and selecting the next superintendent.

TESTIMONIALS FOR MSBA EXECUTIVE SEARCH SERVICES

MSBA far surpassed our expectations. They are the perfect guide to help school boards navigate the search process, and I would absolutely recommend MSBA because of their depth of expertise and ability to empower boards to make informed decisions. Also - and this is no small thing - the superintendent candidates they brought forward were exceptional. I cannot imagine how we could have navigated this experience without them.

- Dr. Jean Marvin, Board Chair, Rochester Public Schools

Throughout the selection process of two superintendent searches in Hastings, MSBA's calm, competent demeanor, and commitment to transparency, schedule, and accountability provided invaluable leadership to our Board. We have been so fortunate to have MSBA at our side throughout the last few years.

- Lisa Hedin, Board Chair, Hastings Public Schools

As our school board's advocacy group, MSBA has a vested interest in our success. They also shared all candidate applications with the board, not just a select few like other search firms do, and provided a process that was efficient and timely. We couldn't be happier with the result.

- Mike Reynolds, Board Chair, Willmar Public Schools



PLANNING THE SEARCH AND HIRING CRITERIA

Initial Planning Meeting

An MSBA search begins with an initial planning meeting between the school board and the search team. At the planning meeting, MSBA will work with the school board to establish the search timeline, hiring criteria and leadership profile, as well as determine methods of stakeholder involvement, identify the district's position in the marketplace, select advertising venues, and finalize all processes, procedures, and expectations for conducting the search.

Some school boards also choose to begin their search by participating in MSBA's "Hiring the Right Superintendent" workshop at no additional charge. This workshop may be utilized as a kick-off to the search, providing board members with a solid foundation of what to expect during the entire process. The workshop booklet has also proven to be a valuable resource and useful tool over the months-long search, particularly for school board members unfamiliar with the search process. This workshop is optional depending upon the needs and circumstances of each individual district, and again it is offered at no additional cost to the district.

Determining Hiring Criteria and Leadership Profile

Your district is unique, and an important initial step in the search process is to identify the personal and professional skills and attributes the school board most desires in a superintendent. This in turn will provide the basis for the position leadership profile and hiring criteria. Stakeholder input will also be considered in developing the leadership profile, as will the district's strategic plan and mission.

Early in the process MSBA's search team will lead the school board through crafting the profile, which will then be used throughout the duration of the search as a guideline for selecting finalists, creating interview questions, and assessing superintendent candidates to find the best fit for St. Louis Park Public Schools. In other words, the leadership profile and hiring criteria serve as a beacon to help guide the school board in its search from the beginning to end of the process.



STAKEHOLDER INPUT

Stakeholder Input

Several stakeholder involvement-related opportunities are included in the search package, including:

- an online **survey**, open to all staff, parents, students, community members, and district stakeholders
 - ◇ This survey will include gathering quantitative information regarding stakeholder priorities for candidate background, skill set, experience, and personal characteristics.
 - ◇ It will also include gathering qualitative information through several open-ended questions regarding the opportunities and challenges facing St. Louis Park Public Schools, and what type of individual could most effectively lead the district.
 - ◇ This survey will be offered in multiple languages per the district's request, as well as hard copies to ensure access for those unable or uninterested in taking the survey electronically.
- an **informational Q&A session** for staff and community members regarding the superintendent search process. This session is hosted virtually by MSBA, and is recorded to ensure all district stakeholders have access to accurate information regarding search processes and expectations. The recording will then be made available on the district website throughout the duration of the search. Launched two years ago, these proprietary **Q&A with MSBA** sessions have proven to be one of the most effective tools a district can utilize to increase both the credibility and transparency of their search, and to limit toxic misinformation. Through leveraging the power of sharing information, these unique Q&A sessions have solidified MSBA's reputation as a provider of clear, accessible, and stakeholder-inclusive superintendent search services.
- finally, stakeholder **Input Forums** with finalists may be offered in conjunction with the second round of interviews. Several options regarding the structure of Input Forums will be provided to the board for consideration, along with a review of the opportunities and pitfalls tied to involving stakeholders in the interview process. If selected as an option, MSBA will also train Input Forum participants to ensure adherence to all legal requirements involved in the superintendent search process.

A la carte Option

Another option for the school board to consider in gathering stakeholder input early in the process is through holding **Focus Groups** and/or **Listening Sessions** across multiple stakeholder constituencies. These group sessions are a traditional methodology still utilized by some search firms as their primary source of stakeholder input; however, these sessions must be carefully designed and implemented. MSBA will conduct them if requested, in addition to the services outlined above. The board should also consider the value of 24/7 stakeholder access to the survey as the initial (and sole) early feedback opportunity— the availability and anonymity of the survey may contrast significantly with the tendency of group sessions to amplify some voices over others, and the inequities which can result from stakeholder access (or lack thereof) to participate. The decision of why and how to conduct group sessions must be carefully considered by the school board before initiating a search, and MSBA will guide this conversation at the planning meeting to ensure the best possible and most equitable decision is made regarding stakeholder input for your district's superintendent search process.

NOTE: If requested, MSBA's a la carte fee to conduct group sessions is \$1,395 per day or \$300 per group.



ADVERTISING AND RECRUITING

To create, sustain and heighten interest in your district's position, MSBA will utilize and leverage our resources and connections on both a statewide and national scale.

Locally, MSBA's search team will directly contact Superintendents, Assistant/Associate Superintendents, Cabinet Members, Principals, and Assistant Principals across the state to inform them of the vacancy and application procedures. Emails are sent directly to these individuals at regular intervals throughout the search, as well as phone contact to ensure this opportunity remains top of mind particularly for candidates who most closely match the candidate profile as established by the school board. Finally, the vacancy announcement will be posted on the following statewide job opportunity sites:

- Minnesota School Boards Association (MSBA). MSBA's superintendent job openings page receives more than 6,000 hits per month during search season, including many from out-of-state applicants as well as former Minnesota administrators looking to return to the state for their own personal or professional reasons
- Minnesota Association of School Administrators (MASA)
- Minnesota EdPost (hosted by St. Cloud State University)

Nationally, MSBA will reach out to contacts across the country through our search team's personal and professional relationships, our contacts at the National Affiliation of Superintendent Searchers (NASS), and by posting the position on the following nationwide job sites:

- American Association of School Administrators (AASA)
- National Alliance of Black School Educators (NABSE)
- Association of Latino Administrators and Superintendents (ALAS)
- Top School Jobs (EdWeek)
- National Indian Education Association (NIEA)
- Revelus (a proprietary application database utilized exclusively by NASS members and accessible to candidates through the highly-viewed school board association superintendent job boards)

In conclusion, facilitating the complexities of the advertising, recruitment, and application process is one of the MSBA search team's greatest strengths. Not only will we develop all application procedures, handle applicants' calls and correspondences concerning the vacancy, collect and review applicants' files, and develop a recommended pool of candidates for school board consideration, but through our extensive statewide and national contacts MSBA will aggressively market the opportunity to secure a diversified pool of high-quality individuals interested in the unique opportunity to lead St. Louis Park Public Schools as its next Superintendent.



INTERVIEW PREPARATION

Interview Training and Preparation

One of the things unique to superintendent search activities in Minnesota are the ramifications of our state's Open Meeting Law. Therefore, prior to the application deadline the search team will meet with the school board to help it prepare for and conduct the first and second rounds of interviews and reference checks. Interview training will include information to help school board members conduct interviews in open sessions, as well as abide by all requirements of the Data Practices Act.

The search team will also help the school board develop interview questions that fit the candidate profile, that do not violate the law either directly or indirectly, and that standardize the interview process to ensure a level playing field for all candidates. In addition, the search team will assist the school board with planning second interviews and additional reference checks.

Because hiring the superintendent is the school board's role, MSBA recommends that only its members participate in the finalists' interviews with the board. If the school board decides to involve non-school board members in the interview process, however, the search team will help the school board develop a process that makes clear the advisory nature of the non-school board members' roles that does not infringe upon the school board's role as the sole hiring authority for the position of superintendent. The search team will provide guidelines and training for the non-school board members, and review all questions submitted by group members. By following these recommendations, the school board is able to standardize interview questions and format, provide more control over the selection process, and reduce the school district's risk of liability.

Without question, interview training and preparation is key to a successful superintendent search. MSBA's long-standing reputation for high-quality training programs carries over to our executive search services, and in addition to providing a firm foundation for search decision-making, many boards have found MSBA's training and guidance throughout the process to have strengthened their board relationships as well. This result has become an unexpected bonus for those districts striving to become a more high-functioning school board, as the consensus-building aspects of MSBA's search process helps them become a stronger and more unified team.



SCREENING, MSBA VETTING, AND FINALISTS SELECTION

Screen Applications, Vet Candidates, and Select Finalists

After the application deadline has passed, MSBA’s search team will review applicant files in relationship to the position leadership profile established by the school board in order to identify the applicants who best meet the school board’s hiring criteria. The search team will then conduct preliminary verification of references and pre-interviews of the applicants who best meet the school board’s identified profile. This vetting process involves MSBA staff as well as former superintendents and school board members serving as MSBA service providers during the executive search process.

IMPORTANT: ALL COMPLETED APPLICATIONS will be made available to school board members to review prior to the candidate selection meeting. A foundational belief of MSBA’s executive search service is that it is crucial for board members, as the district’s hiring authority, to have the opportunity to review all applications in order to make the most informed decision possible. This information is confidential and must be treated in accordance with Minnesota’s Data Practices Act, and MSBA’s training services during the search will outline all board responsibilities regarding data privacy issues.

Once the screening, preliminary verification of references, pre-interviews, and vetting have been completed by MSBA, the search team will meet with the school board to recommend those candidates MSBA feels best fit your district’s leadership profile and assist the school board in selecting those to be interviewed. The next page in this proposal outlines MSBA’s vetting process in greater detail.

Following the school board’s selection of finalists, the search team will prepare a news release for the district to send to staff, the media, and community including the names of those to be interviewed, as well as the schedule of remaining search-related activities.



MSBA'S APPLICANT VETTING PROCESS

After the application deadline has passed, a team of MSBA service providers and staff review all completed applications. MSBA will look at their licensure, references and recommendations, and work and educational history. We then align each applicant's background, experience and application information with the district's hiring criteria, leadership profile, and feedback gathered from district stakeholders on the next superintendent's desirable skills, traits, and experience.

After reviewing all completed applications, each member of the vetting team rates all applicants on a 5-point scale and an aggregate rating is compiled.

Next the team meets to discuss the ratings and evaluate which applicants have risen to the top and why. Following a lengthy discussion, consensus is reached on which applicants to consider presenting to the board due to their alignment with the hiring criteria and the district's needs.

This results in the team conducting additional vetting on 6-10 applicants. This vetting includes team members conducting a phone interview with each applicant, holding conversations with at least three of their listed references, and a closer look into each applicant's qualifications. The result is the final list of applicants MSBA recommends be presented to the board for interview consideration.

At the candidate presentation meeting with the board, MSBA will share our recommendations. After hearing short verbal presentations on each applicant, the board will then discuss the applicant pool (by alphabet identifier only to abide by data privacy laws) and request clarification from MSBA as needed (recognizing our responses will also be somewhat limited due to privacy laws). The board then has three options:

- Accept the recommendations made by MSBA for first round interviews as presented.
- Accept some applicants recommended by MSBA but replace others with candidates identified by the board.
- Forfeit all candidates recommended by MSBA and select an entirely new slate of applicants identified by the board.

A motion will then be made, seconded, and passed (again, using alphabet identifiers only). Once this motion has passed, the board chair or MSBA will read aloud the names of those selected for first round interviews. These names will be in no particular order and not tied to their alphabet identifiers.

MSBA will then call these applicants to congratulate them, confirm their interest in the position, and inform them they will receive an email from MSBA's application software (Revelus) to schedule their interview. Once all interviews are scheduled, MSBA will send each interviewee an email containing final information for their interview. Finally, applicants not selected for interviews will receive an email thanking them for their interest in the position, and notifying them that the board has chosen to proceed with other candidates who more closely align with the district's hiring criteria.



CONTRACT AND FOLLOW-UP SERVICES

Decisions, Contract, and Announcement

The search team will guide the school board through the process of contacting the lone finalist to offer the position. MSBA recommends the school board use the MSBA/MASA Model Superintendent Contract as the basis for negotiating the superintendent's contract, and will provide comparative superintendent salary and benefit information to assist the district in negotiating an appropriate compensation package. MSBA's search team will not negotiate the contract for the school board, however, as it is the board's responsibility to set and negotiate all hiring parameters for the new superintendent. The search team will draft a news release for the district to send to staff, the media, and community announcing the new superintendent.

The search team will also personally contact the non-selected finalists.

Transition Plan and Follow-up Services

Once the search is concluded and the parties have a signed contract, the search team will continue to provide support for the school board and superintendent. Past clients have found MSBA's search services follow-through to be invaluable in setting expectations and ensuring success for the new board-superintendent team.

For example, to strengthen the school board and superintendent's working relationship, and to provide support to the new superintendent, the search team will:

- assist in developing a transition plan for the new superintendent, if requested;
- facilitate a Transition Workshop to develop goals and/or performance expectations for the school board and superintendent within six months after the new superintendent begins work in the school district;
- visit the new superintendent during their first year of school district employment; and
- be available to answer the new superintendent's and the school board's questions during the transition and beyond via phone, email, workshop, etc.

NOTE: There are **no additional charges** for any of the above transition services.



SUMMARY OF SEARCH SERVICES

The proposed search for St. Louis Park Public Schools includes the services outlined below.

The MSBA Search Team will:

- Conduct an initial planning meeting with the school board to establish the search timeline, discuss hiring criteria and stakeholder involvement, identify the district's position in the marketplace, determine advertising venues, and finalize all processes and procedures for conducting the search.
- Collect stakeholder input through an online qualifications and quantitative data survey (in multiple languages as requested by the district). Results will be summarized for the school board by MSBA.
- Conduct focus groups and/or listening sessions with a cross-section of district stakeholders as requested by the district. Results will be summarized for the school board by MSBA.
- Host an online informational **Q&A with MSBA** session for staff and community members regarding the superintendent search process, and provide the recording for placement on the district's website.
- Develop a two-sided color vacancy announcement and post on statewide job sites, in Revelus through the national NASS network, and on national job sites.
- Directly contact Superintendents, Assistant/Associate Superintendents, Cabinet Members, Principals, and Assistant Principals across the state to inform them of the vacancy and application procedures.
- Directly contact potential candidates outside the state of Minnesota to recruit and inform them of the vacancy and application procedures.
- Develop all application procedures, handle applicants' calls and correspondence, collect and review applicants' files, and receive applicants' credentials.
- Screen the applicant pool against the school board's established hiring criteria and leadership profile.
- Conduct preliminary verification of references and pre-interviews and vetting of applicants who best meet the school board's hiring criteria as determined by MSBA's screening team.
- Conduct a meeting with the school board for purposes of interview training, developing interview questions, and clarifying interview schedules.
- Conduct a meeting with the school board for purposes of presenting candidate recommendations so the school board can select finalists for interviews, and clarifying remaining steps of the search process.
- Coordinate with finalists and be present during the first and second rounds of interviews.
- Prepare a news release for the district to send to the media, school district staff, and community that includes the names of the finalists who will be interviewed.
- Facilitate Audience Input Forums in conjunction with the second round of interviews, if requested.
- Prepare a news release for the district to send to the media, school district staff, and community introducing the new superintendent.
- Assist in developing a transition plan for the new superintendent, if requested.
- Visit the new superintendent during their first year of employment.
- Facilitate a Transition Workshop to develop goals and/or expectations for the school board and superintendent within six months after the new superintendent begins work in the school district.



ESTIMATED FEE FOR SERVICE

The estimated fee range for a St. Louis Park Public Schools superintendent search is **\$18,900 - \$25,900**. This includes the MSBA search team's time and all expenses, in-person attendance at all search-related activities, and advertising the position on statewide as well as national jobs boards (Revelus, AASA, NABSE, ALAS, EdWeek, and NIEA). This range also includes in-depth background checks of all semi-finalists and finalists, comprised of national criminal background checks as well as verification of employment, educational credentials, and professional licensure.

All of the above services are included for **\$18,900**. Any additional costs are due to the la carte option of including Focus Groups and/or Listening Sessions (held concurrently with the stakeholder survey) for \$1,395 per day or \$300 per group. These options would be added to the search process solely at the discretion of the school board and discussed in greater detail with the board as a part of determining the most inclusive stakeholder involvement possible. MSBA offers these group sessions as optional only because they can result in inequities due to some stakeholder's lack of access to participate. Thus the decision of why and how to conduct group sessions must be carefully considered by the school board before initiating a search, and MSBA will guide this conversation to ensure the best possible and most equitable decision is made regarding stakeholder input for your district's superintendent search process.

MSBA does not charge for consultant travel, attendance at interviews, transition services, initial or ongoing support of the new board team, or the Transition Workshop.

In addition, MSBA's "Hiring the Right Superintendent" is included in our full search services at no additional charge to the district. It is not required, however, and is offered only if the board would like to participate in this workshop prior to launching the search.

Any school board member stipends or expenses associated with finalists' interviews (i.e. travel and lodging for candidates) are not included in this fee range.

The level of services and fee included in this proposal are negotiable based on the school board's needs.

Satisfaction Guarantee

MSBA conducts all our superintendent searches from a strong school board perspective, and with impartiality and professionalism while focusing on the school board's identified hiring criteria. If, at any time during the first year of the new superintendent's contract the school board releases the superintendent, MSBA will conduct a second superintendent search for no additional fee. However, the school board would be responsible for new direct expenses, if any, incurred by MSBA for the second search.

NOTE: this guarantee is contingent upon the district's participation in MSBA's Transition Workshop offered as part of our search package (this workshop must be held within six months after the new superintendent begins work in the school district). MSBA believes clarifying expectations for a new superintendent is crucial to their success, and therefore the Transition Workshop must be held in order to receive this search guarantee.



HIRING THE RIGHT SUPERINTENDENT - WORKSHOP

One of the most important decisions a school board will ever make is to choose a new superintendent. As part of MSBA's commitment to board leadership, we offer a **Hiring the Right Superintendent** workshop to help school boards learn about the process for conducting a successful superintendent search. Workshop topics include:

- Whether to use a consultant
- How to work with a consultant
- Setting a timeline
- Developing qualifications and selection criteria
- Involving stakeholders and the media
- Dealing with internal candidates
- Legal pitfalls
- Interviewing Do's and Don'ts
- Deliberating in public
- Q & A re: superintendent search options and best practices

Each board member receives a booklet with sample vacancy announcement, application form, interview questions, reference check form, and other material board members can adapt for their district's specific needs.

The foundational knowledge this workshop provides helps school boards feel confident in the board's decision-making process regarding the superintendent search, as well as fully prepared to take their next steps. Cost is \$1,395 in-district (\$1,095 virtual) and includes all time and materials. This workshop is available only to MSBA members.

For more information please contact Barb Dorn, Director of Leadership Development and Executive Search, at 507-508-5501 (cell), or bdorn@mnmsba.org.



WHY MSBA?

In addition to the factors outlined in this proposal's cover letter, MSBA believes the following distinguishing features truly differentiate our services in both the philosophy and implementation of executive search services.

1. LENS OF SCHOOL BOARD LEADERSHIP

MSBA understands not only the best practices of conducting a superintendent search, but also the myriad of challenges and opportunities facing school boards today. In addition we know how to balance Minnesota's Open Meeting Law with our state's Data Practices Act, the increasing pressure on public education to provide an equitable education to each and every student, the impact of data requests on board work, and the vital leadership role a school board must fill in finding its next superintendent. As stated by a school board member after one of last year's MSBA-led searches: *"The best part of the search was MSBA's focus on finding the person that was best for our district, instead of the way other consultants seem more focused on finding jobs for their candidates."* MSBA's strong school board perspective is core to our search process and truly makes us unique among all firms submitting proposals to conduct superintendent searches across the state.

2. TRANSPARENCY AND COMMUNICATION

Every facet of a superintendent search depends upon clear and open communications amongst the school board, search firm, and the public. To ensure transparency we offer our **Q & A with MSBA** session, and to better inform the board we share ALL applications with board members to ensure you make the most informed decisions possible. We understand the additional work this creates for the district's search firm, but believe our ability to conduct the labor-intensive legwork yet guide the process clearly and appropriately, empowers school boards to confidently take ownership of finding the right leader for their district.

3. NO HIDDEN FEES

Search costs quickly escalate when firms charge for consultant travel, multi-language surveys, attendance at finalist interviews, transition services, workshops, etc. MSBA stands behind all fee options as outlined in this proposal so your board can rest assured that total search costs will not exceed your expectations.

4. POST-HIRING SUPPORT

A new superintendent's first year can feel overwhelming due to volume of workload coupled with a steep and intense learning curve. MSBA firmly believes that our transition and follow-up services provided to the new Board-Superintendent Team make a significant difference in ensuring a successful first year. Our Transition Workshop helps you discuss expectations, clarify goals, and lay the groundwork for that year's superintendent performance evaluation process. We also provide a transition plan outline upon request, visit the new superintendent during their first year, and remain fully available by phone, text, email, or workshop to continue building trust and collaboration among board members and their new superintendent. Together all of these MSBA commitments help a superintendent's first year start (and stay) strong.



STATEMENT OF ALIGNMENT

St. Louis Park Public Schools sees, inspires, and empowers each learner to live their brilliance in an environment that centers student voice and experience to create racially equitable learning that energizes and enhances the spirit of our community.

MSBA believes there is significant alignment between the values and services of our association and St. Louis Park Public Schools. Both are mission-driven, place students' well-being at the forefront, and understand the importance of policy governance in moving the district forward. There is also clear alignment regarding the role of the school board in making well-informed decisions toward desired outcomes to benefit all students, as well as understanding the role of the board in overseeing the superintendent to guide and implement the board's vision for St. Louis Park Public Schools.

In particular, it is clear the board's vision is viewed through an equity lens and reflected in your district's mission as stated above. As an organization MSBA is committed to equity as well, embarking on our own equity journey in 2019 when the Board of Directors and staff created a strategic plan with a focus area rooted in the integration of Diversity, Equity, and Inclusion (DEI) resources into our organization. The practical application of this focus area was that we began working toward DEI becoming foundational to our services, conferences, publications, and daily connections with our membership.

More recently, in 2023 MSBA's Board of Directors and staff launched a new strategic planning process which includes DEI as one of five core values of the association (the others being Trust, Collaboration, Local Control, and Future-Focused).

This greater emphasis on DEI in the new strategic plan supports MSBA's belief that all services we provide, regardless of district-specific positions, must be rooted in holistic best practices that recognize and honor all students as the focus. This philosophy permeates MSBA's superintendent search processes as well, and while this is an evolving journey for MSBA, we are proud of our progress and commitment to culturally-responsive education for every student in our member districts. Without question it is a priority for our organization, and we will continue to ensure our alignment with the goals of equity, diversity, and inclusion for each and every student, staff member, board member, and superintendent in Minnesota's public school system.

Because of MSBA's integration of services, this commitment also applies to every step of our executive search process. Partnering with your district in this leadership quest offers tremendous opportunities to shape the future of education in Minnesota, and MSBA is committed to ensuring the inclusion of district-specific criteria in every part of the process. We will not only help St. Louis Park Public Schools find a superintendent, but we will help you find the *right* superintendent for your district and the families who rely on you to provide the education they deserve.



TEAM QUALIFICATIONS AND EXPERIENCE

MSBA has compiled a team for the St. Louis Park Public Schools superintendent search possessing a wealth of experience across numerous fields in public education. These individuals include former:

- School board members
- Superintendents
- Associate Superintendents
- Cabinet-level administrators
- Human Resources professionals
- General counsel
- Cultural diversity trainers
- Teachers and coaches
- Communications specialists
- Project managers

The breadth and depth of qualifications on this team is enormous, and the experience these individuals have in the realm of public education numbers in the hundreds of years. Beyond the statistics, however, it is a passion for PreK-12 education which drives the work that we do. Every single person on MSBA's superintendent search team believes in, supports, and advocates for Minnesota's students who attend our state's public schools, and we will bring that same dedication and commitment to the search for St. Louis Park Public Schools' next superintendent.

Don't just take our word for it, though. School board members from last year's MSBA searches had this to say:

For MSBA to come into a district where tensions were high and structure unstable, was remarkable. They took on the challenge and made everything very straightforward. I will forever be grateful for the time they took to explain things and reach out to those who had questions. Throughout the search their attitudes remained positive and comforting.

Working with MSBA on our superintendent search was an amazing experience. The entire process was completed with professionalism and dedication. Everything from preparing the hiring criteria to the interviewing of candidates was done transparently. MSBA is an industry leader and our search was successful because of them.

As you can see in this proposal, MSBA team members' tangible qualifications and experience are viewable on our resumes. However, it's the intangibles we feel make the biggest differences for our clients. We listen carefully, communicate clearly, and deeply understand the complexities and emotions involved in a superintendent search, not only for the school board, but for staff, students, parents, and community members as well.



WHY MSBA? (FROM OUR CLIENTS)

A bonus to working with MSBA is the expertise provided in the search process AND the expertise they have in school board law and process. - Board Chair, Rochester Public Schools

MSBA was both easy to work with and made a daunting process manageable and enjoyable. I believe it also helped draw our board closer. - Board member, Byron Public Schools

The process was clear from the beginning and the information supporting the process was extremely organized. There were no extraneous steps or information that complicated the process, so the Board and the community could all be on the same page at all times.

- Board member, Rochester Public Schools

MSBA was invaluable in guiding our district's search process. Their training and guidance were exemplary as they helped the board navigate the decisions we needed to make – reminding us that this was our process every step of the way.

- Board member, Bloomington Public Schools

Many thanks to MSBA for the work they did to help us focus on our community's needs. This is the best search process we've ever had!

- Board member, Red Wing Public Schools

The training and support throughout the entire process was spot-on! MSBA was always available with expert, professional advice.

- Board member, Intermediate School District 917

MSBA's integrity speaks to all. They had well-researched candidates, were very easy to work with and extremely trustworthy during the entire process. There were no surprises and I felt very well-informed throughout. This was my second time having MSBA conduct our district's search, and both times they were simply amazing. I would highly recommend MSBA for any superintendent search.

- Board member, Hastings Public Schools

The search process was very professional and straightforward, and I always felt we were ultimately in charge of the process.

- Board member, Austin Public Schools

MSBA was the best search partner we could have used!

- Board member, Lake City Public Schools

The process was very organized and as chair of the board I always felt comfortable working with MSBA. I trusted their advice, appreciated their insights, and felt validated and respected. I can only say good things about the process.

- Board Chair, Bloomington Public Schools



PROPOSED TIMELINE

Mid-December 2023 to Mid-February 2024

- School board holds initial planning meeting with MSBA search team to establish the search timeline, review hiring criteria, identify district's position in the marketplace, determine advertising venues, discuss stakeholder involvement, and finalize all processes and procedures for conducting the search.
- School board approves all advertising materials, including hiring criteria and vacancy brochure.
- MSBA search team finalizes application procedures, advertises the vacancy, and recruits candidates.
- MSBA hosts an informational *Q&A with MSBA* session regarding the superintendent search process.
- MSBA's search team collects stakeholder input through qualitative and quantitative data survey.
- MSBA prepares a summary of stakeholder input for board to review and integrate into the search process.

Mid-February 2024 to Early March 2024

- MSBA search team continues to advertise the vacancy, recruit candidates, and receive applications.
- MSBA search team conducts initial screening of applicants.
- MSBA search team conducts vetting of applicants, preliminary verification of references, and pre-interviews with candidates most aligned with the district's leadership profile.

Early March 2024

- MSBA's search team meets with the school board to conduct interview training, develop interview questions, clarify interview procedures, and facilitate applicant screening conducted by the school board to select finalists for interviews.

Mid-March 2024 to Late March 2024

- School board conducts first round of interviews.
- School board conducts reference checks.
- School board conducts second round of interviews and invites stakeholder feedback through Input Forums, if desired.
- School board selects lone finalist.

Late March 2024 to Early April 2024

- School board negotiates terms and conditions of superintendent's contract.
- School board meets to approve the superintendent's employment contract.

July 1, 2024

- Superintendent reports to work.

NOTE: This timeline provides a starting point for considering and adopting a superintendent search timeline. Specific dates and times will be determined at the initial planning meeting.



SEARCH REFERENCES

Each of the below individuals served as their district's School Board Chair during a recent superintendent search in partnership with MSBA. Please feel free to reach out to any of them regarding their experiences with and opinions of MSBA's search services.

1. Dr. Jean Marvin, Rochester Board Chair

Phone: 507-282-3427 Email: jemarvin@rochesterschools.org or cjeanmarvin@gmail.com

2. Tom Bennett, Bloomington Board Chair

Phone: 612-991-6260 Email: tbennett@isd271.org

3. Lisa Hedin, Hastings Board Chair

Phone: 612-750-1228 Email: lhedin@isd200.org

4. Jim Bryant, Red Wing Board Chair

Phone: 651-380-2893 Email: jrbryant@rwps.org

5. Alison Sherman, Stillwater Board Chair

Phone: 612-532-6495 Email: shermana@stillwaterschools.org

6. Heath Oeltjen, Lake City Board Chair

Phone: 651-345-5362 Email: hoeltjen@lake-city.k12.mn.us

Additional references available upon request.



2022-2023 MSBA-LED SEARCHES

- Chisago Lakes School District
- Crookston Public Schools
- Dawson-Boyd Public Schools
- East Grand Forks Public Schools
- Foley Public Schools
- Hastings Public Schools
- Howard Lake-Waverly-Winsted Public Schools
- Kaleidoscope Charter School
- Lake City Public Schools
- MACCRAY Public Schools
- Northwest Suburban Integration School District
- Pipestone Area Schools
- Red Wing Public Schools
- ROCORI School District
- Thief River Falls Public Schools
- Tri-County/Greenbush-Middle River Schools
- Wabasha-Kellogg School District
- Winona Area Public Schools
- Zumbrota-Mazeppa Public Schools

MSBA 2022-2023 SEARCH SERVICE REFERENCES *

* MORE AVAILABLE UPON REQUEST

1. Lori Berg, School Board Chair, **Chisago Lakes School District**, lberg@isd2144.org
2. Frank Fee, School Board Chair, **Crookston Public Schools**, ffee@rrv.net
3. Bruce Lund, School Board Chair, **Dawson-Boyd Public Schools**, blund@dwby.k12.mn.us
4. Lisa Hedin, School Board Chair, **Hastings Public Schools**, lhedin@isd200.org
5. Heath Oeltjen, School Board Chair, **Lake City Public Schools**, hoeltjen@lake-city.k12.mn.us
6. Jim Bryant, School Board Chair, **Red Wing Pubic Schools**, jrbryant@rwps.org
7. Phil Rosendale, School Board Chair, **Wabasha-Kellogg School District**, philrosendale@wkfalcons.org
8. Nancy Denzer, School Board Chair, **Winona Area Public Schools**, nancy.denzer@winona.k12.mn.us
9. Angie Bredehoft, School Board Chair, **Zumbrota-Mazeppa Public Schools**, angie.bredehoft@zmsch.k12.mn.us



2021-2022 MSBA-LED SEARCHES

- ACGC Public Schools
- Albert Lea Area Schools
- Bemidji Area Schools
- Cass Lake-Bena Public Schools
- Clinton-Graceville-Beardsley Schools
- Dover-Eyota Public Schools
- Fosston Public Schools
- Greenway Public Schools (Limited)
- Kingsland Public Schools (Limited)
- La Crescent-Hokah Public Schools
- Long Prairie-Grey Eagle Public Schools
- Menahga School District
- Mid-State Education District (Limited)
- New London-Spicer School District
- Ortonville Public Schools
- Pequot Lakes Public Schools
- Plainview-Elgin-Millville Community Schools
- Proctor Public Schools
- Red Lake Schools
- ROCORI School District
- South St. Paul Public Schools
- Stillwater Area Public Schools
- Swanville School District (Limited)
- Thief River Falls Public Schools
- Tri-City United Public Schools
- Tri-County / Greenbush-Middle River Schools
- Ulen-Hitterdal Public Schools
- Underwood School District (Limited)
- Verndale Public School (Limited)
- Waconia Public Schools
- Waterville-Elysian-Morristown Public Schools
- West Central Area School District
- Windom Area Schools

MSBA 2021-2022 SEARCH SERVICE REFERENCES *

* MORE AVAILABLE UPON REQUEST

1. Neal Skaar, School Board Chair, **Albert Lea Area Schools**, neal.skaar@alschools.org
2. Carol Johnson, School Board Chair, **Bemidji Area Schools**, Carol_Johnson@isd31.net
3. Eric Morken, School Board Chair, **La Crescent-Hokah Schools**, eric.morken@isd300.k12.mn.us
4. Kim Bolz-Andolshek, School Board Chair, **Pequot Lakes Public Schools**, kbolz@isd186.org
5. Jennifer McDonald, School Board Chair, **Proctor Public Schools**, jennmcd777@gmail.com
6. Alison Sherman, School Board Chair, **Stillwater Area Schools**, shermana@stillwaterschools.org
7. Dana Geller, School Board Chair, **Waconia Public Schools**, dgeller@isd110.org
8. Gary Michael, School Board Chair, **W-E-M Public Schools**, sba.email@yahoo.com



2020-2021 MSBA-LED SEARCHES

- Austin Public Schools
- Bloomington Public Schools (Limited)
- Byron Public Schools
- Clinton-Graceville-Beardsley Schools
- Cook County ISD 166
- Dilworth-Glyndon-Felton Public Schools
- Greenway Public Schools
- Houston Public Schools
- Intermediate School District 917
- La Crescent-Hokah Public Schools
- Lac qui Parle Valley School District
- Lake Park Audubon School District
- Lynd Public School (Limited)
- Montevideo Public Schools
- Rochester Public Schools
- Royalton Public Schools
- Tri-County Schools
- Ulen-Hitterdal Public Schools

Member districts:

Bloomington, Burnsville-Eagan Savage, Farmington, Hastings, Inver Grove Heights, Lakeville, Randolph, South St. Paul, and West St. Paul-Mendota Heights-Eagan

MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2020-2021 SEARCHES

* MORE AVAILABLE UPON REQUEST

1. Kathy Green, School Board Chair, **Austin Public Schools**, kathy.green@austin.k12.mn.us
2. Nelly Korman, School Board Chair, **Bloomington Public Schools**, nkorman@isd271.org
3. Harvey Bergh, School Board Chair, **Byron Public Schools**, harvey.bergh@byron.k12.mn.us
4. Lindsey Leach, School Board Chair, **DGF Public Schools**, lleach@dgf.k12.mn.us
5. Dr. DeeDee Currier, School Board Chair, **Intermediate School District 917**, dcurrier@isd191.org
6. Kelly Snell, School Board Member, **Montevideo Public Schools**, ksnell@montevideoschools.org
7. Dr. Jean Marvin, School Board Chair, **Rochester Public Schools**, jemarvin@rochesterschools.org



2019-2020 MSBA-LED SEARCHES

- Adrian Public Schools
- Alexandria Public Schools
- Browns Valley Public School (Interim)
- Carlton Public Schools (Interim)
- Detroit Lakes Public Schools
- Hastings Public Schools (Interim)
- Hastings Public Schools
- Hermantown Community Schools
- Kenyon-Wanamingo Public Schools
- LeRoy-Ostrander Public Schools
- Lewiston-Altura Public School District
- McGregor Public Schools
- Mora Public Schools
- Ortonville Public Schools
- Pine River-Backus Schools
- St. Clair Public School
- St. James Public Schools
- St. Peter Public Schools
- Thief River Falls Public Schools
- Tri-City United Public Schools
- Warren-Alvarado-Oslo School District

MSBA EXECUTIVE SEARCH SERVICE REFERENCES 2019-2020 SEARCHES

* MORE AVAILABLE UPON REQUEST

1. Kelsey Waits, School Board Chair, **Hastings Public Schools**, kwaits@hastings.k12.mn.us
2. Ben Leonard, School Board Chair, **St. Peter Public Schools**, ben.leonard@stpeterschools.org
3. Dean Anderson, School Board Chair, **Alexandria Public Schools**, dadds7@gmail.com
4. Dianne Mathews, School Board Chair, **Hermantown Community Schools**, dmathews@isd700.org
5. Marsha Franek, School Board Chair, **Tri-City United Public Schools**, MFranek@tcu2905.us
6. Jack May, School Board Chair, **St. Clair Public School**, jmay@stclaircyclones.org
7. Chris Cunningham, **Pine River-Backus Schools**, ccunningham@prbschools.org



SEARCH TEAM — MSBA STAFF

MSBA's search team is comprised of experienced MSBA staff and service providers. Search team members understand that selecting a superintendent is one of the board's most important duties and have a vested interest in the success of your search. Below are brief résumés of MSBA's search team.

▪ **BARB DORN**

Barb will be serving as Search Lead for the St. Louis Park Public Schools superintendent search. She has more than 30 years of experience in nonprofit leadership, marketing and communications, consulting, and process facilitation. She has worked across public, private, and nonprofit sectors to build collaborative and viable partnerships, deliver high-impact workshops, and produce outcomes based on common goals and shared decision-making processes. Barb has also served on the Boards of Directors for Greater Mankato's City Center Partnership and the area chapter of Leave a Legacy. She joined MSBA in 2019 and is a member of the National Affiliation of Superintendent Searchers.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Leadership Development and Executive Search
- YWCA Mankato: Executive Director
- March of Dimes: Division Director
- Minnesota State University Mankato: Adjunct Professor
- Pathways Marketing: Owner / Marketing Consultant
- DLR Group: Business Development / Referendum Consultant

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search, Mutual Expectations, and Superintendent Evaluation
- Presenter — MSBA workshops, seminars, and conferences:
 - o Superintendent Evaluation
 - o Superintendent Search
 - o Various other topics
- Program and Brand Management, Marketing, and Public Relations
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter
- Presenter at other professional workshops and conferences:
 - o Leadership Development Series including:
 - Collaboration and Teamwork
 - Diversity, Equity, and Inclusion
 - Conflict Management
 - Resiliency
 - Communication and Team-Building
 - o Community Relations
 - o Strategy and Visioning



SEARCH TEAM — MSBA STAFF

▪ JOHN WARD, JD, Ph.D

John holds more than three decades of experience working in Minnesota public education, with his last 25 years spent working for the Mounds View Public School District. There he served in a variety of leadership roles including General Counsel, Director of Secondary Schools and Director of H.R. and Operations. He finished his career in Mounds View as District Assistant Superintendent. John has also served on the Board for the Minnesota Association of School Administrators. He holds a bachelor's degree in political science from St. John's University, his Juris Doctorate from William Mitchell College of Law, and a Ph.D in Organizational Leadership from the University of Minnesota. John joined MSBA in 2021 to provide Executive Search services to MSBA members, and below is a summary of his work history and relevant work experience.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Strategic Governance
- Mounds View Public Schools
 - ◊ Assistant Superintendent
 - ◊ Director of H.R. and Operations
 - ◊ Director of Secondary Schools
 - ◊ General Counsel/Assistant to the Superintendent
 - ◊ Associate Principal/Activities Director Mounds View High School
- St. Louis Park Public Schools: Social Studies Instructor
- St. John the Baptist School Savage: Middle School Social Studies Instructor
- McGraw and Ward P.A., Hutchinson: Attorney
- Peterson, Engberg and Peterson, Minneapolis: Law Clerk

RELEVANT WORK EXPERIENCE

- Active leadership team participant in school district strategic planning, implementation and assessment initiatives
- Negotiation of over twenty labor contracts with teachers and other bargaining groups
- Leadership of multiple district/community task force groups in areas such as facilities, community education and athletics
- Cooperative working relationships with school district governance boards
- Led district safe school initiatives and response preparation
- Managed student behavior issues and advised and managed district policy and legal issues
- Engagement and assistance with the leadership of several successful referendum campaigns
- District liaison to local municipalities and law enforcement agencies
- Presenter — MSBA workshops, seminars, and conferences
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter



SEARCH TEAM — MSBA CONSULTANT

■ Craig Morris

Craig is a culturally-aware and highly-strategic Diversity, Equity and Inclusion and Human Resources administrator. With over twenty years of direct support of national executive recruitment and retention efforts, he has led successful Human Resources programs, as well as EEOC, Title VII, and IX compliance administration in both the public and private sectors. Craig is a thought leader and recruiter committed to equity leadership who has dedicated his career to ensuring fair, innovative, equal access, and equity compliance programs. Knowledgeable in the principles and practices of policy creation, Craig has served metro and rural school boards to facilitate strong collaboration and improve channels of communication in order to serve constituents and stakeholders exceedingly well. He is also known for building trust and credibility among diverse communities by utilizing his skills to work with people from different socio-economic, racial and ethnic backgrounds. Exercising exceptional judgment and integrity in all endeavors, Craig has served as an elected or appointed official in Minnesota for more than 22 years and on the Boards of Directors for a multitude of community organizations, commissions and councils.

WORK HISTORY

- Ramsey County: Deputy Director, Human Resources
- Saint Paul College: VP Human Resources and Employee Equity
- Ray and Associates: Superintendent Search National Recruiter
- Metropolitan State University: Sr. Director, Equity, Inclusion and AA
- University of Wisconsin, Madison: Director of Academic (Teacher Recruitment) and Global Programs
- University of Wisconsin, River Falls: Inclusion Officer
- Qwest Communications Int'l: Governmental Affairs & Human Resources Director

RELEVANT WORK EXPERIENCE

- Superintendent search recruiting experience on a national scale
- Restorative Justice Facilitator
- Cultural Diversity Trainer, NATL. Training Laboratories (Cape Cod Inst.)
- Conflict Resolution – providing services to metro and rural districts in Minnesota and Wisconsin
- Evaluation/assessment leader for organizational and operational effectiveness improvements
- Presenter of workshops including:
 - Diversity & Equity Leadership
 - Collaboration and Teamwork
 - Conflict Management
 - Teambuilding
 - Community Relations
- Title IX Compliance Officer Certification (ATIXA)
- National Employment Law Institute
- Supreme Court Rule 114 Qualified Neutral Mediator Wisconsin Certified Family Mediator
- Facilitation of conversations across diverse populations to develop responsive and appropriate strategies for engaging cultural differences



SEARCH TEAM — MSBA STAFF

▪ AMY JORDAN

With more than 25 years of leadership experience primarily in the nonprofit sector, Amy is a collaborative leader committed to serving the public, with a focus on youth. She has experience in recruitment, training, creating partnerships, policy and compliance, and program management and evaluation. As an empathetic partner, Amy is skilled at finding commonalities and consensus amongst diverse groups. The development of her action plan led her team's work to receive national recognition for exceeding key performance indicators in diversity and inclusion while working for a national nonprofit. With strengths in execution and relationship building, she is a natural cultivator of the potential in others and strives for continuous improvement. Amy is goal-oriented, ethical, deliberative, and possesses basic language skills in both Spanish and ASL (American Sign Language).

WORK HISTORY

- Minnesota School Boards Association: Executive Search Specialist
- Miracle League of North Mankato: Executive Director
- YWCA Mankato: Director of Programs for Women and Girls
- Girls on the Run of Greater Mankato: Council Director
- The Artisan Gallery: Manager

RELEVANT WORK EXPERIENCE

- Leadership of and engagement with multiple community groups
- Collaborator with cooperative working relationships with multiple stakeholder groups
- Leadership of multiple community programs for women, girls, immigrant and refugee women and their families, and people with disabilities
- Policy development and compliance
- Evaluation management
- Plan development to put best practices into action
- Brand management and communications
- Facilitated the national training for hundreds of leaders on:
 - Inclusive language and conversations
 - Facilitation
 - Context
 - Conflict resolution
 - Relationship-building/Teambuilding
 - Mastery experiences for self-efficacy
- Presenter — MSBA workshops, seminars, and conferences
- Daily telephone/email responses to MSBA school board member questions
- Contributor to The MSBA *Leader* newsletter



SEARCH TEAM — MSBA STAFF

▪ GARY LEE

Gary has 30+ years of experience in private business — both in a large corporate setting and as an owner/president of small rural businesses. Gary is a former member of the Fertile-Beltrami School Board. Gary also served on the MSBA Board of Directors, the Northwest Service Cooperative Board of Directors, the Minnesota Service Cooperatives Board of Directors, the MSBA Insurance Trust Board of Directors, and the Big Three working group. Gary joined MSBA in 2009.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Deputy Executive Director
- Lee Nursery, Inc.: Owner and President
- Lee Nursery Supplies, Inc.: Owner and President
- Sondreli Business Services: Owner
- UNISYS (formerly Sperry) Defense Systems: IT Manager

RELEVANT WORK EXPERIENCE

- Individual school board in-services: Superintendent Search and School Board-Superintendent Relationships
- Presenter — MSBA workshops, seminars, and conferences
- Analyze superintendent employment contracts and negotiations

▪ AMY FULLENKAMP-TAYLOR, S.P.H.R., SHRM-SCP

Amy has 20+ years of experience in human resources including recruitment, employee relations, employment and labor law compliance, and employee training. She has worked for a variety of industries including Nonprofit, Gaming, Retail, Telecommunications, and Manufacturing. Amy has also achieved the designations of Senior Professional in Human Resources (SPHR) from the Human Resource Certification Institute and SHRM Senior Certified Professional (SHRM-SCP) from the Society for Human Resource Management. Amy joined MSBA in 2007.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Management Services
- Jones Metal Products: Director of Human Resources
- Midwest Wireless: Human Resources Specialist
- Sears Roebuck & Company: Human Resources Specialist
- Argosy V Belle of Sioux City: Director of Human Resources

RELEVANT WORK EXPERIENCE

- School board in-services: Negotiations, Leadership Foundations—School Finance and Management
- Presenter: MSBA webinars, workshops, seminars, and conferences
- Presenter: Other professional organization workshops and conferences



SEARCH TEAM — MSBA STAFF

▪ **SHELBY HERRERA**

Shelby has more than 20 years of experience in education — as a classroom teacher, a paraprofessional, and a teaching assistant at the university level. Shelby joined MSBA in 2019.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Administrative Assistant to Strategic Governance
- Mankato Public Schools: Science Teacher
- Mankato Public Schools: Paraprofessional
- Minnesota State University, Mankato: Teaching assistant

RELEVANT WORK EXPERIENCE

- Conduct research and compile data
- Handle information requests
- Interact with a wide range of staff, business partners, and members
- Prepare reports, memos, letters, and other documents, using word processing, spreadsheet, database, etc.
- Assist applicants and board members with Revelus, MSBA’s proprietary application platform

▪ **BRUCE LOMBARD**

Bruce has more than 15 years of experience providing a full range of administrative support services. Bruce joined MSBA in 2008.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Communications and Marketing
- Mankato Free Press: Copy Editor
- Washington Unified School District (West Sacramento, California): Substitute Teacher
- Sogon University Language Program (Seoul, South Korea): English Language Instructor

RELEVANT WORK EXPERIENCE

- Answers and directs phone calls to appropriate parties
- Handles information requests
- Posts job openings on MSBA Jobs webpage and in MSBA Leader newsletter
- Posts job openings on national job sites, if necessary
- Interacts with a wide range of staff, business partners, and members



SEARCH TEAM — MSBA STAFF

▪ MARIA SHINABARGER, JD

Juris Doctor and educator with over 10 years' experience as a community servant. Maria joined MSBA in 2018.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Associate Director of Management Services and Charter School Liaison
- Marshall Brennan Constitutional Literacy Project Fellow
- Law Clerk at Hennepin County Attorney's Office
- Cambridge Academy East (Mesa, Arizona): Fifth/Sixth Grade English Teacher, Director of Professional Development
- Milan C-2 School District (Milan, Missouri): Fifth/Sixth Grade Reading Teacher

RELEVANT WORK EXPERIENCE

- Facilitate community, staff, and student input sessions
- Ensure compliance with data privacy statutes by redacting resumes
- Consolidate staff and community responses to surveys and interviews
- Help members interpret state and federal statutes regarding human resources, data practices and contracts

▪ JOEL STENDEL, CPA

Joel has more than 20 years of accounting and auditing experience providing a full range of support services. Joel joined MSBA in 2017.

WORK HISTORY

- Minnesota School Boards Association (MSBA): Director of Association Finance
- Eide Bailly LLP: Audit Manager

RELEVANT WORK EXPERIENCE

- School District Auditor
- Answer and direct phone calls to appropriate parties
- Interact with a wide range of staff, business partners, and members
- Gathers salary information for Districts selected
- Assists with EMD analysis submitted by school board members



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ LEE WARNE, Ed. S.

Lee has 48+ years of experience in education, including serving as a superintendent, high school principal, service cooperative executive director, Minnesota Rural Education Association executive director, and Association of Educational Service Agencies executive director. Lee has served at all levels of leadership in local, state, and national organizations, and has been leading MSBA searches across the state for more than five years. Lee has also received numerous awards at the regional, state, and national levels.

WORK HISTORY

- Greenway Public Schools: Interim Superintendent
- RTR (Russell-Tyler-Ruthton) Schools: Interim Superintendent
- Association of Educational Service Agencies: Executive Director
- MN Rural Education Association: Executive Director
- Lake Benton School: Interim Superintendent
- SW/WC Service Cooperative: Executive Director
- West Central Area Schools: Superintendent
- Norman County West: High School Principal
- Halstad Public School: High School Principal

RELEVANT WORK EXPERIENCE

- Facilitated numerous superintendent searches and school district strategic planning sessions
- Provided assistance to school boards and superintendents in various aspects of leadership and training

▪ BRUCE KLAEHN

Bruce has recently retired from 41 years as a Minnesota educator, serving as a teacher, coach, principal, and superintendent, as well as an adjunct college instructor in educational administration. He has extensive experience in financial budgeting, school construction projects, administrative mentoring, and contract negotiations.

WORK HISTORY

- Southeast Service Cooperative: Educational Consultant
- Winona State University: Adjunct Instructor
- Dover-Eyota Public School District: Superintendent
- Grand Meadow Public Schools: Superintendent
- Granada-Huntley-East Chain School District: Principal
- Madelia Public Schools: Teacher and Coach

RELEVANT WORK EXPERIENCE

- Experience facilitating superintendent searches
- Mentor of new superintendents in southeast Minnesota



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ CONNIE HAYES

Connie has 40 years of experience in education, including 23 years as a superintendent. She retired from Northeast Metro 916 after 15 years. During her educational career, Connie also served in coordinator positions and as a school psychologist. While working in the private sector she advised districts on public financing.

WORK HISTORY

- Northeast Metro 916 Intermediate School District: Superintendent
- Springsted: Vice-President
- La Crescent-Hokah Public Schools: Superintendent
- McGregor Independent School District #4: Superintendent
- Lynd Public School District and Marshall Public Schools: Superintendent and Curriculum Coordinator
- SW/WC ECSU: Coordinator and School Psychologist
- Crookston Regional Interdistrict Council: School Psychologist

RELEVANT WORK EXPERIENCE

- Provided leadership in district strategic planning and goal-setting processes
- Built consensus across participating school districts in a long-range facility planning, financing, and construction of three specialized facilities for unique learners
- Facilitated construction of a major addition to a secondary building
- Led improvements in district financial affairs

▪ PAUL CARLSON

Paul has 38 years of experience in education as a teacher, principal, and 21 years as a superintendent. He is committed to delivering effective guidance for educational excellence to ensure optimal education opportunities for all students.

WORK HISTORY

- ACGC Public Schools: Interim Superintendent (8 months)
- Hancock Public Schools: Part-time Superintendent (4 Years)
- New London-Spicer Schools: Superintendent (17 years)
- New London-Spicer Schools: High School Principal
- Sleepy Eye Public Schools: High School Principal
- Sleepy Eye Public Schools: Business Education Teacher

RELEVANT WORK EXPERIENCE

- Implemented long-range planning and goal-setting processes gathering community input and student achievement data resulting in facilities maintenance and energy project
- Led five successful operating levy campaigns and two successful bond levy campaigns
- Budget skills including all facets of revenue and expenditures planning and implementation



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ SANDI NOVAK, Ed. S.

Sandi has 40 years of experience as a teacher, principal, curriculum director, assistant superintendent, acting superintendent, education consultant, and author. Specifically, she served as the acting superintendent in Butterfield-Odin School District (February-June 2016), as assistant superintendent in the Burnsville-Eagan-Savage Schools (2004-2010), and has served on the Board of Minnesota ASCD.

WORK HISTORY

- Butterfield-Odin Schools: Acting Superintendent
- Burnsville-Eagan-Savage Schools: Assistant Superintendent
- Burnsville-Eagan-Savage Schools: Curriculum/Professional Development Director
- Burnsville-Eagan-Savage Schools: Principal
- Owatonna Schools: Interim Principal
- Burnsville-Eagan-Savage Schools: Teacher/Coach
- Mazeppa Elementary School: Teacher

RELEVANT WORK EXPERIENCE

- Presenter at NSBA, MSBA, ASCD and other national conferences
- Coached leadership teams across the country on effective literacy instructional practices

▪ RENAE TOSTENSON, Ed.S.

Rena has nearly 40 years of experience in education. She has served as superintendent (Lac qui Parle Valley Schools, 2011-2017), principal (Appleton Elementary School, 2007-2011), teacher coach (Lac qui Parle Valley Schools, 2005-2007), and as an elementary school teacher.

WORK HISTORY

- Lac qui Parle Valley Schools: Superintendent
- Lac qui Parle Valley Schools: Principal
- Lac qui Parle Valley Schools: Teacher coach

RELEVANT WORK EXPERIENCE

- Presenter at MASA and MSBA conferences and workshops
- Facilitated superintendent searches



SEARCH TEAM — MSBA SERVICE PROVIDERS

▪ GARY KUPHAL

Gary has 47 years of experience in education, all but four years in Minnesota. He has served as a high school principal in Henderson, assistant high school principal and middle school principal in La Crescent, and superintendent in Southland, LeRoy-Ostrander, Plainview-Elgin-Millville, and Mabel-Canton.

WORK HISTORY

- Mable-Canton Schools: Superintendent
- La Crescent-Hokah Public Schools: Interim Superintendent
- Kingsland Public Schools: Interim Superintendent
- Southland School District: Superintendent
- LeRoy-Ostrander School District: Superintendent
- Plainview-Elgin-Millville Community Schools: Superintendent
- La Crescent-Hokah Public Schools: Middle School Principal
- Henderson School District: High School Principal
- Henderson School District: Counselor
- Cleveland School District: Counselor
- Union-Whitten School District (Iowa): Teacher

RELEVANT WORK EXPERIENCE

- Facilitated superintendent searches, board development, and school district strategic planning sessions
- Facilitated community task force on facilities planning

▪ STEVE NIKLAUS

Steve Niklaus brings 43 years of experience in education including serving as superintendent (Annandale Public Schools, 1992-2017) and principal (Annandale High School, 1986-1992, and Atwater-Grove City High Schools, 1980-1986). Steve has served on several state and regional professional boards and committees. Steve has worked in both Minnesota and North Dakota school districts.

WORK HISTORY

- Annandale Public Schools: Superintendent
- Annandale Public Schools: Principal
- Atwater-Grove City High Schools: Principal
- Welcome High School: Principal
- Oakes High School, Oakes, North Dakota: High School Teacher

RELEVANT WORK EXPERIENCE

- Led six successful operating levy elections and four successful building bond elections
- Experience facilitating with superintendent searches



SEARCH TEAM — MSBA SERVICE PROVIDERS

■ **BILL TOMHAVE, Ph.D.**

Bill has more than 45 years of extensive experience in education starting as a high school mathematics teacher and including 40 years in higher education involved with teacher preparation. Bill was elected to the Moorhead Area Schools Board of Directors in 2001, serving through 2018. He was also recognized with the Minnesota All-State School Board award in January 2015.

WORK HISTORY

- Concordia College, Moorhead, Minnesota: Assistant/Associate/Professor, Mathematics
- University of Minnesota, Morris, Minnesota: Assistant Professor, Mathematics
- Iowa State University, Ames, Iowa: Instructor, Mathematics
- Oregon Consolidated Schools, Oregon: Teacher, High School Mathematics

RELEVANT WORK EXPERIENCE

- Director of Moorhead Area School Board 2002-2018, held positions of Chair, Vice-Chair, and Treasurer
- Board of Directors for Lakes Country Service Cooperative 2007-2018
- Experience assisting with community discussions and candidate screenings and interviews
- Ambassador, Minnesota School Boards Association (MSBA), 2006—2009
- Region 1 Joint Powers Board, 2010—2018; Vice Chair 2012—2018

■ **DAVE THOMPSON, Ed.D.**

Dave has more than 45 years of educational experience including serving as superintendent (Stewartville Public Schools, 2000-2017), director of secondary education and middle school principal (Farmington Public Schools, 1993-2000), high school principal (Stewartville Public Schools, 1986-1993), high school principal (Goodhue Public Schools, 1984-1986), and athletic director, teacher, and coach (Elgin-Millville Public Schools, 1977-1984). Dave has served on several local and regional organization committees.

WORK HISTORY

- Kasson-Mantorville Interim Superintendent
- Kenyon-Wanamingo Interim Superintendent
- Stewartville Public Schools: Superintendent
- Farmington Public Schools: Director of Secondary Education & Middle School Principal
- Stewartville Public Schools: High School Principal
- Goodhue Public Schools: High School Principal
- Elgin-Millville Public Schools: Athletic Director/ Teacher / Coach

RELEVANT WORK EXPERIENCE

- Led four successful operating levy campaigns and two successful bond levy campaigns
- Led and implemented district's long-range facility plan and Strategic Plans
- Coach/Teacher of Minnesota Aspiring Superintendent's Academy



NATIONAL AFFILIATION OF SUPERINTENDENT SEARCHERS



August 2, 2023

Dear School Board Members:

You are facing one of the most significant decisions you will make as a school board member – selecting a superintendent. No other staff member will likely have a more long-term impact on your school district. Choosing the most highly qualified individual, who also represents the ideal fit in your community, will be critical. Please consider using your state school board association’s superintendent search service to facilitate your next search for a superintendent.

The members of the National Affiliation of Superintendent Searchers (NASS) stand ready – as the most experienced network of search professionals in the United States – to execute a national campaign to find your district’s next superintendent. NASS consultants are located in 39 states and include more than 100 consultants serving as superintendent searchers for school board associations throughout the country. NASS harnesses the skills and experiences of many search professionals with proven track records of accomplishment. Consultants in NASS are characterized by integrity, passion, and focus. Your state school board association’s search professionals know state and local laws, know your district, and appreciate that each search is unique. They know your school board wants a customized search to meet your community’s specific needs, and understand the need to maintain a successful, long-term relationship between your board and your state school board association.

NASS members serve school boards every day. As Chair of NASS, I can promise you will receive individual, customized attention and a commitment from your NASS professional to assist in a dedicated and confidential manner, following the specific laws of your state. The successful executive search begins with a strong team of professional search consultants and ends with a solid, long-term relationship between the school district and its top administrative leaders. The NASS mission is *finding top executive leadership for school districts throughout the United States through our core values – ethics, integrity, leadership, and teamwork*. If retaining a successful, long-term leader is a priority for your district, rely on a NASS consultant!

Regards,

Shari Becker

Shari Becker
NASS Chair





**National Affiliation of Superintendent Searchers
(NASS members)**

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|----------------------|-----------------------|
| Alabama | New Hampshire |
| Alaska | New Jersey |
| Arizona | New Mexico |
| Connecticut | North Carolina |
| Florida | North Dakota |
| Georgia | Ohio |
| Idaho | Oklahoma |
| Illinois | Oregon |
| Indiana | Pennsylvania |
| Kansas | South Carolina |
| Kentucky | South Dakota |
| Maine | Tennessee |
| Maryland | Texas |
| Massachusetts | Utah |
| Michigan | Vermont |
| Minnesota | Virginia |
| Mississippi | West Virginia |
| Missouri | Wisconsin |
| Montana | Wyoming |
| Nebraska | |

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